



# Louisiana Medicaid Transportation Broker

Business and Technical Proposal

RFP # 3000018038

January 4, 2022

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## 2.5 Cover Letter

Dear Ms. Chelsea Cameron:

Veyo thanks you for the opportunity to present our innovative business plan to improve both the service and quality of Non-Emergency Medical Transportation (NEMT) Services to the Louisiana Department of Health - Bureau of Health Services Financing (LDH) in response to RFP# 3000018038.

This is an opportunity we have invested in significantly in terms of investigation, discovery and design. We are bidding this opportunity as a technology and a healthcare-focused transportation company. Veyo LLC, an Arizona limited liability company, Veyo, is a wholly owned subsidiary of Total Transit, Inc. Veyo brings to LDH financial backing from Total Transit's 30-year history of success in NEMT, and a business model that has changed the way the healthcare industry views NEMT.

Veyo understands that transitioning to any new Vendor can be challenging, but the NEMT/NEAT transition for our May 2021 launch with Louisiana Healthcare Connections was, in the words of Marshall Ellis (LHCC Vice President, Operations), a success. "Veyo's strong partnership approach during and after implementation helped ensure we had a successful and relatively seamless transition from our previous broker." Marshall also added, "In the first quarter of Veyo's service, LHCC's provider no-show rates were less than half of our previous monthly averages and we experienced a significant drop in member complaints."

Using Veyo's Implementation Playbook, over 92% of scheduled trips, beneficiary appointments, and demographics were confirmed prior to launch. And we enabled over 40% of the providers with Veyo's Driver App and GPS tools by the launch date.

Veyo is poised to partner with LDH in your mission to promote the health of Louisiana's citizens by providing safe and effective medical transportation services. Veyo is currently providing similar brokerage services to over one million beneficiaries of managed care organizations.

### *Administrative Office, Corporate Principal Office, Name and Address for Issuing Checks:*

The address for all administrative and corporate contact, as well as our key contact person who is authorized to negotiate an agreement with LDH and commit Veyo to the proposed work is:

Josh Komenda	Veyo LLC.	
President	4250 Executive Square, Ste 200	Tel 877-239-0981
<a href="mailto:jkomenda@veyo.com">jkomenda@veyo.com</a>	San Diego, CA 92037	Fax 877-239-0981

### *Ownership and Structure*

Veyo Logistics is a privately held limited liability corporation (LLC), established in the State of Arizona, and is wholly owned by Total Transit, Inc. Veyo's Principal Owners include:

**Local Representative:** Shiva Nagalingam, 3016 19<sup>th</sup> St. Metairie, LA 70002

**Planned Personnel:**

None of Veyo's proposed or planned personnel are currently employees of the State of Louisiana, nor were any of them employed by the State within the past two (2) years.

**State and Federal Tax ID numbers, LaGov vendor number, and Louisiana Department of Revenue number:**

Federal tax identification number: 81-0772236

LaGov Vendor: V31013554601

LDR Number: 2259957-001

***Contract Terms and Conditions***

Veyo accepts and is willing to comply with all of the requirements of the LDH RFP and its attachments, including but not limited to the State's Standard Contract Terms and Conditions and any Special Terms and Conditions included in the RFP.

***Validity***

Veyo's proposal is firm and binding for ninety (90) calendar days from the proposal opening date.

We look forward to this opportunity to expand our unique brand of beneficiary centric NEMT services in Louisiana and to assisting LDH in advancing the quality, coordination, and management of healthcare logistics for your eligible Medicaid participants.

Sincerely,

Josh Komenda  
President and CEO

# BUSINESS PROPOSAL

## 2.6.1 Mandatory Qualifications

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**2.6.1.1 Proposer has the capacity and willingness to perform all functions in this RFP;**

Veyo is one of the largest and fastest-growing NEMT Brokers in the country. Today we have a fully staffed Louisiana team in our Metairie office. We have read and understood all requirements and have the capacity and willingness to perform and exceed all functions in this RFP.

**2.6.1.2 Proposer is not an excluded individual or entity as described in 42 C.F.R. §438.808;**

Veyo is not an excluded individual or entity as described in 42 C.F.R. §438.808.

**2.6.1.3 Proposer has, within the last five (5) years, a minimum of three (3) years of experience providing Transportation Broker services.**

Veyo has six (6) years of experience providing Transportation Broker services across the country. Our parent company, Total Transit, has over 20 years of experience providing NEMT Transportation Broker services.

## 2.6.2 Conflict of Interest

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**Neither the Proposer nor any of its subcontractors may have any interest that will conflict, as determined by LDH, with the performance of services required under this RFP. To demonstrate freedom from conflicting interests, the Proposer must submit the following:**

**2.6.2.1 A signed Attachment A, Certification Statement, attesting that the Proposer:**

**2.6.2.1.1 Does not have any financial, legal, contractual, and other business interest that will conflict in any manner or degree with the performance required under the Contract;**

Veyo confirms that it does not have any financial, legal, contractual, or other business interest that will conflict in any manner or degree with the performance required under the Contract.

**2.6.2.1.2 Does not have any financial, legal, contractual or other business interest in the MCOs that are currently contracted with LDH to provide managed care, or in such vendors' subcontractors;**

Veyo confirms that it does not have any financial, legal, contractual, or other business interest in the MCOs that are currently contracted with LDH to provide managed care, or in any of our subcontractors.

**2.6.2.1.3 Agrees to submit any additional information requested by LDH that, in LDH's judgment, may be relevant to the Proposer's financial, legal, contractual, or other business interests as they relate to the RFP and contract;**

Veyo agrees to submit any additional information requested by LDH that, in LDH's judgment, may be relevant to Veyo's financial, legal, contractual, or other business interests as they relate to the RFP and contract.

**2.6.2.2 A statement describing any and all of the financial, legal, contractual, and other business interests of the Proposer and any subcontractor, its affiliates, partners, parent(s), subsidiaries, and related organizations, if any, that may affect or impact its performance under the contract. In cases where such relationships or interests exist or appear to exist, describe how a potential or actual conflict of interest will be avoided or remedied; and**

Veyo, its affiliates, partners, parent, subsidiary, subcontractors, or any related organizations do not have any financial, legal, contractual, or other business interests that may affect or impact performance under this contract.

**2.6.2.3 Any other information that may be relevant, as determined by LDH, to the Proposer's financial, legal, contractual, or other business interests as they relate to the RFP and contract.**

Veyo does not have any other information that may be relevant, as determined by LDS, to Veyo's financial, legal, contractual, or other business interests as they relate to the RFP and contract.

## 2.6.3 Financial Condition

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**2.6.3.1 The Proposer should submit documentation to demonstrate to the satisfaction of LDH that the Proposer's organization has adequate financial resources for performance, or has the ability to obtain such resources as required during performance.**

As requested, please refer to Veyo's audited financial statements for the last three (3) years electronically attached with our proposal for documentation that demonstrates our company has adequate financial resources to support our successful performance. Additional documentation can be provided upon request.

We believe it is also important to note that Veyo has invested heavily in establishing our presence in the State of Louisiana through our existing contract with LHCC, including our in-state call center, our contract management and support services, and our growing network of qualified NEMT service providers.

**2.6.3.2 The documents submitted should include the audited financial statements for each of the last three (3) years, including a balance sheet and profit and loss statement, or other appropriate documentation, which would demonstrate to LDH the Proposer's financial resources sufficient to conduct the project as required by Section 1.17.**

As indicated above, please refer to Veyo's audited financial statements for each of the last three (3) years, including a balance sheet and profit and loss statement, and other appropriate documentation as it relates to our financials which demonstrate financial resources sufficient to conduct the project as required by Section 1.17.

**2.6.3.3 The Proposer may submit this information in electronic format in lieu of hard copy.**

As instructed, Veyo will submit our confidential audited financials electronically.



## 2.6.4 Required Attachments

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The Proposer shall complete and submit the forms detailed below. Electronic versions of the form are available in the procurement library.

**2.6.4.1 Attachment A, Certification Statement.**

**2.6.4.2 Attachment B, Proposal Compliance Matrix.**

**2.6.4.3 Attachment C, Electronic Vendor Payment Solution.**

Attachments A, B and C can be found in Appendix A, Exhibits 1-3.

# TECHNICAL PROPOSAL

## 2.7.1 Proposer Organization and Experience

**2.7.1.1 The Proposer should give a brief description of itself, including history, corporate structure, and the number of years it has served as a Medicaid Transportation Broker for a state Medicaid MCO or FFS program.**

### History

Veyo is the result of a merger between Total Transit, Inc., and 2PointB—a logistics technology innovator created to disrupt and revolutionize the status quo in the NEMT industry. Total Transit was founded in March 1984 with the purchase of a 16-car airport fleet. The company evolved through the years and grew to include their NEMT division. Combining over 37 years of experience in the transportation industry with a technology company created the FIRST and ONLY true technology focused NEMT broker in the U.S. As a result of the merger of Total Transit and 2PointB, Veyo was founded in 2015 and in just three years after its inception became the third largest NEMT broker in the country; serving as a Medicaid Transportation Broker for state Medicaid, MCOs and FFS programs.

Today, Veyo offers full-service NEMT brokerage services, direct transportation for healthcare organizations, and logistics services for the healthcare industry. We are currently under agreement to manage the transportation of Medicare and Medicaid populations exceeding 5.5 million lives in nine (9) states Arizona, California, Connecticut, Louisiana, Michigan, Texas, Virginia, Ohio, and Wisconsin. We currently serve the largest MCO in Louisiana providing over 25,000 trips per month and 80,000 per quarter in every LA Region.

### *Veyo's accomplishments include:*

- Veyo's proprietary Implementation Playbook has led to 18 successful transitions, measured by performance, grievances, and beneficiary satisfaction - including LHCC in Louisiana in 2021.
- NEMT contractor for two of the largest State agencies' NEMT programs in the country—The States of Connecticut and Wisconsin.
- Managing 35K trips per day - 800K per month
- Cost reduction of over \$7 million for two of our partners in the first year of launching our Virtual Fleet model.
- 100% digitally tracked, monitored, and verifiable data; unlike most traditional brokers that rely on inaccurate, self-reported data
- 95%+ on-time performance in every market, verified by GPS
- 10X below industry-standard Grievances, verified and substantiated
- In approved markets, 11 million + trips conducted every day by Veyo's proprietary Rideshare Fleet of Independent Driver Providers (IDPs); trained and credentialed to meet/exceed healthcare industry requirements
- Our Pandemic Response:

- Veyo created the nation's first Specialized Fleet of ambulatory vehicles and drivers customized to meet CDC guidelines to enable the transport of COVID patients to critical care. At the time of this writing, over 12,000 COVID+ trips have been completed
- Created the nation's first drive-through COVID vaccine protocols. To date, over 12,000 beneficiaries have been vaccinated using our driver-through solution
- Pivoted to deliver thousands of meals and PPE to beneficiaries in their homes in several markets
- Industry-leading member of payer technology such as our Web Optimized SMS Portal for beneficiaries and our RideView Portal for healthcare providers and caseworkers that engage beneficiaries, creates transparency, and removes barriers to care
- RideView - Veyo's Facility/Case Management Portal Installations – Installed in over 650 locations
- Continuous Innovation - Over 20 Technology Innovations are released annually, like Member Watch that allows beneficiary risk groups to have prioritized trip oversight & Automated Trip Grouping which helps providers increase beneficiary satisfaction by assigning trips that are geographically similar or logically routed
- Exceptional Plan Satisfaction – our most recent survey showed a 90% leadership satisfaction rate with Veyo and our team for our partnership culture

### Corporate Structure

Veyo is a private company, operating as Veyo, LLC. Our CEO/President, Chief Operating Officer, Chief Legal Officer, and three Executive Vice Presidents provide overall senior leadership to the company. The CEO reports to the company's Board of Directors comprised of two members from Total Transit, Inc., Veyo's majority owner, and three additional board members representing ownership interests in the company. The Veyo organization operates with a structure as follows:

**Operations:** responsible for ensuring network adequacy and quality, operational excellence committees, day-to-day delivery of transportation and logistics services, including call center, command center, implementations, and day-to-day account management.

**Technology:** design, development, implementation, and maintenance of the Veyo Platform, software tools, systems, and products to support customers, healthcare providers, beneficiaries, and Veyo operations.

**Business Development:** strategic growth of the company, strengthening Veyo's position as a NEMT/healthcare thought leader, managing relationships with existing customers, and leadership regarding strategic innovations to improve outcomes.

**Business Affairs:** supports vital company functions such as Veyo's Diversity initiatives, Talent Management, Data Analytics, People Operations, Corporate Learning, and Facilities Management.

**Legal and Compliance:** all legal matters, corporate compliance, risk management, contracting, and supporting Risk Management, People Operations, Corporate Learning, and Facilities Management.

**2.7.1.1.1 The Proposer should provide a detailed description of the Proposer's prior experience in the implementation and operation of Transportation Broker contracts similar in size, scope, and function to the proposed contract.**

Veyo currently manages some of the most complex programs in the country for Medicaid, Medicare, Medi-Cal, and Managed Care Organizations (MCOs). We have successfully delivered our services to diverse populations; varying weather conditions; urban and rural regions; and various contract pricing models including fee for service, full risk (per member per month), and innovative models that protect both the payer and broker—MLR risk/PMPM corridors that adjust based on utilization and average mileage.

**Transition Promise:** Veyo's customer base has grown quickly and in territories untouched by the latest technology and capabilities of a better model. We have proven the benefits to our partners through 18 successful transitions over the past six (6) years. Evidence of our vision and commitment to positive change is demonstrated by our constant questioning of industry standards to disrupt and provide better solutions.

Veyo's promise to every partner that we contract with is our commitment to a seamless and successful implementation of our innovative, beneficiary focused NEMT solution. We have proven and evolved our operational excellence techniques and continue to achieve the most seamless transitions in the industry today. To mention one of many examples—Veyo recently assumed the NEMT contract for the Centene MCO plan in Louisiana. For Centene's 525K+ beneficiaries—Veyo's transition and implementation yielded a 50% decrease in grievances from the incumbent who had managed the plan for the 5 years before Veyo. Veyo has proven time and time again in every region in which we operate that our extensive experience combined with our industry leading technology gives us the unique ability to deliver the highest quality, most cost-effective and beneficiary –friendly experience in the NEMT industry available today.

The plans highlighted below reflect individually and collectively what the LDH healthcare community can expect from Veyo as a partner in the State of Louisiana.

Below is a list of a few similar projects, two (2) state-wide and one (1) Louisiana, for whom Veyo has provided services for the past five (5) years. Other references, projects, and partnership client studies can be provided upon request.

- Connecticut Department of Social Services NEMT Contract**  
 Launched January 1, 2018, to serve the state's 850,000 Medicaid members, Connecticut, in partnership with Veyo, has become a pioneer in delivering innovative NEMT services. For instance, in the spring of 2020, Veyo CT launched a Social Determinants benefit delivering food and PPE to seniors. Additionally, since the early days of the pandemic,

Veyo has been servicing CT members that are COVID positive using our Clean-fleet model.

In one area that strongly parallels Louisiana, Connecticut has rural markets that have been vastly underserved by the traditional transportation providers. As a solution, Veyo built a strong Independent Driver fleet (described in detail in 2.7.3.3) to add trip supply and fill the gaps specifically in underserved rural markets. Today, Veyo's IDP fleet delivers almost 40% of the state's ambulatory trips and delivers at least 300 trips a day in areas considered Connecticut's "transportation deserts".

- **Wisconsin Department of Health Services (DHS) NEMT Contract**

November 1, 2021, Veyo successfully launched NEMT services to over 1.3 million beneficiaries. Veyo was only able to achieve this success after overcoming an unfortunately all too common scenario when transitioning from a broker with dated technology. Fortunately, managing untrustworthy data prior to launch is mitigated by the strategies baked into Veyo's Implementation Playbook and is an area where we have vast experience.

While the incomplete data provided by the incumbent initially stretched the provider network and affected the call center, Veyo's response and partnership efforts in Wisconsin have now been applauded by many Wisconsin stakeholders. Multiple Wisconsin beneficiaries have commented that their needs are handled with more noticeable empathy. Wisconsin clinical facilities have proactively reported high praise for our local staff and technology. And the State of Wisconsin teams publicly share how this launch was significantly better than they expected.

- **Louisiana Healthcare Connections (Centene)**

Launched on May 1, 2021, Veyo followed our Implementation Playbook and was able to very smoothly transition the NEMT/NEAT benefit which was immediately reflected in performance metrics. In Louisiana existing brokers with limited technology were unable to keep good data records without manual intervention or to provide the detailed trip data needed to meet stakeholder expectations. This challenge was causing a high volume of provider no-shows, member complaints, and provider performance issues. As detailed in 2.7.1.5, before launch Veyo's team was able to confirm trip details and member demographics for over 92% of all upcoming trips. Additionally, Veyo's launch teams were able to provide live GPS transparency through our Driver App to over 40% of the trips on day one giving our teams added visibility to manage trips and proactively problem solve.

The result was another successful launch and relatively seamless transition and an overall positive experience for beneficiaries, the plan, and LDH. And, while Veyo has normal daily challenges organic to the Louisiana Parishes and regions, our providers today are receiving 4.6 out of 5-star ratings, our Louisiana call center satisfaction rating

is at 96.23%, our clinical facility tools are adding trip transparency across the state, and we continue to refine our approach to the LA market.

**2.7.1.2 The Proposer shall briefly describe any regulatory action, sanctions, and/or fines imposed by any federal or Louisiana regulatory entity or a regulatory entity in another state within the last three (3) years, including a description of any letters of deficiencies, corrective actions, findings of noncompliance, and/or sanctions. The Proposer must indicate which of these actions or fines, if any, were related to Medicaid or CHIP programs. LDH may, at its option, contact these clients or regulatory agencies and any other individual or organization whether or not identified by the Proposer. The Proposer must identify the representative who can attest to the regulatory action. Contact information must be provided and include the contact name, email address, and telephone number for the representative.**

There have been no regulatory actions or sanctions, or fines imposed outside of the normal course of business or fines related to performance metrics included in the various contracts we have with clients. For example, a contract may say we must have 95% on-time performance or there is a \$500 penalty. These are extremely common in the industry and are not related to sanctions or fines but are contractual liquidated damages negotiated and agreed upon by the parties. We do not believe those types of fines would be in the vein of what is being requested here.

Bart Peach  
Chief Legal Officer  
[bpeach@veyo.com](mailto:bpeach@veyo.com)  
877-239-0981

**2.7.1.3 The Proposer shall include a detailed statement of the Proposer's involvement in litigation related to the delivery of Medicaid benefits in the last ten (10) years.**

[REDACTED]

**2.7.1.4 The Proposer shall provide a brief statement declaring whether, within the last ten (10) years, the Proposer's Transportation Broker contract was terminated for cause. The Proposer must provide the name and contact information of the lead program manager of the contracting entity.**

Veyo has not had a contract terminated for cause within the last ten (10) years.

**2.7.1.5 The Proposer should include a description of how their organizational components communicate and work together in both an administrative and functional capacity from the top down. This section should include an organizational chart displaying all administrative and operational components and the proposed positions and number of full-time equivalents**

(FTEs) assigned to each for this program. The organizational chart should show lines of responsibility and authority. The Proposer may assume a total enrollment of 1.8 million Enrollees for the purpose of this question.

**Transition/Implementation Excellence:** A common barrier confronting any organization looking to make a change in NEMT Brokers is the fear of the historical reality of very difficult NEMT transitions from one broker to another. NEMT broker transitions have historically carried the likelihood of a negative impact on beneficiaries with disruption of service, missed trips, missed critical care, and costly healthcare. Veyo recognized this as a potential barrier to our ability to create customer relationships and realize the impact of our innovative Model at our formation. To alleviate that issue, we developed the **Veyo Implementation Playbook**, a set of best practices that have been used in 18 successful transitions, and we are willing to guarantee the same for the transition to Veyo in Louisiana.

As an example of that success, Veyo can point to the Louisiana beneficiary population managed by the largest Medicaid plan in the state. As previously mentioned, trip data tied to specific beneficiaries must be verified at a detailed level to affect a smooth transition. This fundamental challenge in establishing the first days and weeks of NEMT service was increased in this case caused by a lack of data integrity due to archaic technology and insufficient processes and oversight by the incumbent brokers. With our experience in executing complex implementations and with the specific structure of other broker's data, we were able to fully confirm beneficiary information and scheduled trips for over **92%** of the upcoming schedule prior to launch, including matching beneficiaries with preferred providers, confirming every trip with providers through our Provider Portal, all maximizing success the day of go-live. This effort leveraged advanced outreach strategies and proven implementation processes built into our playbook which includes concentrated direct outreach to beneficiaries and all high-volume facilities. **The result was another successful Veyo launch with only a 0.29% Grievance rate in the first full month of operation** – which was lower than the incumbent broker's previous average grievance rates after operating in support of this customer for the past several years. All stakeholders were expecting much poorer results based on many previous transitions but ended up praising the Plan, Veyo, and our collaborative transition efforts.

**Veyo's Staffing Model:** Veyo's estimated Louisiana staffing plans currently include – One (1) market director, one (1) operations manager, one (1) facility manager, three (3) facility support agents, four (4) provider operations coordinators (POCs), eight (8) command center agents, and five (5) quality assurance coordinators. Staffing will follow LDH requirements and will transparently be reported to LDH in advance of launch.

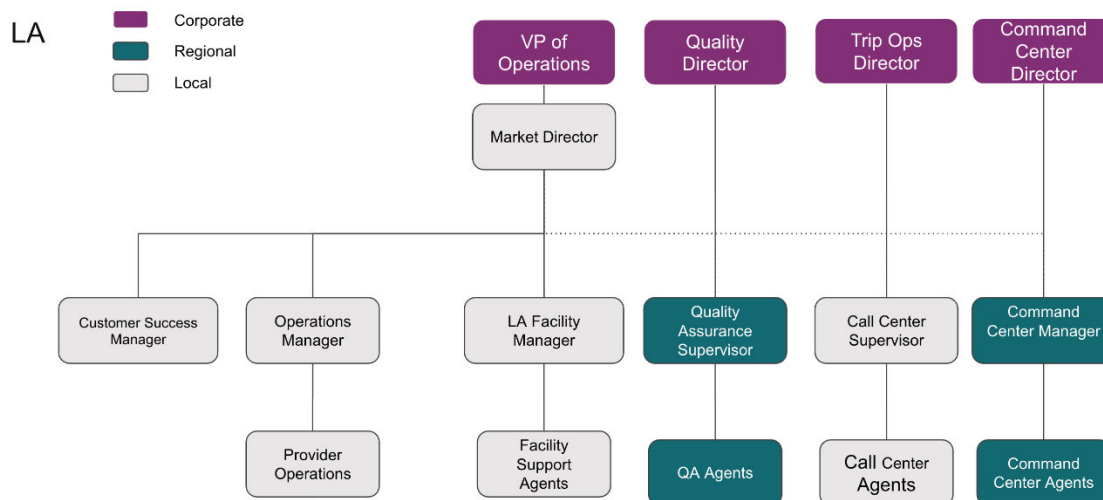


Figure 2.7.1.5 – Louisiana Team Personnel Organizational Chart



## 2.7.2 Staff Qualifications and Training

**2.7.2.1 For each individual appointed to a key personnel role, the Proposer should provide the individual's name, resume, and key personnel role. Previous experience in programs of similar scope and size should be clearly indicated. Resumes are exempt from the recommended page limit.**

Resumes for key personnel can be found in Appendix B, Exhibit 1.

**2.7.2.2 The Proposer should provide its staffing plan for determining the appropriate staffing composition and level to achieve contractual compliance and its strategy to scale staffing levels depending on utilization.**

Veyo's elasticity with regards to expanding and/or reducing staff is unparalleled in the NEMT industry. We commit to LDH that all staff will be on the ground on day one of go-live.

In addition to the Key Staff positions required within this RFP, Veyo proposes several key functions and positions. Since January 2018, Veyo has managed the State of Connecticut's NEMT Program and is now managing the State of Wisconsin's NEMT Program. These are two of the largest state NEMT programs in the nation and our experience staffing for these programs informs our proposition to establish additional key teams and positions.

All personnel located in Louisiana with responsibilities for LDH's NEMT program will be fully dedicated to the program at least 40 hours per week. Veyo also employs a robust corporate team with many years of combined NEMT experience. Veyo's corporate team members are occasionally called upon to temporarily fill roles in regional markets in replacement scenarios when local team members need to be replaced. Veyo intends to employ a local Louisiana member of its People Operations (human resources) team to minimize any gaps and ensure continuity of service.

**2.7.2.3 The Proposer should describe how its staff-training program is designed to ensure that its staff possesses complete, accurate, and current knowledge of the Louisiana Medicaid Program, transportation policies, HIPAA regulations, and any other relevant policies and procedures.**

Providing NEMT/NEAT services for beneficiaries of the largest MCO in Louisiana, Veyo has staff on the ground today in Louisiana who have been trained extensively on all regulatory policies specific to standards and best practices as they exist in the State. In addition, Veyo has proactively engaged in discussions with LDH in an effort to make sure that, should Veyo be awarded this contract, we are in full compliance with LDH's program, State transportation policies, HIPAA regulations, etc. Veyo commits to continue to collaborate with LDH on an ongoing basis to ensure that any and all changes to regulation and policy are shared with Veyo.

During the first week of training, new Veyo staff members complete modules regarding our learning management system that go over the requirements and importance of policies and procedures both general and specific to LA, including HIPPA. During the second week of training and before conducting any provider or beneficiary outreach, the staff will review the LA market-specific policies and procedures. Agents have access to our internal searchable

knowledge bank where they can obtain and review the most up-to-date policies and procedures for the Louisiana Medicaid program. In the event there are policy changes made, the leadership team addresses this in detail with staff to ensure understanding and proper execution.

## 2.7.3 Approach and Methodology

The Proposer should articulate an understanding of, and ability to effectively implement, services as outlined within the Scope of Work of this RFP. In this section, the Proposer should provide the following:

### 2.7.3.1 Communication protocols between the Proposer, LDH, and other LDH contractors, including the LDH Fiscal Intermediary (FI) and MCOs;

In shepherding a true public-private partnership, Veyo brings to LDH our firsthand experiences and best practices from NEMT projects of all sizes in different markets from around the country. Veyo clearly understands all communication protocols, reporting responsibilities and timelines required for this contract, but we have found that enhancing our collaboration throughout the state with key stakeholders will accelerate success. In what we call Advisory Committee meetings that encompass several key stakeholder groups, we will share NEMT challenges and share our insights as a component part of our collaboration. We will encourage feedback, input, and work diligently in concert with these committees toward a zero-defect goal, and work with LDH to continuously innovate solutions for on behalf of your members.

**Ongoing Engagement:** Veyo will engage in an ongoing partnership and collaboration from the time that we are chosen as your state transportation benefit manager. From the onset of the first transition planning committee meeting to the implementation of services and through the end of our contract, Veyo and LDH will be engaged in ongoing Joint Operating Committee (JOC) meetings, Joint Leadership Strategy and Innovation Meetings, as well as Community Stakeholder Meetings that all serve to ensure that every stakeholder in the process of managing the benefit understands the process, has a voice and is heard. In our JOC meetings, our focus is specifically on our quality performance metrics, Veyo's reporting on remediation or performance improvement plans and results, and future expectations. Veyo's data rich platform offers LDH complete transparency regarding the management of the transportation benefit, enabling an LDH-Veyo partnership to focus on action plans versus whether the data has integrity.

**Performance Review Meetings:** Veyo has extensive experience participating in Consumer Advisory Committees, Health Plan Quality Meetings, Quarterly Joint Operating Committees, Business Reviews, and other Health Plan quality initiatives. Our commitment to listening and community engagement has been key to our ability to serve our customers and their beneficiaries.

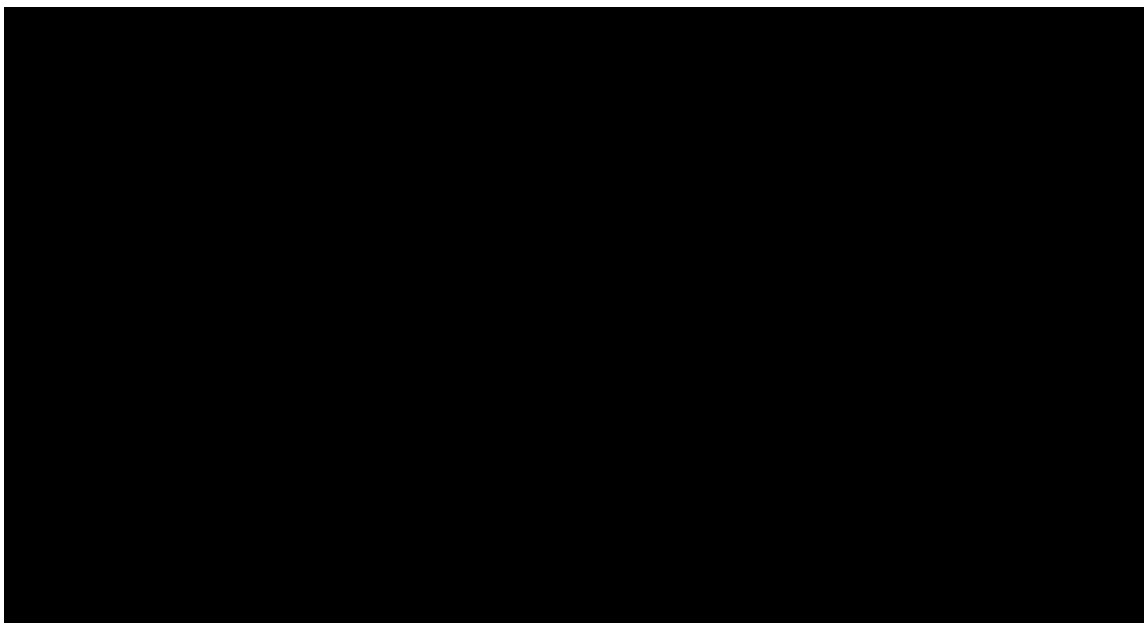
The Veyo Louisiana Teams' playbook will include planned outreach and the establishment of the above-mentioned Advisory Committees with the Louisiana Office of Aging and Adult Services (OAAS); Office of Behavioral Health (OBH); Office for Citizens with Developmental Disabilities (OCDD), to further ensure transition success and build a collaborative partnership. All Louisiana team outreach will be aligned with LDH goals, and the 4 Commitments and 17 Initiatives outlined in the LDH Business Plan. Veyo will align and work as a partner toward the promotion of Improved Health with Prevention Emphasis, Focus on Culture, Enhanced Community Relationships/Partnerships, and Promotion of Transparency and Accountability.

### **2.7.3.2 Methodology for determining the size and vehicle capacity of the Transportation Network, by Level of Service and Region;**

Veyo uses a conservative estimation of the number of trips each vehicle type (e.g., ambulatory, wheelchair, stretcher, etc.) can complete in a day. Using data from operations across all our markets, our Data Analysts have determined the minimum number of trips, on average, a single vehicle can complete in a day. Veyo considers factors such as urban or high density and rural or lower density service areas and average trip mileage. Our data shows that a vehicle completes on average a higher number of trips a day than our conservative estimate. We base our trip capacity estimates on the most conservative estimate to ensure our level of coverage is never overestimated, so that no trips are missed due to a surprise lack of coverage.

As a reminder, Veyo's commitment is to credential over 150% of the predicted capacity needed in Louisiana with our contracted and credentialed LA NEMT Providers only. What that means to beneficiaries, LDH and the community is that our Veyo network will be the most responsive, highest quality and highest performing in the industry starting on day one of go-live

The following chart details Veyo's current Louisiana Trip Capacity Model. This modeling shows our current excess capacity that further demonstrates our ability to scale quickly to meet all LDH's network needs:



### **2.7.3.3 Work plan that includes strategies and a timeline to build or scale up its Transportation Network by the Operational Start Date;**

Veyo has developed and will continue to develop and maintain a qualified network of subcontracted non-emergency medical transportation (NEMT) providers in Louisiana that will be more than sufficient in size and scope to meet and exceed the needs of LDH's beneficiaries. The Veyo network will be comprised of all levels of transportation services providers needed to ensure unimpeded access to covered services throughout the State, under the provision of NEMT services as prescribed in the LDH's Scope of Work.

Sixty days prior to the service start date, Veyo guarantees to have a traditional NEMT network of 100% of the agreed-upon capacity requirements of the state credentialed in every Parish/region of Louisiana. Upon service start date, **Veyo guarantees 150% of the necessary capacity requirement in every Parish/Region.**

Veyo's NEMT Network Development Process - The Veyo Market Operations Team has a detailed six-step network development process that will be utilized to contract with ambulance providers, Specialized Medical Vehicle providers, and common carrier providers. Veyo's Market Operations team and Louisiana-based staff have developed deep relationships with the local Louisiana Provider Coalition and Association groups. Veyo will collaborate directly with them to be certain all network adequacy requirements are met. The Association and Coalition leaders, Eric Bradley and Tony Crawford, have agreed in principle to help Veyo in our efforts should we be awarded the LDH award.

If allowed and after the existing network is functioning to LDH satisfaction, Veyo brings an added option to LDH that is unique among brokers. In full partnership and collaboration with LDH, Veyo can combine traditional commercial fleets with Veyo's fleet of flexible rideshare drivers to further scale up and down instantly to meet changes in demand within minutes. Our IDP network augments our providers' ambulatory supply to bring tremendous flexibility, responsiveness, and efficiency. Veyo IDPs can be prompted to log onto the network during busy time periods to rapidly increase capacity – including adding net-new supply in rural markets that are underserved "transportation deserts" today.

Unlike Consumer TNCs, these highly qualified and NEMT-specialized rideshare drivers use their own vehicles to accept on-demand trips and transport Medicaid and Medicare patients to and from their healthcare appointments. They are fully credentialed to meet all federal, LDH, and managed care plan requirements, including background checks, drug tests, CPR certification, HIPAA training, customer service training, and sensitivity training. When partnered with traditional transportation providers, this combination creates a less costly, more responsive, and more transparent transportation solution that can handle ambulatory, wheelchair, bariatric, stretcher, and other modes as required.

Veyo is unique our ability to leverage our proprietary predictive analytics engine to analyze and predict future demand patterns based on historical data and thus ensuring adequate supply at all times of the day. Because IDPs are completely independent small owner-operators and are

not directly owned by Veyo or individual businesses, Veyo can provide high-quality oversight, supervision, and business support, while still maintaining appropriate and LDH approved financial relationship separation between broker and provider. In short, Veyo is experienced using our IDP fleet to grow jobs in Louisiana and fill transportation gaps across the state with a net-new supply of approved vehicles and businesses.

#### **2.7.3.4 Timeline for establishing and staffing a Louisiana-based call center capable of complying with call center performance standards;**

Veyo has launched a call center located in our LA-based office and can handle calls for our current book of business. Today's Veyo's Louisiana call center has received a Dec 2021 satisfaction score of 96.23% based on member surveys.

Between award of this contract and launch, we will have our current call center operations fully scaled to support the larger volume needs of Louisiana's entire Medicaid population. In addition, Veyo operates many call centers located throughout the country to provide support during peak periods, and we also contract with several Contact Center outsourcers for additional redundancy.

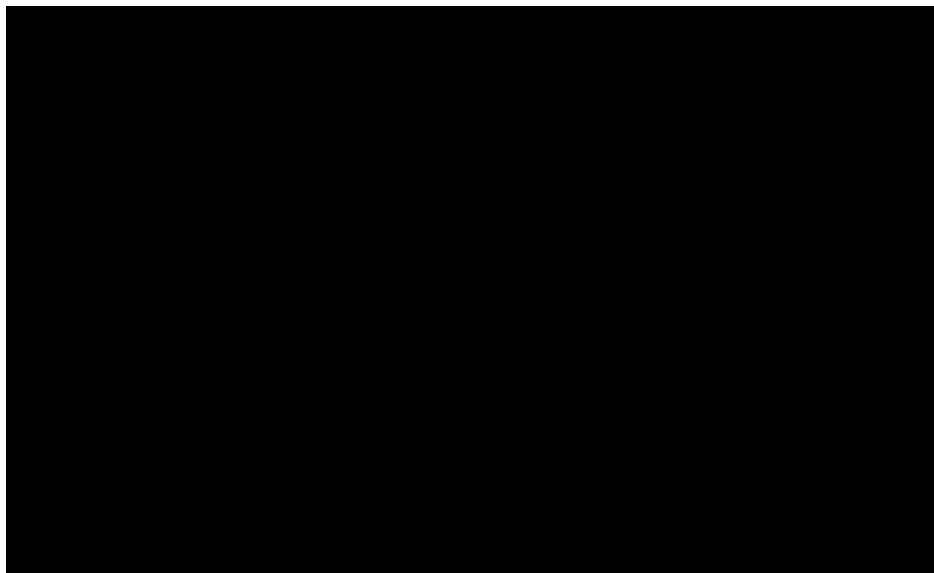
#### **2.7.3.5 Methodology for receiving and processing requests for transportation, including any variations due to requestor or intake platform. The response should include:**

##### **2.7.3.5.1 Technologies or efficiencies the Proposer will implement to accommodate urgent requests and Beneficiaries that are deaf or hard of hearing or need interpretation or translation services;**

Veyo brings to LDH decades of experience understanding the unique needs of beneficiaries in rural areas, those who are minors, those with short notice needs, beneficiaries who chronically miss appointments, those who are non-verbal or do not speak English, those who require long-distance transportation accommodation, and even beneficiaries from the most fragile populations -- both as a direct NEMT provider and as a broker. That experience formed the foundation of our specialized platform and operational best practices that ensures that these beneficiaries are elevated in our system to ensure access to care is provided by our teams in both an effective and aligned manner through our Model.

Veyo's logistics platform and supply network are designed with a macro view of the needs of an overall patient population, as well as a micro view of the specific needs of beneficiaries with unique needs or disabilities within that population. Our technology platform capabilities ensure that the overall benefit is managed in line with LDH requirements but provides the framework to custom-fit our service to every patient. Those specific requirements, for example, the needs of a beneficiary with disabilities, then drive our internal and external communications, data recording, and allocation of the trip responsibility in alignment with those needs.

As detailed below, Veyo's proprietary "Member Watch" feature allows for Veyo's Command Center and Member Watch Team, in collaboration with LDH and care management, to designate specific high-risk beneficiaries, populations, or beneficiaries with specific treatment parameters to pre-identify beneficiaries in our automated system.



Veyo offers the only platform in NEMT to enable leveraging beneficiary data to identify specific beneficiary conditions or sub-populations of beneficiaries that may be at higher risk, and then identifying real-time trip events for that beneficiary or group can prompt Trip Surveillance, Proactive Intervention, or Enhanced Escalation to support successful trip outcomes for critical beneficiary care.

**Third Party Partners:** In addition to the above, we will utilize trip data history to partner with our third party NEMT providers who express a desire to support these trips in LA to build a proactive approach to handling urgent trips requests for all modes. This is particularly effective when we can link our command center portal with our partners to be able to identify open capacity, location, and dispatch to those providers.

Urgent scheduling can be obtained at any time from a live Call Center Representative trained to handle same-day urgent requests, in any language, 24/7/365. Veyo can perform urgent trips with our transportation providers as well, using our real-time communication via our Portal, Apps, and SMS text messages, and through integrations with provider-dispatching systems. Our Command Center/Rescue teams and their proactive real-time monitoring tools allow us to see whether urgent trips are being fulfilled appropriately and act if needed.

Our approach to make sure that each of LDH's beneficiaries are treated with respect and are provided with safe, reliable transportation starts with the collaborative design of the NEMT Benefit Program and rules and protocols housed in the Veyo Platform. We also leverage our Member Profile capabilities to ensure absolute alignment of NEMT services with every beneficiary's needs.

**Serving Members with Complex Needs:** Veyo is contracted with state agencies and managed care organizations who serve more than 5.5 million lives across the country, representing all

diversities of populations, including frail, elderly, disabled, behaviorally challenged, serious mental illness, low income, and racially and culturally diverse populations in our state and Managed Care contracts. Veyo, our employees, our NEMT partners, and any component of our service model is committed to services being delivered in a culturally and issue-specific competent manner. This high level of service is extended to all riders, including those with limited English proficiency and diverse cultural, ethnic, and socioeconomic backgrounds.

All Veyo employees and partners receive ADA sensitivity training covering topics of working with persons with disabilities, service animals, and the frail or elderly. New hires are tested after they have completed the ADA sensitivity training course. Veyo is especially diligent concerning ADA training because we feel a broker must thoroughly address and accommodate persons with disabilities and special care needs, particularly persons with developmental or intellectual disabilities and those with recurring transportation needs.

#### **2.7.3.5.2 Approach for verifying the Beneficiary's eligibility and that the requested transportation is to a Medicaid Covered Service or Value-Added Benefit (VAB);**

Veyo's thorough standard operating procedures for trip authorizations ensure accuracy, efficiency, and transparency. Eligibility verification, alignment to required protocols, and automated communication and approvals enabled by the technology tools that will be designed for your approval process will be customized, developed, and tested prior to implementation. This requirement is in-line with virtually every customer that we currently serve.

Our proprietary platform embeds eligibility verification and mode or type of transportation eligibility verifications directly into the transportation request processes, as well as any time eligibility details are updated, and some days before transportation is scheduled to occur. These decisions are driven by the beneficiary profiles in concert with established trip authorization protocols that are designed and then built into our platform.

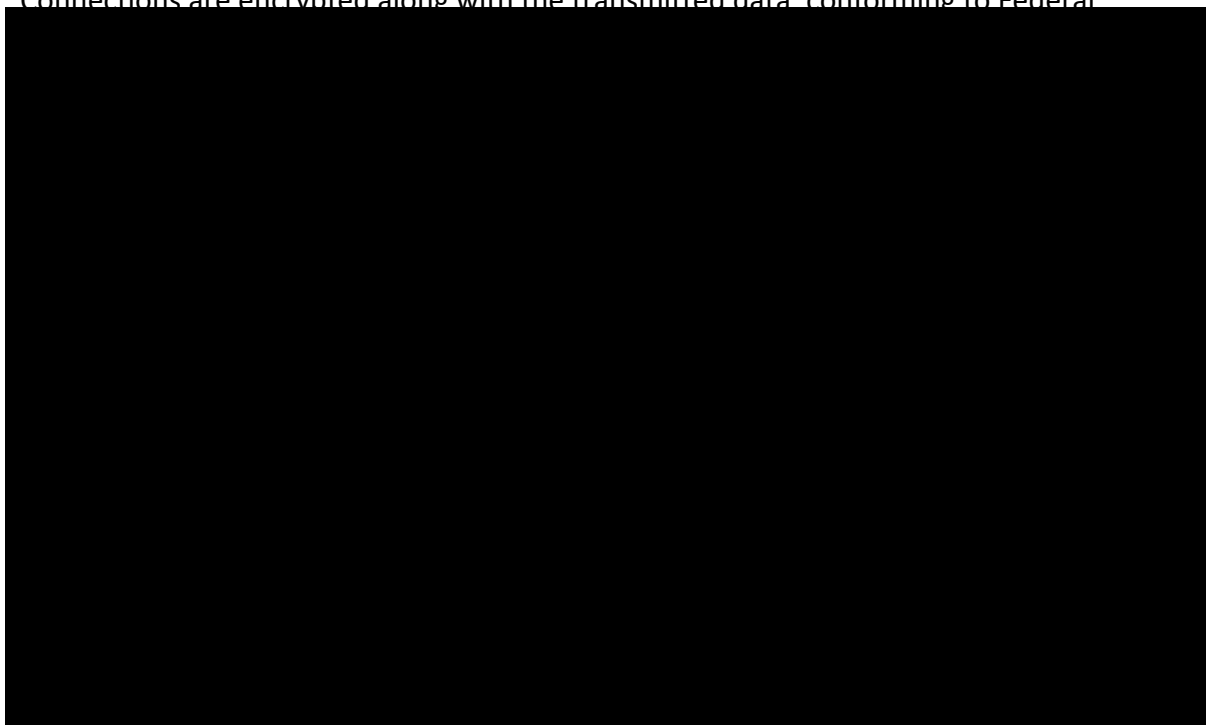
Regarding the overall utilization management process, Veyo's system ensures accurate and detailed information is the foundation for providing the appropriate NEMT services. Eligibility information provides the starting point for building a beneficiary profile and ensuring that the appropriate services are provided.

To enable this, Veyo has developed a flexible, scalable, and secure process to update and maintain eligibility information for LDH beneficiaries.

- Flexible - Data is entered and passed into the system via a variety of formats including EDI, flat files, or web APIs. Custom data and file formats can also be accommodated to allow seamless integrations.
- Scalable - Full or partial updates can be processed at any frequency needed to verify beneficiary eligibility statuses. We will seek to work with LDH to ensure seamless transfer of data that ensures any discrepancies we discover while serving your beneficiaries are identified and rectified.



- Secure - Veyo's core security protocols are also applied to the entire process. Connections are encrypted along with the transmitted data, conforming to Federal



After ingestion and processing, eligibility updates are immediately communicated across the Veyo Platform, allowing Contact Service Agents (CSRs) and other trip management teams to immediately access and utilize the latest details. This enables timely communication and outreach to beneficiaries in situations where eligibility changes may affect pending transportation. This improves efficiency, and ultimately provides better outcomes for LDH beneficiaries and more accurate metrics reporting. This will be especially useful in assisting LDH to manage the NEMT benefit for transitioning beneficiaries, and those receiving healthcare benefits from other organizations to be successfully served without interruption. This will require tight collaboration and data exchange, but our company is designed to make this process easier for LDH and your beneficiaries.

Veyo will work with LDH to accommodate changes to data formats when needed. Our platform is built for flexibility, ensuring that change requests can quickly be incorporated into the overall workflow and are reflected in any necessary reports. Adjustments to the frequency of eligibility file updates can be handled with minimal effort via processing configuration changes. Our team will work with LDH to ensure that eligibility updates are processed when needed, ensuring accuracy and consistency of beneficiary details.

Veyo works closely with LDH to understand the approved list of facilities for Medicaid and VAB trips. If LDH has a set list of approved facilities, Veyo will download and process that file based on an established cadence. If the client does not have a set list, Veyo works with LDH to develop a comprehensive list of facilities to ensure beneficiaries are being transported to Medicaid Covered Services of VAB facilities.

The list of facilities is added to Veyo's address database and identified in the trip booking interfaces to make it easy for Call Center Representatives to identify the address as a Medicaid Covered Service or VAB facility. During booking, the Veyo system checks addresses to ensure that either the Pickup or Drop off address is in the approved list.

#### **2.7.3.5.3 Process and timeline for approving, rejecting, or modifying the Trip and communicating the result to the requestor;**

The primary scheduling method for most beneficiaries will be through the Contact Center. Veyo's Contact Center Representatives (CCRs) have access to an advanced Contact Center Portal. From the Trip Setup entry page, CCRs can select the trip reason; appointment date, time, and location; whether the trip is a recurring trip; if the beneficiary needs immediate pick-up; mode of transportation; personal items such as oxygen, service animal, and/or a walker; specific needs such as hearing impaired, immunocompromised, and/or sight-impaired; the need for an attendant; the number of additional passengers; and any special notes for the drivers. The trip entry page is easy to use and user-friendly, ensuring that the CCR collects all the relevant details from a beneficiary to ensure the least costly, most appropriate means of transport will be arranged for the beneficiary.

The trips are automatically scheduled by interfacing the reservation with our complete Provider Database, including IDPs if approved. Trip assignment and scheduling is managed automatically by the Veyo Technology Platform. More than 98% percent of trips are automatically assigned to providers based on predefined rules, completely bypassing any manual handling. Veyo updates the schedules and trip assignments in real-time throughout the day as necessary to re-optimize schedules and ensure prompt service considering schedule changes and urgent requests.

**RideView Portal:** RideView provides healthcare facilities and health plans with a scheduling solution that interfaces with the Veyo Platform. Facilities can book transportation, dispatch will-call trips, view in real-time the progress of incoming beneficiaries, contact drivers, and update transportation details as needed. The acceptance of this portal has proven our vision in that over 80% of behavioral and rehab patient trips in key markets are being managed through RideView. Reduced no-shows, improved patient flow, high patient satisfaction, as well as 98% OTP for the B leg are just a few of the results of this tool's impact. With Louisiana experiencing a 25% increase in opioid deaths in 2019, and travel distances for MOUD being significant, increasing visibility can help eliminate barriers to care and can be lifesaving.

**Mobile-Optimized Member Portal, SMS, and Online Scheduling:** As smartphones become ubiquitous and the world relies more on digital and mobile communication, it's important to ensure that our beneficiary offerings stay up to date with consumer preferences. Veyo's beneficiary-facing communication solutions integrate across the Veyo Platform, are easy to use, and don't require the download of an app. Beneficiaries who opt-in to SMS notifications will receive trip confirmations, reminders, alerts, and post-trip surveys via SMS. The mobile-optimized Member Portal allows beneficiaries to quickly create an account, book a trip, view or cancel upcoming trips, and dispatch a return trip. Each request will pass through the same

validations and be automatically scheduled with a Transportation Provider utilizing the scheduling software and trip assignment methodology as trips scheduled through the Call Center or RideView.

In Louisiana, as of this writing, has sent close to 9,000 SMS alerts and messages to Medicaid beneficiaries alerting them to details of their trip and allowing them to interact with their access to care. This has prevented multiple beneficiary complaints and created deeper connections between the MCO, the providers, and the beneficiaries.

**2.7.3.5.4 Process for dispatching Trips, including the Proposer’s algorithm for Trip assignment, approach for maximizing the use of public transit systems where appropriate, and ensuring that the Beneficiary is transported at the appropriate Level of Service; and**

Veyo has designed, developed and continuously evolved our purpose-built platform that uniquely manages all aspects of the complex logistics involved with the NEMT industry. The Veyo technology team developed the industry’s first and most complete, vertically integrated, cloud-based platform. Connected via GPS, mobile tools, portals, and a robust data warehouse, our technology ecosystem improves trip by trip and overall performance and lowers costs by bringing efficiencies between all stakeholders.

Behind the scenes, this sophisticated system automates the majority of the NEMT processes with business rules and artificial intelligence that ensure precise alignment of utilization management with all LDH plan rules, protocols, and specific needs of the individual beneficiaries of a population. The Veyo Platform ensures cost-effective, efficient, high-quality, and reliable utilization management. This UM methodology benefits beneficiaries, LDH and your staff, and healthcare providers through multiple, intuitive tools and methods for beneficiaries and plan stakeholders. Veyo’s Platform allows stakeholders:

- Access to real-time visibility of trip status.
- Interaction with and communication with Veyo and drivers.
- To book and manage trips.
- To access data in multiple formats through reports for the Veyo team, for LDH, and for our key stakeholders.

Our easy-to-use driver apps (compatible with both iPhone and Android) allow transportation providers to accept and manage trips, send communications to LDH’s beneficiaries, receive special trip instructions, and upload important documentation and credentials to ensure every beneficiary’s unique needs are met and compliance is adhered to. Today in Louisiana many days have over 55% of Veyo trips being tracked via GPS.

At time of booking, our agents collect important information from beneficiaries such as level of assistance needed (curb-to-curb, hand-to-hand, or door-to-door) as well as information about other needs such as use of weight-related restrictions, walker, etc. This information allows Veyo to identify the most appropriate mode of transportation. Our live system, in real-time, evaluates opportunities to use public transit by evaluating bus routes time and distance from origin/destination. Veyo dispatches trips to the most appropriate and highest quality providers.

We're continuously monitoring key performance indicators such as timeliness and beneficiary satisfaction to measure providers' effectiveness. These measurements play a part in our dispatching process.

#### **2.7.3.5.5 Process for Transportation Providers to complete the Trip and submit the claim for payment.**

Providers working with Veyo must finalize all trips with relevant details included to ensure that claims are submitted. Veyo requires submission of pick-up and drop-off times as well as vehicle and driver information. If a beneficiary was a no-show, the trip is finalized with the no-show information during this step. NEMT Providers can submit trip adjustment requests during this step to allow for changes to the final service payment. Trip adjustments may be made to reflect route changes made by the driver due to situations such as construction or road closures.

Once trips are finalized, they are automatically compared against various rules relating to fraud, waste, abuse, or other anomalous trip indicators. As the trips are prepared for submission for payment, flagged trips are withheld until they have been manually reviewed and any corrective action has been taken, or details have been addressed.

Veyo's preference is to work with providers who utilize our Driver App, or another third-party App, which relays real-time data allowing Veyo to react to LDH beneficiary's' needs immediately.

Every claim, prior to submission to LDH, undergoes an Adjudication process. This process is described fully in the Appendix B, Exhibit 2. The system automatically looks at the accuracy of the claims down to the smallest detail to avoid rejected claims. 100% of our provider claims are analyzed for program integrity monthly. Veyo also allows providers to upload paper documents to our Platform through our Provider Portal should they have no access to reliable internet.

#### **2.7.3.6 Methodology for complying with House Resolution No. 68 of the 2020 Louisiana Regular Session;**

Veyo has performed an in-depth analysis of House Resolution No. 68 and we are in full support and compliance with this legislation and its proposed resolutions. We are currently providing NEMT services for LHCC in Louisiana abiding by all the principals of this proposal, and Veyo's Louisiana-based call center is currently actively serving LHCC beneficiaries.

#### **2.7.3.7 Process for monitoring compliance of credentialing and operational requirements for Transportation Providers, drivers, and vehicles;**

To ensure compliance with LDH's Provider, Driver/Attendant, and Vehicle standards, Veyo requires all transportation providers administering transportation services to undergo a rigorous credentialing process before they are authorized to provide transportation services. Our credentialing program is extensive and involves inspection of business, vehicle, and driver records. Veyo's credentialing requirements may very well be the most stringent in the industry and exceed NEMT or legal regulatory requirements in every territory Veyo operates. Veyo will require that all drivers are licensed, qualified, competent, and courteous and meet, at

minimum, all other requirements stipulated by LDH.

The Veyo process for both NEMT Providers and our IDPs (should IDPs be authorized by LDH) ensures every LDH beneficiary will be transported by a trained, credentialed driver and vehicle, regardless of the mode, **all verified digitally in real-time**. All potential Providers must complete, sign, and submit a Master Services Agreement and undergo a review of business operations, vehicles, and drivers. Veyo's agreement will include all the requirements in this section of LDH's RFP.

Additional items each provider must submit for credentialing purposes include, but are not limited to, a current copy of business license; a current copy of liability insurance; current copies of vehicle registration, maintenance, and insurance; current copies of driver training completion, licenses, and background checks.

Veyo will apply its current, strict Credentialing Plan and then will customize the final Credentialing Plan to match LDH contract-specific requests and local requirements. Veyo will ensure that all drivers and vehicles are fully credentialed in accordance with the LDH requirements prior to being activated in our system. This process is highly streamlined and automated.

Veyo Driver Credentialing Standards for all Drivers: Veyo's credentialing plan includes the following background check elements:

- May not be convicted of a barrier crime.
- May not be on the U.S. Department of Justice National Sex Offender Database
- May not be on the Sex Offender Registry
- May not be named on the Office of Inspector General (OIG) list of excluded individuals and entities (LEIE)
- May not be named in any System for Award Management (SAM) debarments and/or sanctions list.
- May not be named as excluded or terminated from participating in the state's Medicaid program.
- May not have a plea of guilty or nolo contendere or conviction for any felony that is sexual in nature or involves a child, the elderly, domestic abuse, drugs, weapons, or violence in the previous ten (10) years.
- Evidence of no pending issues and active or outstanding warrants
- Felonies reduced to misdemeanors may be given consideration, reviewed on a case-by-case basis.
- The following felonies automatically disqualify the driver from consideration: vehicular homicide, manslaughter or assault while operating a motor vehicle, sex crimes, crimes against children, crimes involving violence, felony convictions involving motor vehicles.
- Passed initial drug testing (negative result)

- Pass annual random drug testing (if selected)
- Commit to never use alcohol, narcotics, illegal drugs, or prescription medications that impair their ability to perform.
- Failing a drug test results in immediate removal from service.

**Vehicle Credentialing Standards:** Veyo's vehicle inspection and the credentialing process will ensure that all vehicles display exterior signage that identifies the company. Veyo's Quality Assurance Monitoring program will track provider complaints resulting from missing exterior vehicle signage. Those providers receiving more than three (3) total complaints relating to missing exterior vehicle signage will be required to use permanent vehicle signage.

Veyo's annual and unannounced inspections will confirm provider compliance. Veyo's Vehicle Credentialing Requirements will also always include a requirement for signage in a conspicuous location legible from the rear seat informing beneficiaries of the call center service lines, including the "where's my ride" line, reservations line, and complaints line. Under Veyo's agreement, all Vehicles must fulfill the credentialing requirements specified by LDH.

A key component of Veyo's credentialing program includes an on-site review and thorough inspection of every vehicle to be used for transport. Vehicle inspection activities also include review and verification of vehicle maintenance records, licensure, insurance, and safety records of the vehicles' operators. As part of the credentialing process, NEMT Providers are required to have their vehicles clearly identified with their registered company, name, and phone number. Veyo will ensure that all vehicles are fully credentialed in accordance with our and LDH requirements prior to being activated in our system.

LDH's vehicle requirements will be incorporated into Veyo's NEMT Provider (and potential IDP) agreements. Veyo will ensure that all vehicles are fully credentialed in accordance with these requirements prior to being activated in our system, and their records will be digitally maintained in our platform to provide direction to all providers regarding required updates and certifications.

### **Vehicle Profiles**

Vehicle Profiles digitally track vehicle credentialing in the Portal. This information is provided in real-time and available to LDH for audits, spot inspections, or real-time reports. Vehicles are only approved for operation once all the credentialing documents have been reviewed and approved. Just as with Providers, when credentials expire, Veyo's system will automatically suspend a vehicle so that it will not be approved for use in fulfilling transportation. All standard documents for the vehicle are stored and tracked in the Veyo system. Veyo will ensure that the Vehicle Database maintains a record of insurance certifications, registration, special equipment, and the vehicle's inspection report which will include verification that the vehicle meets all LDH vehicle requirements.

### 2.7.3.8 Methodology for surveying Beneficiaries, including proposed sample size and survey questions;

Veyo regularly surveys beneficiaries, NEMT Providers, and facilities to better understand how we stack up against expectations. Veyo seeks to measure beneficiary satisfaction with their overall transportation experience quickly to uncover and resolve issues, and to facilitate continuous improvement in the transportation network and the contact center.

To track passenger satisfaction, Veyo offers an automated partner satisfaction survey option for callers to complete following each phone call to the Contact Center. The quick phone survey will ask callers about their satisfaction with the service they received from the CCR and will also ask them about their satisfaction with the service provided on their most recent trip. The results of these surveys are made available to the agent and managers in near real-time. By adding the optional auto survey tool to each call, Veyo seeks to measure partner satisfaction with their overall transportation experience quickly to uncover and resolve issues, and to facilitate continuous improvement in the transportation network and the contact center.

**Telephone and IVR Surveys:** Veyo periodically surveys beneficiaries, NEMT Providers, and Facilities via outbound calls from our contact center to better understand how we stack up against expectations. Veyo seeks to measure beneficiary satisfaction with their overall transportation experience quickly to uncover and resolve issues, and to facilitate continuous improvement in the transportation network and the contact center. Through this process, Veyo drivers currently have a 4.6 out of 5-star rating, and our Louisiana-specific call center receives a 96.23% satisfaction rating in Dec '21.

To track passenger satisfaction, Veyo offers an automated customer satisfaction survey option via our IVR for callers to complete following each phone call to the Contact Center. Our IVR system will trigger a quick phone survey that will ask callers about their satisfaction with the service they received from the Contact Center Representative and will also ask them about their satisfaction with service provided in their most recent trip. The results of these surveys are made available to the agent and managers in near real-time. By adding the auto survey tool to each call as an option for callers to complete, Veyo seeks to measure customer satisfaction with their overall transportation experience quickly to uncover and resolve issues, and to facilitate continuous improvement in the transportation network and the contact center.

LA Call Center Member Satisfaction Scores	21-May	27-Jun	21-Jul	21-Aug	21-Sep	21-Oct	21-Nov	21-Dec
LHCC	93.64%	95.57%	95.83%	94.94%	95.50%	95.85%	94.72%	96.23%

Figure 2.7.3.8a - Yearly IVR Survey – Agent Satisfaction





Figure 2.7.3.8b - Driver Star Rating

**Member Ratings via SMS Text Messaging:** Our SMS tool enables trip-status notifications, allows beneficiaries who have opted-in to connect with their driver, reschedule or cancel their trip, and provide feedback about their experience via a text message. Following the trip completion, beneficiaries receive an SMS notification that thanks them for riding and asks if they would like to rate their ride. They are directed to a URL that serves up the specific trip information and prompts them to select from the common five-star rating process. When the beneficiary clicks on the selected star rating, they are prompted for additional information relating to that trip and provided with an opportunity to give specific feedback in the form of a text field. The link remains active for 24 hours from the drop-off time.

Since the implementation of this feedback method, Veyo drivers receive an overwhelmingly positive rating of an average of 4.8 out of 5 stars. And the latest Louisiana-specific call center surveys received a 96.23% satisfaction score from members. This real-time feedback also enables Veyo to take timely appropriate action for drivers where complaints justify retraining, remediation, or termination.

**NEMT Provider Feedback:** Our transportation provider partners, including their drivers, can provide direct feedback to us through the Driver App, the Provider Portal, and through direct communication with our Command Center agents, and through their Veyo support staff.

**LDH Leadership/Management Survey:** In addition to the multiple methods Veyo utilizes to provide our organization with the critical data and feedback necessary to effect continuous improvement, it is important to Veyo to understand the leadership of all our customers. Veyo has initiated a Customer NPS (Net Promoter Score) survey on a quarterly basis to ensure we engage at that same level of rigorous continuous improvement at the partnership level. In our most recent survey, Veyo scored a 33, which for those who understand this survey, is a remarkable score as an NEMT broker. What that means is that most of the leadership of Veyo's customers rate Veyo at a 9 or 10 in terms of whether they would refer us to another organization. We look forward to engaging LDH leadership in this process.



### **How Veyo Uses Feedback to Make Improvements**

There are many examples of how beneficiary feedback is used on an ongoing basis to improve quality and performance and increase beneficiary satisfaction. For example, a California provider was receiving increasingly poor beneficiary surveys after their initial on-boarding. Immediately they were taken out of Veyo's automated trip assignment process and put on a Corrective Action Plan. Veyo's management team for that market, consisting of the Dispatch Leader, the Provider Coordinator, and the Quality Assurance lead quickly identified the root cause, that the coordination of specific drivers to specific trip-types resulted in missed trips. The Veyo team began a series of weekly meetings with the provider as part of a continuous review process. After targeted improvements were achieved, the provider was reinstated, and the improvements continued to the point where grievance rates for that provider are now often non-existent.

#### **2.7.3.9 Plan to customize a Louisiana Medicaid specific system for adjudicating paper-based and electronic claims and submitting encounter data to meet the requirements of the Louisiana Medicaid Program. The Proposer should submit data and process flows to support this response;**

Veyo currently submits paper and electronic claims as well as encounter data to LDH that meets all requirements of the Louisiana Medicaid Program. As attested in the LDH Cash Distribution Journal (CDJ) Veyo exceeds the state's minimum 97% completeness requirement for paid encounters, consistently performing in the 99.3% range.

Veyo's Claim Submission Policy and Procedure can be found in Appendix B, Exhibit 2.

#### **2.7.3.10 Strategies to identify and prevent Fraud and Abuse by Transportation Providers and Beneficiaries, including, but not limited to, conducting pre- and post-trip verification reviews; and**

A core competency of Veyo is our Fraud, Waste and Abuse (FWA) prevention, detection and reporting system which has proven to be highly successful in removing waste and preventing fraud, and abuse. In a case study for one partner, Veyo opened 170 investigations in Arizona between January and October 2020 related to drivers, third-party providers, and beneficiaries who were identified in our system or reported for potential fraud. One hundred of those investigations have been closed, with 43 of those cases being substantiated, resulting in thousands of dollars being recovered for our partners. More importantly, these incidents prompted remediation programs for providers, training for beneficiaries, and operational changes that improve performance and beneficiary satisfaction.

Prevention, the important first step in the Veyo FWA Plan, occurs via multiple avenues including established and proven policies and procedures, awareness, training, screening, risk assessment, and early recognition. Veyo's Operations Department FWA Team maintains a FWA Plan that is clear, concise, and updated regularly. Veyo staff frequently reference this policy to better understand the overall FWA process.

**FWA Detection:** Veyo has developed a multi-layered operational process to detect potential FWA. Veyo's detection methods include the following elements: monitoring and auditing, publicizing communication channels, and regularly communicating with staff and agents.

**FWA Reporting and Tracking:** Veyo requires any staff or agent who suspects inappropriate FWA behavior to report the suspicion to the Director of Corporate Compliance. FWA reporting can be done by telephone, email, Internet message submission, and mail. A record will be maintained to record all such reports, including – as appropriate – the nature of any investigation and its results and to identify patterns and opportunities for additional training or corrective action.

**FWA Remediation:** A unique ability of the Veyo Technology Platform is the ability to monitor and detect potential FWA incidents in real-time and make appropriate corrective action decisions.

**FWA Training:** Veyo guarantees all staff are made aware of and trained on the importance of preventing, detecting, investigating, reporting, and correcting FWA. Training is provided to all new Veyo staff within ninety (90) days of initial hiring as well as annually thereafter.

**FWA Investigation:** Once they receive the report, the Data Integrity Team opens a ticket in Zendesk and:

- Gathers all trip information from the call center portal, trip portal, Veyo apps, and any other relevant sources for the dates of service in question.
- Contacts the transportation provider(s) by email, fax, and/or phone to request trip logs or other forms of documentation that the trips in question were completed by the provider. Generally, three (3) business days are allowed for submission of the trip logs; however, the Data Integrity Team will conduct outreach to obtain trip validation via email and or by calling the provider while the investigation is ongoing, and providers may be given additional time as necessary to provide the information.
- Conducts outreach to the scheduled facility/provider of record, to request validation if the beneficiary attended the DOS in question. The beneficiary may also be contacted, especially in circumstances where the beneficiary is making the FWA report.
- Reviews/enters all information from facilities and the provider trip data (if received) into the investigation spreadsheet. The investigation details the data integrity team providers: why an investigation was opened, whom they contacted and spoke to, and how many trips they reviewed. The team also provides a spreadsheet of all trips reviewed.
- The Data Integrity Team documents each step listed above in the Zendesk ticket. Once the initial investigation is completed, the Data Integrity Team sends the Zendesk ticket with the investigation summary and spreadsheet to the Compliance Team for review and/or determination.

### **Compliance Review/Preliminary FWA Determination**

Veyo's Compliance Team reviews the investigation information and makes a preliminary determination whether additional information is needed from the provider, clarification of internal review is needed, or if potential FWA is substantiated/unsubstantiated and if the trip(s) is subject to recoupment or other action.

After our Compliance Department reviews the initial investigation, the provider is sent an initial FWA letter (drafted by the Compliance Team and sent by the Market Operations Team) that outlines the preliminary results of the investigation per the determinations above and allows the providers an additional 10 business days to provide trip logs or additional information to validate any trips where facility/claim verification was not provided.

Providers are informed that if no information is submitted to validate the trip, then the trips in question will be recouped at the end of the 10-business day period. Additional trip logs/other information submitted by the provider is reviewed by the Data Integrity Team, and final disposition is documented in the investigation spreadsheet. Once this is completed, the Zendesk ticket is sent to Compliance for final review/determination.

### **Final FWA Determination**

#### *The final FWA determination steps include:*

The Compliance Team reviews any new information and makes a final determination on the disposition of each trip (as outlined above) and sends a request to the Data Integrity Team to recoup any trips for substantiated FWA and/or provider error.

For the trips that were identified as substantiated FWA, the Compliance Team prepares an FWA report to submit to LDH as contractually required.

All trips being recouped are sent to the Billing Team to submit corrected claims to the partner.

More details and Complete information on our FWA program can be provided upon request.

### **2.7.3.11 Approach to ensure continuity of operations should a pandemic, natural disaster, or man-made event occur that impacts any or all parts of Louisiana, including how the Proposer will continue to receive requests, ensure sufficient network capacity, and prioritize Trips. The Proposer should describe its experience, if any, in providing transportation services during these events.**

Veyo has a proven Business Continuity & Disaster Recovery Plan that will be initiated at any time that an impacting event occurs with the goal of minimizing the risk of any adverse impacts to LDH's NEMT services, our network of providers, and especially the beneficiaries we collectively serve.

There are many potential disruptive threats that can occur at any time and affect normal business processes. Veyo has examined each potential environmental disaster and emergency in detail and has developed a formal Business Continuity & Disaster Recovery Plan (DRP) that fully outlines the steps that Veyo will deploy in the wake of a catastrophic event, or when a

threat to business continuity exists. The DRP currently covers all operations, including administrative offices, technology systems, and customer service center sites in all markets served. Veyo has successfully implemented this plan in all our markets.

Veyo's goal is to ensure information system uptime, data integrity, and business continuity. Our plan delineates Veyo's policies and procedures for business continuity, crisis management, and technology disaster recovery, as well as its process-level plans for recovering critical technology platforms and communication systems.

Veyo's Business Continuity and Disaster Recovery Plan has been implemented to cover all our operations across the United States. Veyo's Plan and the preparedness behind it is critical to protecting the LA beneficiaries belonging to NEMT programs that we manage. Veyo's daily LA operations setup, as supported by our network and databases described below within the DRP, continuously validates the effectiveness of our plan.

### **Alternate Recovery Facilities / Hot Site**

In the event of "site down" or evacuated emergency, Veyo has the following options for its call center:

1. Remote virtual desktop agents – Veyo can allow evacuated employees to work from home or a remote site with sufficient Internet access. In this scenario, redirection of systems and services will occur immediately to allow access to any remote, Internet connected employee.
2. Connecticut and Arizona Veyo call centers will act as hot sites for each other.

### **Annual Field Exercise**

Veyo will conduct an annual DRP review and field exercise. In compliance with the NEMT Policy Manual, we will notify LDH within five (5) business days of the date of the exercise, and we will deliver a written report of the findings to LDH within fifteen (15) calendar days of the date that the exercise is conducted.

The field exercise will simulate a call center evacuation and remote agent spin-up to allow for resumption of key business operations within a short period of time. This exercise represents a high-impact disaster based on events such as telecommunications disruption, fire, or network failure in the primary call center. During the exercise, additional staff will allow the field exercise to occur with minimal business disruption.

### **Recent Business Continuity Experiences**

In the past 18 months, Veyo has built out and moved into a new office space in Connecticut, San Diego, and twice in Arizona. During each build out and subsequent move, Veyo successfully leaned on the Business Continuity and Disaster Recovery protocol to continue servicing all accounts in each market within agreed upon service levels. These moves pressure-tested the ability for at-home agents and remote Contact Center locations to service the account roster without interruption.

Veyo has never experienced a privacy breach of PHI or HIPAA protected information in our entire history.

Our DRP will be tailored for LDH's NEMT program and will be submitted to LDH for review and approval thirty (30) calendar days prior to the start of Veyo's operations. Veyo will submit an updated DRP to LDH on an annual basis.

- ***A True Partner in hard Times:*** Examples of our Natural Disaster Response include:
  - Supported our entire Louisiana provider network with a \$1,500 bonus during Hurricane IDA to aid in each provider's individual needs.
  - Veyo created the nation's first Specialized Fleet of ambulatory vehicles and drivers customized to meet CDC guidelines to enable transport of COVID patients to critical care. At the time of this writing, over 12,000 COVID+ trips have been completed.
  - Created the nation's first drive-through COVID vaccine protocols. To date, over 12,000 beneficiaries have been vaccinated using our driver-through solution.
  - Pivoted to deliver thousands of meals and PPE to beneficiaries in their home in several markets.

## 2.7.4 Case Scenarios

The Proposer should provide its approach to serving Beneficiaries through its response to the following case scenarios. The Proposer should consider each scenario as presented below and should not make additional assumptions.

**2.7.4.1 A Beneficiary that is a Qualified Medicare Beneficiary requested transportation approximately twenty-four (24) hours prior to a scheduled medical appointment for wound care. Describe in detail the methodology and resolution for completion of this transport.**

Urgent scheduling, such as this short-notice request, can be obtained at any time from a live Veyo Call Center Representative trained to handle same-day urgent requests, in any language, 24/7/365. Veyo can perform urgent trips with our transportation providers as well, using our real-time communication via our Portal, Apps, and SMS text messages, and through integrations with provider-dispatching systems. Our Command Center/Rescue teams and their proactive real-time monitoring tools allow us to see whether urgent trips are being fulfilled appropriately and act if needed. And more than 50% of the LHCC beneficiaries we serve are receiving SMS interactions about their trip each day, ... some days up to 75%.

Whether the trips are standing orders, recurring, one-time, advanced reservations, hospital discharges, a trip with specific requirements, or in this case and urgent trip - Veyo's system will record the trip request in our system, including in the Member Profile, and initiate the automated dispatch process. Veyo's Platform will ensure that the trip aligns with the LDH benefit protocols that are integrated into the system, and when confirmed, the requests enter the dispatch engine.

Veyo's Louisiana team works closely with providers across the State who provide coverage for urgent transportation needs. As an example, a dual eligible beneficiary who is vocal on the Governor's Council was having challenges arranging her short-notice trip. Veyo's process raised her concern to our Louisiana team who worked directly with her to make sure her transportation was covered under the correct benefit, in this case, Medicare. We worked directly with her provider to ensure her urgent trip was timely. And we used Veyo beneficiary communication tools and personal outreach to be certain her care was a priority.

In markets where Veyo's Independent Driver Fleet is fully incorporated into our provider network, our model can respond to trip requests quicker than any other NEMT broker in the industry today for all beneficiaries. If IDPs were allowed, Regions with limited provider supply can be supplemented with net-new fleets, and LDH beneficiaries will not be waiting hours for their rides or miss their appointments due to lack of transportation. When a beneficiary calls the Contact Center to inform Veyo that they are ready for pick-up, Veyo will automatically dispatch the trip to the nearest provider or IDP.

**2.7.4.2 The call center receives a transportation request for a Beneficiary that is wheelchair bound and may require assistance from the door to the vehicle. Describe the Proposer's process to complete the scheduled transport. The Proposer should include the wheelchair policy that will be utilized [exempt from page limit].**

Veyo's Trip Assignment Engine determines the most appropriate mode of transportation given the Beneficiary's medical needs, whether they be children, those with special needs or disabilities, older adults, or in this case where a wheelchair is needed. This wheelchair trip, along with 98% of Veyo's trip assignments, will occur automatically allowing our Command Center team to monitor and track trips in real-time to alleviate issues. All beneficiary data contained in the eligibility files will be integrated with special needs data to further specify the trip and member's needs. Their Member Profile is created, and that profile directs the scheduling of the trip to the appropriate mode, *provides specific direction* to the driver (i.e., curb-to-curb or door-to-door delivery, any pertinent notes regarding additional directions, etc.), and ensures that the receiving driver/vehicle fits exactly the needs of the beneficiary, especially if they require a vehicle that accommodates a wheelchair or any other mobility device.

Veyo's Driver App integration allows providers to assign trips to their drivers sent as manifests to the Veyo Driver App on their drivers' mobile devices. Today in Louisiana up to 75% of Veyo trips are GPS-tracked, allowing for more detailed visibility on the transportation fulfillment details, including locations and timestamps. Special instructions about the beneficiary from their profile, or special needs like "assistance from door required" is required to be acknowledge prior to the driver accepting the trip. Provider trips are finalized and submitted to Veyo as they are completed every day, significantly simplifying provider's trip finalization.

To ensure that our high standards regarding beneficiary care are being met, Veyo coordinates with facilities to observe drop-offs in facility parking lots. This allows the local team to gain insight into how NEMT providers are handling door-to-door and hand-to-hand service, visibility on the ongoing quality of the vehicles, and gives the local team the ability to ensure that all standards are being adhered to by our partners. Veyo utilizes these observations to provide feedback to the provider and improve service if gaps are identified.

Veyo's Wheelchair Policy can be found in Appendix B, Exhibit 3.

**2.7.4.3 A Beneficiary utilizes a wheelchair but can transfer if requested. The Beneficiary has an oversized wheelchair due to his size and cannot easily fit in a regular wheelchair. The Proposer has scheduled transportation for this Beneficiary. However, the Proposer does not have any vehicles available that can accommodate the Beneficiary's needs. Describe the process the Proposer will follow to complete the scheduled transport.**

Under Veyo's Model, a situation such as this would be incredibly rare (if it ever happened at all), especially considering our CCRs are able to assign a vehicle that the beneficiary can safely transfer into from their wheelchair. Our fleet will always have availability across the State, including providers that can handle ambulatory, wheelchair, bariatric, stretcher, and other modes as required. As evidence of our success in situations such as this one, Veyo currently



provides between 200 and 300 successful bariatric wheelchair trips each month under our LHCC contract in Louisiana.

In the rare circumstance when Veyo does encounter the situation described in the above question, there are several tactics and strategies that exist within our standard operating procedures that could be executed to successfully transport the beneficiary:

- First and foremost, since the beneficiary has indicated they can transfer if requested, Veyo would look to determine if the current bariatric wheelchair being utilized is foldable. If so, Veyo could secure a more spacious ambulatory vehicle and work with the transportation provider to ensure the vehicle could store the wheelchair. Additionally, Veyo would indicate to the provider that this beneficiary might need hand-to-hand or door-to-door assistance with their transfer in/out of the vehicle.
- Alternatively - if the beneficiary was unable to transfer to an ambulatory vehicle, Veyo would partner with the healthcare organization to explore all viable options. Depending on urgency and medical necessity Veyo, could prioritize transportation at another time when the appropriate mode of transportation is available. Lastly, Veyo could explore utilizing a higher mode of transportation such as bariatric stretcher assuming network capacity allows for that.

Veyo's system ensures that transportation for each beneficiary aligns with the LDH benefit rules, and with the specific needs of that beneficiary, including whether the beneficiary requires the use of a mobility device and whether the beneficiary is physically able to transfer into a vehicle if required. All beneficiary data contained in the eligibility files initiate the foundation for a Member Profile, which is subsequently integrated with any special needs data for the individual beneficiary. Our system utilizes the Information in the Member Profile to direct the scheduling of the trip to the appropriate mode, provide specific directions to the driver (i.e., curb-to-curb or door-to-door delivery, etc.), and record every step in the journey of that trip. Every trip for that beneficiary, including any interaction with Veyo or the driver is recorded and available to report.

**2.7.4.4 At 10:30 a.m., a local hospital requests NEMT services for a Beneficiary that is scheduled to be discharged from the facility at 2:00 p.m. The Proposer assigns the transport to ABC Transportation. Shortly after 4:00 p.m., the facility notifies the call center that the scheduled transportation has not arrived. Describe the process the Proposer will follow to complete the scheduled transport.**

To address the challenge of trips requiring last-minute rescue attention, Veyo has successfully implemented a dedicated Trip Rescue Team that works to ensure all beneficiaries' transportation requests are fulfilled. The Trip Rescue Team has access to a group of providers who have committed to being available at any time, day or night, to assist in the rescue of a stranded beneficiary that needs a ride home.

Veyo's Trip Rescue Team has dedicated technology tools that will assist them to match at-risk trips to available drivers. This includes a Trip Rescue Portal with alerts, monitoring, and



specialized trip assignment tools that will help secure transportation. When a situation arises at a facility where a beneficiary is stranded and needs a ride, facilities are provided with a special prompt on their call-in number, and the call goes directly to the Trip Rescue Team, who have access to the rescue providers. This enables quick access to a driver, and communication to the facility that a driver will be there in a specific time frame, the vehicle they are driving, and the driver's name.

Because Veyo's system allows for automation of dispatching to NEMT Providers based on the details of the beneficiary, the trip, and the time of day, we dedicate human resources, supply, and technology to identify any rescue trips, like this discharge scenario, before beneficiaries or healthcare providers realize a problem might exist. We designate a specific set of NEMT Providers in each region that we have identified where trips might have issues based on our analytics. We also assign a dedicated team of Command Center Agents to our customers who monitor the trips in every region, identify indicated trip issues, and solve the problem prior to an issue by incorporating all resources to ensure that the beneficiary is serviced on time. We also create a rescue prompt for healthcare providers that bypasses the Call Center and directs them directly to the Command Center for issues that were not surfaced by our system, enabling the agents to quickly address and rescue trips.

In regions where brokers and the State see limited providers, all discharges are instantly recognized and prioritized within Veyo's Platform and process. These trips instantly become our highest priority trip and are monitored by the Louisiana team, allowing them to actively reach out to the providers and any regional associations of providers to rapidly solve the problem.

In addition, Veyo's RideView Portal, a transportation management tool designed specifically for healthcare facilities that serves our customer's beneficiaries, has been introduced to nearly 650 facilities across our network, and the impact and positive feedback has exceeded expectations. Veyo's RideView Portal offers healthcare providers and case managers a user-friendly and technology-enhanced option when booking, tracking, and managing beneficiary transportation to and from their facility. With the Veyo RideView Portal, facility users can easily manage transportation for all their patients who are utilizing NEMT in real-time via one easy-to-use portal. The impact on the reliability of patient schedules, minimization of human resources in managing transportation to enable patient support, and our reliable supply system have resulted in over 80% of the trips to and from behavioral facilities in one of our markets to be managed with this portal.

This means that in the above-mentioned scenario, with RideView and rescue processes, no LDH beneficiaries will be stranded for two hours not knowing when, or if they are going to be picked up for the return leg of their trip. Our technology does not allow this to happen. Today in Louisiana, Veyo maintains a greater than 99% average of trips that arrive no more than 2 hours prior to their appointment and has averaged over 96% are picked up within 2 hours of their appointment conclusion.

**2.7.4.4.1 ABC Transportation has had three (3) or more previous instances where a Beneficiary being discharged from the local hospital has not been picked up in a timely manner. Describe the protocol the Proposer has in place that will alert the Proposer to ABC Transportation's ongoing deficiencies, as well as the action that will be taken against this Transportation Provider.**

Veyo has an extremely low tolerance for providers' lack of performance. Veyo holds our providers to the highest performance standards in the industry. When providers fail to meet one or more of Veyo's KPIs, there is a standard escalation process for holding them accountable. Veyo clearly communicates to providers which KPIs they missed, what the consequences are, how they can improve, and what benchmarks they will be held accountable for. Veyo's NEMT Provider Corrective Action Plans (CAPs) afford providers the opportunity to improve performance before suspension or termination becomes necessary.

Veyo's commitment to a robust transportation network will allow us to terminate any relationship due to continuous poor provider performance without compromising service.

- First Offense - KPI Warning Email: Upon the first offense, the provider will be given an initial warning via email which will be recorded in an internal tracking system.
- Veyo will provide each KPI metric that fell below acceptable standards and upon request, proven processes to improve.
- If the provider earned a warning because of a substantiated grievance rate exceeding 0.1%, they will be notified of how many grievances were substantiated and for what reason each grievance was filed.
- Second Offense – Corrective Action Plan: Upon the second offense, the provider will be the subject of corrective action which will be recorded in an internal tracking system.
- A written Corrective Action Plan (CAP) will specify the required action for improvement and a timeline for completing this action.
- If the provider earned a CAP because of a substantiated grievance rate exceeding 0.1%, they will be notified of how many grievances were substantiated and for what reason each grievance was filed.
- The provider will acknowledge the CAP through phone communication, and if the provider is unable to be reached, email communication of the CAP will suffice. The provider must understand the improvement required. Responses will be recorded.
- If deemed necessary, there will be a reduction in trip volume or a 5% payment penalty for the affected month's payments. Which will be communicated internally and recorded.
- Third Subsequent or Egregious Offense – Termination: Upon the third offense or in the case of an egregious offense, the transportation provider agreement will be terminated and tracked internally.
- Barring an exception made by the market leader, the provider will be served with a written notice that the contract with Veyo will be terminated.
- Depending on the circumstances, providers may be terminated immediately or in 10, 30, or 90 days.

As an example of a real-life situation in which Veyo worked proactively to improve service levels of a provider, a known Louisiana provider had grievance rates at launch of our contract with LHCC of 1.61%, which is 10 times higher than Veyo's grievance targets across all providers. Veyo staff counseled and worked with the company directly to understand their issues. We identified the root cause as calling beneficiaries directly, and if no contact was made the provider made the decision to simply not show up for the scheduled trip. This was clearly a training issue of how best to serve beneficiaries who are transient. Additionally, the provider was overestimating their own capacity and Veyo was able to work with them to understand their volumes.

When we failed to see immediate improvement with this provider, Veyo eventually reduced trips by 1/3 until we saw a significant change in this provider's performance. As a result of this corrective action, their grievances are now within acceptable ranges – only three grievances in the last four months.

With continuous monitoring, Veyo saw that the grievance rate for this provider started to spike again in late October, increasing from six grievances in September with a grievance rate of 0.90%, to 21 grievances in October with a grievance rate of 2.71%. In November, we conducted an analysis of the grievances to show that the issues centered in Lafayette Parish, Iberia Parish, and St. Landry Parish, and they were generally related to late and missed pick-ups. Our cross-functional Veyo team, consisting of market supply, management, and the Command Center met to discuss possible solutions. As a result of that conversation, we decided to reduce capacity by 25% and coach the provider about protocols and requirements.,

As a result of those actions, the provider reduced their total grievances in November to 10 substantiated grievances with a grievance rate of 1.17%. So far in December, they have not received any substantiated grievances, obviously representing a significant improvement.

Because of Veyo's hands-on approach and partnership with Louisiana providers, our drivers have had a 4.6 out of 5-star rating as rated by an average of 1,475 unique beneficiary ratings over the last three months.

**2.7.4.5 Hurricane Alpha is expected to make landfall in three (3) Calendar Days as a Category 3 storm. Describe the process the Proposer will take when the forecast predicts a direct impact in Central Louisiana. Describe the policies and procedures in place for the Proposer to ensure continuity of operations in the event of electricity and/or phone outages at the Louisiana call center.**

Veyo is in constant contact with the LA provider network to ensure local weather conditions are always considered when scheduling and monitoring trips. Veyo identifies healthcare facilities and NEMT Providers that will be available during adverse weather conditions and proactively establishes capacity plans. Customer Service and Operational staff monitor conditions appropriately and utilize existing standard operating procedures to define operational adjustments in the event of adverse weather. Veyo's Model allows us to scale up resources

during times of inclement weather if roads can still be safely navigated by those who are experienced driving in adverse weather conditions.

Veyo seeks ways to support our providers during all circumstances, particularly during trying times. In a direct Louisiana example, during Hurricane Ida we recognized the need for additional support to our providers and in addition to addressing individual driver's independent needs, our executives made the decision to supply each Veyo provider with a \$1,500 bonus to address individual needs. These needs included gas purchase, meals, lodging, and other needs unique to each provider.

Regarding beneficiary communication, Veyo has detailed inclement weather communication procedures. Veyo will send alerts via text and inform beneficiaries that, due to weather conditions, they will be contacted if their trip is canceled. Veyo will robocall or send an SMS to beneficiaries with the cancellation. Beneficiaries may decide they do not want to travel during adverse weather conditions and Veyo's systems make it convenient for beneficiaries to update their transportation via the beneficiary app, SMS, and Call Center.

In severe weather situations or during states of emergency, our experience has been that most trips in the affected area will be limited to same day "Urgent Care" trips. These might be trips for episodic events where the beneficiary must be seen by a provider that day, hospital discharges, chemotherapy appointments, or wound care, for example. So, the volume will be down in the affected areas during inclement weather.

Veyo has examined each potential environmental disaster and emergency in detail and has developed a detailed Business Continuity & Disaster Recovery Plan (DRP) that fully outlines the steps that Veyo will deploy in response to a catastrophic event, or when a threat to business continuity exists. The DRP covers all operations, including administrative offices, technology systems, and customer service center sites in Louisiana and all markets served.

Veyo's plan details how we will account for unexpected disruptions or unplanned events that could affect the provision of services, covering all aspects of daily operations and addressing various scenarios that could adversely impact daily operations. The DRP delineates Veyo's policies and procedures for business continuity, crisis management, and technology disaster recovery, as well as its process-level plans for recovering critical technology platforms and communication systems.

Veyo operates in several markets that experience the full range of inclement and extreme weather conditions. As such, we understand the impact that adverse weather conditions can have on transportation. Transparency in the coordination and communication between stakeholders during these times and Veyo's Model enables coordination and communication between Veyo and all stakeholders. Veyo assures LDH that we will be fully able to respond to these situations proactively and throughout the situation.

Veyo conducts biannual tabletop exercises to test our disaster recovery capabilities under different scenarios. Our two most recent tests were a pandemic scenario where staff were not able to make it to the office (conducted during the second quarter of 2020) and a power outage simulation at our corporate headquarters (conducted in the fourth quarter of 2020).

**2.7.4.6 A heart transplant Beneficiary, who lives in a rural area, is scheduled for pre-op testing at the local Level II Trauma Center in four (4) Calendar Days. The Beneficiary has been scheduled for a 7:00 a.m. pickup time. The Beneficiary is ambulatory but will carry an oxygen tank. The night prior to the scheduled pickup, the assigned Transportation Provider notifies the Proposer that they are unable to perform the trip. The Proposer has no willing and available Transportation Provider in the Region. Describe the process the Proposer will follow to perform the scheduled transport.**

Veyo's proactive Trip Rescue Team has many specialized tools and processes that help ensure trip coverage when our algorithms identify the need for last-minute supply alterations and for effectively handling last-minute changes. In this instance and in the real example below, Veyo's process would immediately escalate the trip to a high priority status and notify the Louisiana teams for immediate resolution. The Louisiana team will have alternate network options in region to go to assigning the trip to an available provider. In addition, direct contacts and relationships with the local provider networks can be used.

Today in Louisiana, we have had 55% to 75% of that day's trips tracked using Veyo's Driver App GPS technology. This unique level of transparency allows Veyo to quickly identify other potential rescue options to accommodate for last minute changes. Veyo's process and our technology's level of transparency has led to an average of 99.9% of Louisiana trips being picked up as scheduled.

In the event there is a transportation change or delay, Veyo will reach out to the beneficiary, the beneficiary's family, guardian, or caretaker for the trip. We communicate by phone, SMS/text message, or the Veyo member app, depending on the specific member, ensuring that every stakeholder is aware of the situation.

Leveraging beneficiary data to identify specific beneficiary conditions or sub-populations of beneficiaries that may be at higher risk, and then identifying real-time trip events for that beneficiary or group can prompt Trip Surveillance, Proactive Intervention, or Enhanced Escalation to support successful trip outcomes for critical beneficiary care.

Veyo's unique "Member Watch" features allow Veyo's Command Center and Member Watch team to designate specific high-risk beneficiaries, populations, or specific treatment parameters for which to create a flag for that beneficiary in our system. This scenario reflects one of those special situations since the beneficiary requires the use of an oxygen tank. When a situation such as this occurs, it will trigger our Member Watch system and prompt our team to fully monitor the beneficiary's trip either as a pre-trip alert or as the trip occurs, to handle all special needs, monitor high priority trips, or address any on-the-fly corrections.

In one recent example, Veyo's LA team was advised less than two days prior to a requested pick-up for a post-transplant beneficiary in a rural area that the trip had not yet been accepted by any provider. Our technology driven process escalated this issue to the LA Market Director and our Louisiana team began searching for alternate in-region providers who could handle this beneficiary's needs. Veyo's Market Director contacted the Louisiana Provider Association and other coalitions in the State directly to locate a provider in or close to the rural area where the beneficiary was located. This effort found that no in-region provider was available for that day, and the search for available providers in the next-available regions was initiated and a provider was identified. In this case the automated escalation to our local team and their direct relationship with the local provider groups were successful and Veyo was able to assign the trip, and the beneficiary's transport arrived on time.

This level of escalation to the local market teams will happen quickly and automatically under any last-minute supply need. This can happen no matter the time frame or urgency involved.

As additional illustration of our overall success in the State's rural areas, Veyo's rural OTP for scheduled trips is currently between 85-95% in the most rural regions of Louisiana.

**2.7.4.7 A Beneficiary's Healthcare Provider submits a Standing Order for NEMT services. The appointment is for chronic outpatient dialysis at 10:30 a.m. on Mondays, Wednesdays, and Fridays from Monday, December 1, 2021 through Thursday, May 31, 2022. The Beneficiary uses a manual wheelchair but a lift has been requested. The return pickup time is 4:45 p.m. The Proposer should describe the process they will follow to complete this submitted Standing Order request. Additionally, the Proposer should respond to each of the variations of this scenario as presented below:**

Whether trips are standing orders, recurring, one-time, advanced reservations, hospital discharges, urgent trips, or any trip with specific requirements – Veyo's system will record the trip request in our system, including in the Member Profile noting any special needs (such as the use of a manual wheelchair and the request for a vehicle with lift), and initiate the automated dispatch process. Veyo's Platform will ensure that the trip aligns with the LDH benefit protocols that are integrated into the system, and when confirmed, the requests enter the dispatch engine.

Veyo can schedule standing order trips for the entire year, both at implementation and as new standing orders need to be scheduled. During the implementation period, we will request a list of existing standing order trips from LDH and the current Transportation Managers to ensure they remain scheduled beyond the transition date. Veyo will also send proactive reminder alerts to beneficiaries when it is time to reschedule standing orders.

To illustrate our success in Louisiana, in October 2021, nearly 2,500 dialysis trips were successfully completed by Veyo and its partners using a preferred operator.

**2.7.4.7.1 On Monday morning at 8:00 a.m., the Beneficiary contacts the call center and states the scheduled Transportation Provider called that morning and stated that there was a family emergency and that the Transportation Provider would be unable to transport the Beneficiary to treatment. Explain the process that the Proposer will take once this information is received.**

As described in our answer to 2.7.4.6, Veyo's process has yielded a 99.9% of Louisiana trips being picked up as scheduled. When a rescue is required, Veyo's technology, tools, and process are built for accommodating trips needing on-the-fly corrections or last-minute changes.

Because Veyo's system allows for automation of dispatching to all our fleets NEMT Providers based on the details of the member, the trip, and the time of day, we can dedicate human resources, supply, and technology to identifying and rescuing trips before members or healthcare providers realize a problem might exist. In this instance we would have designated a set of Providers in each region that we have identified as possible areas where trips might have issues based on our analytics. We will also use our dedicated LA team of Command Center Agents to monitor the trips in every Parrish and region, to identify indicated trip issues, and solve the problem prior to an issue by incorporating all resources to ensure that the member is serviced on time. We will have also created a rescue prompt for healthcare providers that bypasses the Call Center and directs them directly to the Command Center for issues that were not surfaced by our system, enabling the agents to quickly address and rescue trips.

This process, in addition to the strong relationships our local teams have built with Louisiana Providers and Facilities, has created high levels of trust and goodwill in the Louisiana community when caring for your beneficiaries. In a check-in call with the director of a 140-bed behavioral health hospital in Mandeville, Veyo's Louisiana provider and facility relations teams were given strong reviews and support for helping members arrange rides and manage trips. The relationship established between facilities, providers, and Veyo's teams has increased member satisfaction across the state.

In the average month, for example, Veyo manages between 800 and 1,000 same-day short-notice trips where providers must be secured on the same day of travel. If circumstances lead to a driver running late or even cancelling a trip, we can dispatch trips to a new driver with the capability of arriving within minutes resulting in a seamless experience for the beneficiary.

**2.7.4.7.2 The current date is Wednesday, March 9, 2022 and the Beneficiary requests to move the Friday, March 11, 2022 appointment to Thursday, March 10, 2022. Explain the process that the Proposer will take once this information is received.**

Urgent scheduling, such as this short-notice request for a trip to be moved earlier in the week with less than 24 hours' notice, can be obtained at any time from a live Call Center Representative trained to handle same-day urgent requests, in any language, 24/7/365. Veyo can perform urgent trips with our transportation providers as well, using our real-time communication via our Portal, Apps, and SMS text messages, and through integrations with provider-dispatching systems.



As explained above, whether the trips are short-notice changes, standing orders, one-time, advanced reservations, hospital discharges, urgent trips, or any trip with specific requirements-- Veyo's system will record the trip request in our system, including in the Member Profile, and initiate the automated dispatch process. Veyo's Platform will ensure that the trip aligns with the LDH benefit protocols that are integrated into the system, and when confirmed, the requests enter the dispatch engine.

Veyo works closely with providers who can provide coverage for urgent transportation needs. Veyo will use our provider orientation sessions to educate them on Veyo's procedures for handling requests for urgent transportation.

Additionally, beneficiaries in Louisiana today have added Veyo tools and options to connect more deeply with their benefit and allow them to communicate with providers and interact with their access to care. As of this writing more than 8,800 SMS interactions have occurred with beneficiaries in the last six months.

**2.7.4.7.3 The current date is Wednesday, May 30, 2022 and the Beneficiary has an appointment for dialysis on Friday, June 1, 2022. Describe the process the Proposer will follow to accommodate this transport.**

Because the scheduled trip on Friday, June 1, is part of a standing order, Veyo's system will have recorded the trip request in our system, including notes in the Member Profile any special needs (such as the use of a manual wheelchair and the request for a vehicle with a lift), and initiate the automated dispatch process. Veyo's Platform will ensure that the trip aligns with the LDH benefit protocols that are integrated into the system, and when confirmed, the requests enter the dispatch engine.

Post-booking messaging, such as trip reminders, "your driver is on the way" messages, and after-trip ratings can be managed in the Member Portal or through simple SMS messaging for beneficiaries who have opted into SMS messaging with Veyo. The SMS opt-in rate is >55% for our current LHCC services - meaning that of the beneficiaries we transport each day, >55% of them will interact with their access to care by using SMS text messages.

Veyo will also send proactive reminder alerts to the beneficiary when it is time to reschedule standing orders.

**2.7.4.8 A Beneficiary has an existing Standing Order for chemotherapy on Mondays with a drop-off time at 1:00 p.m. and a pick-up time at 3:30 p.m. from Monday, December 1, 2021, through Monday, May 28, 2022. The Beneficiary requests a change to the Standing Order to add radiation treatment on Mondays at 3:30 p.m. The pickup time for the radiation treatment is 6:00 p.m. Describe the process the Proposer will follow to accommodate this request.**

From a simple link, LDH beneficiaries can access the Veyo Mobile-Optimized Member Portal and create an account using their name, Medicaid ID, and date of birth. Once they are logged in, beneficiaries can book a new trip using Veyo's Virtual Agent, view upcoming trips, cancel a



trip, and even dispatch a will-call trip when they're ready to be taken home. Confirmation messages ensure that beneficiaries can find what they need quickly.

Veyo's system records the change to the standing order trip request in our system, including in the Member Profile, noting any special needs (such as the use of a manual wheelchair and the request for a vehicle with lift), and initiate the automated dispatch process. Veyo's Platform will ensure that the trip aligns with the LDH benefit protocols that are integrated into the system, and when confirmed, the requests enter the dispatch engine.

This scenario represents a simple change in standing order pick-up time, if additional treatment is occurring at the same medical facility. If the additional treatment requires transfer to a different location, our CCRs will need to work with the Beneficiary and the healthcare providers to discuss adjustments in the scheduling since the previous pick-up time is the same as the new appointment time (i.e., 3:30 p.m. every Monday).

**2.7.4.9 A nursing facility submits a transportation request for one of their residents twenty-four (24) hours prior to the appointment via telephone. Describe the process the Proposer will follow to address this request.**

Veyo's Platform makes it easy for beneficiaries, healthcare providers, or caseworkers to interact with our system for trip requests. Trips come directly through our call center from beneficiaries or their authorized representative, or through our RideView Portal (described below) from healthcare providers or LDH staff or caseworkers, and digitally from us or their beneficiary's authorized representative through their Web-Optimized Portal that enables scheduling and managing trips, tracking their driver, and communication with the driver.

Veyo's friendly and helpful Contact Center team is specifically trained to handle same-day (less than 24 hours) requests. Urgent scheduling can be obtained at any time from a live Contact Center Representative, in any language, 24/7/365.

When the Nursing Facility directly calls the Contact Center, Veyo will confirm the trip with the healthcare representative.

Veyo's RideView Portal is a transportation management tool designed specifically for healthcare facilities that serve our customer's beneficiaries. RideView has been introduced to more than 650 facilities across our network, and the impact and positive feedback has exceeded expectations. Veyo's RideView Portal offers healthcare providers and case managers a user-friendly and technology-enhanced option when booking, tracking, and managing beneficiary transportation to and from their facility. With the Veyo RideView Portal, facility users can easily manage transportation for all their patients who are utilizing NEMT in real-time via one easy-to-use portal. The impact on the reliability of patient schedules, minimization of human resources in managing transportation to enable patient support, and our reliable supply system have resulted in over 80% of the trips to and from behavioral facilities in one of our markets to be managed with this portal.

Like all other technology tools within our platform, all NEMT protocols, beneficiary profiles, and eligibility verification, and automation tools stand behind the RideView portal, ensuring efficiencies and the ability to monitor and prevent FWA. Veyo's RideView Portal is also a window into our Veyo Platform for other healthcare technology solutions or portals that may serve to enhance the healthcare ecosystem. At the time of this writing, Veyo has progressed in discussions with several organizations that offer home health tech-supported solutions, population health tech systems, and healthcare logistics organizations, and we would welcome the opportunity to integrate with any tech-supported solutions that LDH is either utilizing or considering.

Veyo's Senior Manager of Facilities, Outreach, Education, and Training will assist healthcare facilities with the transition plan, specifically regarding education for scheduling trips in the most effective and timely manner possible. Many facilities will be utilizing Veyo's RideView Portal, so it is important that facilities receive the proper information to transition to Veyo's services.

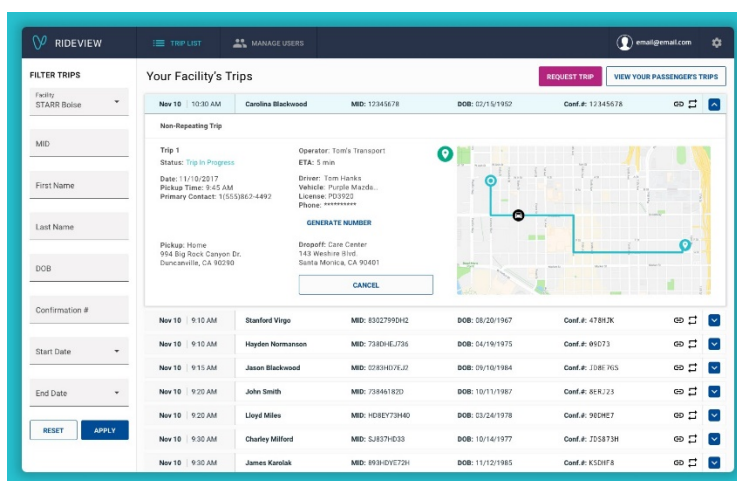


Figure 2.7.4.9 – RideView Portal

#### 2.7.4.10 A Beneficiary calls to schedule transportation for a cardiac rehabilitation service in three (3) Calendar Days. Describe the process the Proposer will follow to handle this request.

As previously explained, no matter the trip type or special need, Veyo's system will record the trip request in our system, including in the Member Profile, and initiate the automated dispatch process. Veyo's Platform will ensure that the trip aligns with the LDH benefit protocols that are integrated into the system, and when confirmed, the requests enter the dispatch engine. Any trips where components of that trip request fall outside of the utilization management protocols will be flagged for follow-up. Reasons for flagging could be excessive mileage, a non-covered trip reason, or a trip outside of the beneficiary's region. In these flagged situations, the steps follow protocol. The trip is either denied or sent to the LDH Veyo Account Portal's Approval Manager. The Approval Manager portal enables a real-time review of every flagged trip to be monitored and addressed by LDH staff.

Veyo's proprietary, the rules-based algorithm automatically processes and assigns trips to the most optimal provider based on multiple factors, such as cost and quality of service. Veyo's Trip Assignment algorithm has a wide array of configurable rules - set to allow for easy customization per account per region. Over 97 percent of trips are automatically assigned to providers based on rules, completely bypassing any manual handling. We are continuously improving the Trip Assignment Process and exploring ways to fine-tune trip-routing optimization within the algorithm.

A primary scheduling method for most beneficiaries is through the Veyo Contact Center. Veyo's Contact Center Representatives (CCRs) have access to our technology boosted Contact Center Portal. The Call Center Representatives are trained and have all the tools available to be highly focused on beneficiary satisfaction and trip accuracy.

Another added value that goes above and beyond the requirements of this RFP is the Veyo Platform itself. It allows for strategic operations management with powerful predictive analytics tools that can help plan and solve potential issues before they even happen. Traditional NEMT brokers operate contact centers in a basic way: take calls and react to problems as they arise. We introduce an entirely new approach to contact centers with two distinct teams: the contact center and the command center. While our contact center handles inbound calls, trip entry, and primary trip support, the Veyo command center monitors trip activity, service quality, exception handling, driver support, and Provider (and IDP) credentialing. Our Command Center is staffed with some of the brightest minds in analytics, working behind the scenes to constantly monitor supply, trip performance, beneficiary behavior, driver performance, and other important metrics to proactively correct problems before they happen. Our Command Center uses sophisticated tools to predict demand and satisfy supply needs, enhance analytics, communicate identified important trends to our account management team, and identify and prevent fraud, waste, and abuse.

Veyo's contact center has decades of experience supporting the healthcare transportation needs of our customers. Our customer service representative (CSR) agents must pass a rigorous training program before joining our command center and CSR team. Veyo CSR agents use our system to determine beneficiary eligibility and the appropriate mode of transportation according to our customers' specific guidelines on assessment, authorization, and scheduling. Our exemplary performance service levels are accomplished by our use of virtual agents, who, based on performance, earned the opportunity to work at home. This team and process are local and described further in Veyo's answer to Key Personal and how we will build a Louisiana Call Center. Remote agents can be scaled quickly when a weather event brings an unexpected spike in call volume. By monitoring call volume and scaling when needed, we ensure every call is answered promptly and trip requests are immediately addressed.

Some highlights of the system's extensive capabilities are detailed below. These capabilities are continually expanding as Veyo's system gathers data related to transportation fulfillment and beneficiary needs. Trips are automatically assigned to the best provider based on beneficiary

profiles, trip details, and provider capabilities. The following criteria are used to optimize trip assignments:

- Beneficiary's mobility needs
- Providers servicing the pick-up and drop-off address of the beneficiary
- Provider's capacity based for Beneficiary's specific mobility needs so that providers cannot over schedule
- Trips grouped based on similar appointment time and geography to optimize total miles
- Beneficiary preferences (For example request for transportation by a specific provider due to behavioral needs.)
- Maximize capacity utilization of high-quality providers
- Last-minute (demand response) trips - rules can be configured to auto-assign last-minute trips. For example, one of our current customers prefers that last-minute trips are automatically sent to our independent driver provider (IDP) pool whenever possible.
- Public transit / fixed-route considerations are also incorporated into the assignment at the time of transportation requests so that beneficiaries can confirm mailing addresses and/or contact details for vouchers / public transit passes.

**2.7.4.11 A Beneficiary resides with their grandmother and will be traveling out of state in order to receive medical care. The Beneficiary's grandmother is requesting gas reimbursement for the trip. Describe the Proposer's process for handling this request.**

Veyo's Mileage Reimbursement Program (MRP) offers beneficiaries the ability to transport themselves (if allowed in the benefit) or to coordinate with a friend or family beneficiary for a ride to their appointments.

The Veyo process is straightforward, requiring a driver to register with Veyo, meet the agreed-upon mileage reimbursement credentialing standards, and complete a short reimbursement form (available online or via mail) with reimbursement to be processed via AHP payment or check. The Driver Registration and Mileage Reimbursement Forms are available on the Veyo website along with details explaining the program, how-to's regarding application and requests for reimbursement, etc. Veyo has customized its mileage reimbursement program to LDH's specifications, as well as defined utilization goals and FWA procedures.

Veyo's total MRP in the last six months of our services on behalf of LHCC in Louisiana was 203,121 miles totaling \$112,689 in reimbursement through November 2021.

**2.7.4.12 A Beneficiary has been referred to Cincinnati's Children's Hospital for a specialist that is not available in Louisiana. The medical appointment is scheduled for March 15, 2022, which is two (2) weeks from today. The Beneficiary's guardian has requested air transportation for the round Trip. Provide the process for responding to and handling a request from the Beneficiary's guardian to travel by (1) commercial air and (2) fixed wing ambulance. Include the process for reimbursing for lodging, meals, and other permitted travel expenses.**

For travel to and from medical facilities in cities located across the U.S and its territories, including fixed-wing air ambulance or commercial air transportation and travel, lodging, meals,

and other travel-related needs, Veyo will verify the medical needs with the healthcare provider and make travel arrangements for the beneficiary. Veyo, as we do for all customers, will designate a specific beneficiary of our team to manage these trips to ensure consistency for the beneficiary, for the healthcare providers, and for LDH.

In cases where commercial air transport is necessary, Veyo clinical coordination staff will verify the medical need with the healthcare provider and make travel arrangements for the beneficiary. Veyo will ensure that each leg of transport will be scheduled and coordinated with the beneficiary and the provider. This includes from the beneficiary's home to the airport, from the destination airport to the medical appointment, from the medical appointment to the airport, and from the return destination to home. The arrangements will also include meals and lodging for extended treatment out-of-state that require an overnight stay.

All requests for out-of-state meals and lodging will be evaluated and pre-approved in strict accordance with the Department's Travel Reimbursement Policy Manual. Veyo will use discounted lodging and meal services that might be offered through the medical provider. For out-of-state travel requiring overnight stays, Veyo will attempt to place beneficiaries at a local Ronald McDonald House (such as the one located at Cincinnati Children's Hospital Medical Center), Patient and Family lodging centers, or leverage Veyo's negotiated rates with several national hotel chains to manage the cost of hotel stays during out-of-state travel.

***Children with Special Health Care Needs (CSHCN):*** Across the country today, Veyo is servicing 261,000 trips annually for CSHCN. In most of our markets, Veyo has implemented a Long-Distance Travel program specifically for children with chronic illness, those receiving treatment for cancer or transplants, and a variety of other special conditions. Veyo transports hundreds of CSHCN per week, which requires managing all aspects of air and ground travel, lodging, and meal reimbursements for travel to caregivers both in and outside of a plan's coverage area.

Not just Louisiana but in every market Veyo services, our market directors have built a culture of taking an extraordinary interest in the success of their program and the health of our client's beneficiaries. For instance, a Connecticut beneficiary is a minor undergoing transplant surgery in Minnesota. In a concerted effort between the treating medical provider, CT, and Veyo - we were able to get commercial air transport for the beneficiary from CT to Minnesota. We were also able to cover their transportation to and from the airport within Minneapolis. Veyo covered every necessity with minimal effort from the state, and there were absolutely no hiccups for the beneficiary and her mother for both of the trips they took. Veyo's hiring profiles and training methodology make these stories common in all markets, including Louisiana.

**2.7.4.13 The Proposer receives a credentialing packet from a new provider who wishes to service St. Tammany Parish, which is currently underserved. The packet includes the provider's Disclosure of Ownership form, which indicates four (4) individuals, each with twenty-five percent (25%) ownership, four (4) vehicle registration documents, four (4) copies of driver's licenses, and defensive driving certificates for all the drivers. Describe in**

**chronological order all of the steps that the Proposer will take to fully credential this provider.**

To ensure compliance with LDH provider, driver, and vehicle standards, Veyo requires all transportation providers administering transportation services to undergo a rigorous credentialing process before they are authorized to provide transportation services. Our credentialing program is extensive and involves inspection of business, vehicle, and driver records. Veyo's credentialing requirements may very well be the most stringent in the industry and exceed NEMT or legal regulatory requirements in every market Veyo operates. Veyo requires that all drivers are licensed, qualified, competent, and courteous and meet, at minimum, all other requirements of the LDH NEMT Policy Manual.

The Veyo process for credentialing new NEMT Providers, such as the company presented in this scenario, ensures every LDH beneficiary will be transported by a trained, credentialed driver and vehicle, regardless of the mode, **all verified digitally in real-time**. All potential Providers must complete, sign, and submit a Master Services Agreement and undergo an extensive review of business operations, vehicles, and drivers. Veyo's agreement will include all the requirements in this section of LDH's RFP.

Additional items each provider must submit for credentialing purposes include, but are not limited to, current copy of business license; current copy of liability insurance; current copies of vehicle registration, maintenance, and insurance; current copies of driver training completion, licenses, and background checks.

Veyo then applies our current, strict Credentialing Plan and customizes the final Credentialing Plan to match LDH contract-specific requests and local requirements. Veyo will ensure that all drivers and vehicles are fully credentialed in accordance with the LDH requirements prior to being activated in our system. This process is highly streamlined and automated.

This review includes background checks and verification. We also verify the type and number of vehicles operated, what regions they can cover, and whether all paperwork is in order. If there are deficiencies, our team works with the ownership group to assist with setting up the firm correctly, including mentoring them on registration forms, insurance, tax forms, and any other business needs. We will also continue to counsel the owners into how they may be able to expand into other modes of transportation and other regions, if applicable.

Veyo's Louisiana team will make service coverage in underserved regions a priority for credentialing and offer providers added assistance - scanning documents for providers without technology, hands-on assistance, and visiting on-site to proactively mentor them.

After the Provider has signed a contract with Veyo, the provider can contact Veyo via telephone, email, or even meet with us in person to review anything they may need assistance with.

The approved provider then undergoes our extensive provider training program (details and curriculum available upon request) and upon passing the program will be fully credentialed and available to provide trips under Veyo's program.

The Veyo LA Market Operations Team takes an active role in the strength of our network by organizing credentialing and training sessions at our local location. The LA Market Operations Team also coordinates with providers to arrange appointment days and times and will work with providers, if necessary, to conduct a session at the provider's place of business. This face-to-face method deepens the relationship with our partners in addition to giving us an opportunity to coach and counsel our providers.

The Market Operations Team creates the providers' accounts in the Veyo Portal so that providers may begin submitting their credentialing documents and begin familiarizing themselves with the Portal well ahead of training and ultimately the provision of services.

**2.7.4.14 The Proposer receives a claim for NEAT services from an ambulance company. The Proposer was not notified of the transport prior to receiving the claim. Explain the Proposer's claim adjudication process.**

The process being described in this scenario is referred to as a post-authorization claim. In instances where hospitals and facilities need to secure ALS/BLS transportation they are authorized to coordinate directly with ambulance companies to do so. The transportation providers are required to check eligibility and collect required information to submit a clean claim. This includes the Certificate of Ambulance Transportation (CAT). When this information is submitted to Veyo we execute our claim adjudication process which validates the authenticity of the CAT form, the trip information, and the beneficiary's eligibility. Once approved the claims are paid to the NEAT.



## **Appendix A: Business Proposal Attachments**



## Exhibit 1

### ATTACHMENT A: CERTIFICATION STATEMENT

The undersigned hereby acknowledges she/he has read and understands all requirements and specifications of the Request for Proposals (RFP), including attachments.

**OFFICIAL CONTACT.** The State requests that the Proposer designate one person to receive all documents and the method in which the documents are best delivered. The Proposer should identify the Contact name and fill in the information below: (Print Clearly)

PROPOSER	Veyo, LLC.
DATE	1/4/2022
LDR NUMBER	2259957-001
OFFICIAL CONTACT NAME	Gavin Yoder
EMAIL ADDRESS	gyoder@veyo.com
FAX NUMBER	877-239-0981
PHONE NUMBER	262-909-5566
STREET ADDRESS	4250 Executive Square, Suite 200
CITY, STATE, ZIP	San Diego, CA 92037

Proposer shall certify that the above information is true and shall grant permission to the State or Agencies to contact the above named person or otherwise verify the information provided.

By its submission of this proposal and authorized signature below, Proposer shall certify that:

1. The information contained in its response to this RFP is accurate and all copies are correct and complete;
2. Proposer shall comply with each of the mandatory requirements listed in the RFP and will meet or exceed the functional and technical requirements specified therein;
3. Proposer shall accept the procedures, evaluation criteria, mandatory contract terms and conditions, and all other administrative requirements set forth in this RFP.
4. Proposer agrees to submit any additional information requested by LDH that, in LDH's judgment, may be relevant to the Proposer's financial, legal, contractual, or other business interests as they relate to the RFP and contract.
5. Proposer does not have any financial, legal, contractual, and other business interest that will conflict in any manner or degree with the performance required under the contract.

6. Proposer does not have, nor does any of the Proposer's subcontractors have, any financial, legal, contractual or other business interest in LDH's Managed Care Organizations (MCOs), or in such vendors' subcontractors, if any.
7. Proposer acknowledges it will not be relieved of any legal obligations under any contract resulting from this RFP as a result of any contracts with subcontractors, that it shall be fully responsible for the subcontractor's performance, and that all partnership agreements, subcontracts, and other agreements or arrangements for reimbursement will be in writing and will contain terms consistent with all terms and conditions of the contract.
8. Proposer acknowledges that proposals to use subcontractors shall not cause any additional administrative burden on LDH as a result of the use of multiple entities.
9. Proposal shall be valid for at least ninety (90) Calendar Days from the date of Proposer's signature below;
10. Proposer understands that if selected as the successful Proposer, he/she will have twenty (20) Calendar Days in which to complete contract negotiations, if any, and fifteen (15) Business Days from the date of delivery of final contract to execute the final contract document.
11. Proposer shall certify, by signing and submitting a proposal for \$25,000 or more, that their company, any subcontractors, or principals are not suspended or debarred by the General Services Administration (GSA) in accordance with the requirements in 2 CFR §200 Subpart F. (A list of parties who have been suspended or debarred can be viewed via the internet at <https://www.sam.gov>.)
12. Proposer understands that, if selected as a contractor, the Louisiana Department of Revenue must determine that it is current in the filing of all applicable tax returns and reports and in payment of all taxes, interest, penalties, and fees owed to the state and collected by the LDR. Proposer shall comply with La. R.S. 39:1624(A)(10) by providing its seven-digit LDR account number in order for tax payment compliance status to be verified.
13. Proposer further acknowledges its understanding that issuance of a tax clearance certificate by LDR is a necessary precondition to the approval of any contract by the Office of State Procurement. The contracting agency reserves the right to withdraw its consent to any contract without penalty and proceed with alternate arrangements, should a prospective contractor fail to resolve any identified outstanding tax compliance discrepancies with the LDR within seven (7) Calendar Days of such notification.
14. Proposer certifies and agrees that the following information is correct: In preparing its response, the Proposer has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not, in the solicitation, selection, or commercial

treatment of any subcontractor or supplier, refused to transact or terminated business activities, or taken other actions intended to limit commercial relations, with a person or entity that is engaging in commercial transactions in Israel or Israeli-controlled territories, with the specific intent to accomplish a boycott or divestment of Israel. Proposer also has not retaliated against any person or other entity for reporting such refusal, termination, or commercially limiting actions. The State reserves the right to reject the response of the Proposer if this certification is subsequently determined to be false, and to terminate any contract awarded based on such a false response.

15. Proposer certifies that the cost submitted was independently arrived at without collusion.

Signature of Proposer or Authorized Representative					
Typed or Printed Name:	Josh Komenda				
Date:	1/4/2022				
Title:	President and CEO				
Company Name:	Veyo, LLC.				
Address:	4250 Executive Square, Suite 200				
City:	San Diego	State:	CA	Zip:	92037

## Exhibit 2

### ATTACHMENT B: PROPOSAL COMPLIANCE MATRIX

RFP #:	3000018038		
Proposer:	Veyo, LLC.		
RFP Section	Requirement	Proposal Section	Proposal Page(s)
2.5	Cover Letter	2.5	4
2.4.5.2	Table of Contents	TOC	2
Business Proposal – Section 2.6			
2.6.1	Mandatory Qualifications	2.6.1	6
2.6.2	Conflict of Interest	2.6.2	7
2.6.3	Financial Condition	2.6.3	8
2.6.4	Required Attachments:	2.6.4	9
2.6.4.1	📎 Certification Statement	Appendix A	57
2.6.4.2	📎 Proposal Compliance Matrix	Appendix A	60
2.6.4.3	📎 Electronic Vendor Payment Solution	Appendix A	61
Technical Proposal – Section 2.7			
2.7.1	Proposer Organization and Experience	2.7.1	10
2.7.2	Staff Qualifications and Training	2.7.2	17
2.7.3	Approach and Methodology	2.7.3	19
2.7.4	Case Scenarios	2.7.4	38
Cost Proposal – Section 2.8			
2.8	Cost Proposal	2.8 – Separate Document	2
Veteran and Hudson Initiative Programs Participation – Sections 1.23 and 2.9			
2.9	Veteran and Hudson Initiatives Response	N/A	N/A

## Exhibit 3

### ATTACHMENT C: ELECTRONIC VENDOR PAYMENT SOLUTION

In an effort to increase efficiencies and effectiveness as well as be strategic in utilizing technology and resources for the State and Proposer, the State intends to make all payments to Proposers electronically. The LaCarte Procurement Card will be used for purchases of \$5,000 and under, and where feasible, over \$5,000. Proposers will have a choice of receiving electronic payment for all other payments by selecting the Electronic Funds Transfer (EFT). If you receive an award and do not currently accept the LaCarte card or have not already enrolled in EFT, you will be asked to comply with this request by choosing one of the following two options. You may indicate your acceptance below.

The **LaCarte** Procurement Card uses a Visa card platform. Proposers receive payment from state agencies using the card in the same manner as other Visa card purchases. Proposers cannot process payment transactions through the credit card clearinghouse until the purchased products have been shipped or received or the services performed.

For all statewide and agency term contracts:

- Under the LaCarte program, purchase orders are not necessary. Orders must be placed against the net discounted products of the contract. All contract terms and conditions apply to purchases made with LaCarte.
- If a purchase order is not used, the Proposer must keep on file a record of all LaCarte purchases issued against this contract during the contract period. The file must contain the particular item number, quantity, line total and order total. Records of these purchases must be provided to the Office of State Procurement on request.

**EFT** payments are sent from the State's bank directly to the payee's bank each weekday. The only requirement is that you have an active checking or savings account at a financial institution that can accept Automated Clearing House (ACH) credit files and remittance information electronically. Additional information and an enrollment form is available by contacting the Office of Statewide Reporting & Accounting Policy at [DOA-OSRAP-EFT@la.gov](mailto:DOA-OSRAP-EFT@la.gov).

To facilitate this payment process, you will need to complete and return the EFT enrollment form.

If an award is made to your company, please check which option you will accept or indicate if you are already enrolled.

<u>Payment Type</u>	<u>Will Accept</u>	<u>Already Enrolled</u>
LaCarte	_____	_____
EFT	<u>  x  </u>	<u>  x  </u>

\_\_\_\_\_  
Josh Komenda

Printed Name of Individual Authorized

\_\_\_\_\_  
Authorized Signature for payment type chosen

\_\_\_\_\_  
1/4/2022

Date

\_\_\_\_\_  
jkomenda@veyo.com

Email address and phone number of authorized individual

## **Appendix B: Technical Proposal Attachments**

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## Exhibit 1

### KEY PERSONNEL RESUMES

#### Shiva Nagalingam

[REDACTED]

Market Director, Veyo LLC

Located in Louisiana

veyo

#### PROFESSIONAL SKILLS

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

#### PROFESSIONAL EXPERIENCE

**Market Director • Veyo LLC • May 2021 – Present**

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- Practice Administrator • Children's Hospital New Orleans • May 2019 – May 2021***

- Director of Operations • DePaul Community Health Centers • October 2016- March 2019*  
*Senior Manager • Health Lean Logistics • May 2015 – September 2016*  
*Senior Analyst • Sq2 • October 2012 – July 2013*

***Master of Public Health (MPH) in Health Systems Management • Tulane University***  
***Bachelor of Arts in Economics • Columbia University***  
***Bachelor of Science in Engineering Operations Research • Columbia University***  
***Certificate in Digital Medicine Foundations • Node Health***  
***American College of Healthcare Executives Member since 2016***



**Business Development Manager, Veyo LLC**

## AREAS OF EXPERTISE

- 

## PROFESSIONAL EXPERIENCE

[REDACTED]

[illegible]

○



***Educational Partnership Manager • Elevate K-12 • July 2019 – October 2019***

***Business Sales Consultant • GWC Warranty • May 2017 – July 2019***

***Pediatrics Sales Representative • Lupin Pharmaceuticals • September 2016 – January 2017***

#### **EDUCATION & CERTIFICATIONS**

***Bachelor of Business Administration in Marketing • Jackson State University***

**Ashley Ochello**

Strategic Rideshare Operations Manager, Veyo LLC



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**PROFESSIONAL EXPERIENCE**

---

***Strategic Rideshare Operations Manager • Veyo LLC • March 2021 – Present***

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

***Store Manager • Ann Taylor LOFT • May 2016 – March 2021***

***Assistant Boutique Manager • Bare Essentials • July 2010 – May 2016***

---

**EDUCATION & CERTIFICATIONS**

***Bachelor of Arts in Business Administration • University of Louisiana, Monroe***

***Passenger Assistance Safety Securement Trainer***

***Lay Skill Evaluator (CPR/First Aid)***

***Chauffeur's License***

***National Safety Council Defensive Driving Instructor – In Progress***

Supply Operations Manager, Veyo LLC

[REDACTED]

***Supply Operations Manager • Veyo LLC • May 2021 – Present***

- [REDACTED]

[REDACTED]

[illegible]

***Safety Location Manager • FirstGroup America • August 2017 – February 2019***  
***Plant Manager/HSE Manager • Liquid Environmental Solutions • March 2016 – August 2016***  
***Safety and Risk Manager • Piccadilly Restaurant LLC • December 2014 – March 2016***

#### **EDUCATION & CERTIFICATIONS**

---

***Bachelor of Science in Agriculture • Southern University of Baton Rouge***  
***Certified Safety Professional***  
***Certified Taproot Incident Investigation and Root Cause Analyst***  
***Certified LDEQ EPA Lead Inspector/Risk Assessor***  
***Certified OSHA 18001:2007***  
***Certified ServSafe Manager***  
***HACCP Trained***  
***Certified GHS Trainer***

## Alberto (Bert) Oliver

Call Center Manager, Veyo LLC



### QUALIFICATIONS

- [REDACTED]
- [REDACTED]

### PROFESSIONAL EXPERIENCE

#### *Call Center Management*

- [REDACTED]

#### *Coaching*

- [REDACTED]

#### *Sales and Retention*

- [REDACTED]
- [REDACTED]

*Call Center Manager • Veyo, LLC • November 2021 - Present*

*Call Center Assistant Manager • MaxHome LLC • November 2018 – October 2021*

*SME/Sales/Retention • Cox Communications • December 2009 – November 2018*

*Sales Representative • Natco/Superior Nationwide • July 2007 – April 2009*

### EDUCATION & CERTIFICATIONS

*Bachelor of Arts in Business Management • University of New Orleans*

*Conflict Resolution and Confrontation Management*

## Exhibit 2

### CLAIMS SUBMISSION POLICIES AND PROCEDURES

#### BENEFITS

Veyo, LLC recognizes the arduous task of claims submission. Submitting accurate claim information in a timely manner is an essential part of the provider's role in delivering care, tracking clinical activity, and maintaining fiscal stability.

For this reason, Veyo is committed to working with Transportation Providers and Health Plansto help the process go as smoothly and efficiently as possible.

The Accounts Receivable team uses the Claims Submission Policies and Procedures to submit clean claims accurately and in a timely manner.

#### BILLING INFORMATION

Veyo, LLC National Provider Identifier - **1922463751**

The Health Insurance Portability and Accountability ACT (HIPPA) requires that covered entities (i.e., health plans, health care clearinghouses, providers, brokers, and those health care providerswho transmit any health information electronically about a transaction for which the Secretary ofHealth and Human Services has adopted a standard) use NPIs in standard transactions.

#### How to Contact us:

Veyo, LLC Corporate Office

4250 Executive Square Ste 200  
San Diego, CA 92037

Veyo, LLC Claims Department  
4250 Executive Square Ste 200  
San Diego, CA 92037  
Billingteam@veyo.com

#### ELECTRONIC CLAIMS

Our HIPPA 5010 compliant EDI software, 1EDISource, is in ANSI X12 format. The X12 Transaction Set contains the format and establishes the data contents of the Health Care Claim Transaction Set (837) for use within the context of an Electronic Data Interchange (EDI) environment.

Procedural/Healthcare Common Procedural Coding System (HCPCS) Overview

The codes used for submitting claims for services provided represents services that are approved by the Centers for Medicare and Medicaid Services (CMS).

The Healthcare Common Procedural Coding System (HCPCS) is divided into two principal subsystems, referred to as level I and level II of the HCPCS.

Level I of the HCPCS is comprised of Current Procedural Terminology (CPT), a numeric coding system maintained by the American Medical Association (AMA)

The CPT is a uniform coding system consisting of descriptive terms and identifying codes that are used primarily to identify medical services and procedures furnished by physicians and other health care professionals. Level II of the HCPCS is a standardized coding system that is used primarily to identify products, supplies and services not included in the CPT codes, such as non-emergency transportation services and durable medical equipment, etc. For all full list of HCPCS and CPT codes visit

<https://www.cms.gov/>

### SUBMITTING CLAIMS TO VEYO

Veyo, LLC has developed a proprietary software that eliminates the need for Transportation Providers to submit paper claims for processing.

#### Provider Portal

Veyo's Provider Portal is a custom-built solution for handling every aspect of transportation management. Provider credentials are submitted and managed electronically, enabling expiration notifications, and self-servicing updates anytime there is a change to their information.

The Provider Portal provides an easy way for them to:

- manage trip offers - based on their service areas and capacities
- auto-accept members - allows automatic acceptance of recurring trips for selected members
- review trip details - all the information needed to meet Member's needs
- receive schedule updates - real-time date / time changes and cancellations
- submit trip data - pick-up / drop-off times and other details
- fleet details - update driver and vehicle information
- review payments - payment statuses and histories
- assign trips - accepted trips can be assigned directly to the Transportation Provider's drivers

#### Claims Adjudication Process

Every claim, prior to submission to the Health Plan, State entity, or clearinghouse, undergoes an Adjudication process (scrub). The system automatically looks at the claims accuracy to avoid rejected claims.

#### 1<sup>st</sup> Level Scrub – Automated Review

The automated review checks for the follow (as applicable to each customer account):

1. Patient eligibility: Is the patient eligible for the services that are billed?
2. Bundled codes: Have transportation codes bundling rules and global periods been followed?



3. Medical review: Are the charges for services medically necessary (i.e. wheelchair, bariatric etc.)
4. Non-covered services: Are the billed services covered under the patient's policy?
5. Valid code linkages: Are the diagnosis and procedure codes properly linked for medical necessity?
6. Preauthorization (PAR) and referral: Are valid preauthorization or referral numbers present as required under the payer's policies? Some authorizations are for specific dates or number of services, so these data will be checked, too.
7. Duplicate dates of service: Is the claim billing for a service on the same date that has already been adjudicated?
8. Time limits for filing claims: Has the claim been sent within the payer's time limits for filing claims? The time limit is generally between 90 and 180 days from the date of service

## **2<sup>nd</sup> Level Scrub – Clean Claim**

Each element of the claim is checked by Veyo's internal billing system. The 2<sup>nd</sup> level scrub scans the claims for errors in the following fields:

- The members name, plan identification number, or date of birth
- The procedure or place of service code is valid for the mode of transportation
- The diagnosis code is missing or is not valid for the date of service.

Claims with 2<sup>nd</sup> level errors are reviewed by the Billing Specialist. The Billing Specialist is to correct the errors and submit clean claims that will be accepted by the designated clearinghouse, Health Plan, or State entity.

## **3<sup>rd</sup> Level Scrub – Manual Review**

If any errors are found from the 2<sup>nd</sup> level scrub, the claim is suspended for further research. These claims are then reviewed by the Billing Department, where a Billing Specialist reviews all applicable systems, including eligibility systems, to ensure all claim information is correct. Items reviewed include, but are not limited to:

- Member's name, plan identification number, or date of birth
- Mileage
- Completed as scheduled

If the Billing Specialist is not clearly able to identify the error, a ticket is submitted to Veyo's Data Integrity team for further investigation. While under investigation the claim remains in a suspend status until the investigation is complete. If the Data Integrity team determines the trip is potential FWA, the trip is moved to a non-billable status and will not be billed.

In cases where a trip undergoes an investigation and is determined to be FWA after the claim has been billed; the trip will be moved to a non-billable status. The Billing Specialist will then submit a corrected claim to reflect accurate trip information.

Once claims have undergone all levels of the adjudication process and are deemed as clean claims, they are then submitted to the Health Plan, State entity, or designated clearinghouse for payment.

## Exhibit 3

### VEYO WHEELCHAIR POLICY

Veyo\_CO\_WC

**Title:** Wheelchair Policy

**SOP Identifier:** Veyo\_CO\_WC

**Summary:**

Veyo's Wheelchair policy is highly dependent on state requirements and individual plan design. This document represents Veyo's base line policy and manual for addressing the needs of members needing Wheelchair assistance.

**Forms or Files Utilized:**

Dependent on State

**Policy:**

The Veyo Clinical Coordination team will work closely with healthcare providers to review any Medical Necessity Forms needed. These forms will be utilized when members are requiring any special assistance.

**Procedure:**

The first time a member calls, you will need to gather their profile information. Here we store information like whether the member uses a wheelchair, along with several other items that will help us to better serve the member.

For **Mobility Need** if the member uses a wheelchair, ask these questions:

You will go through this screen and ensure all the questions are answered so that we can provide each member with the most appropriate mode of transportation to their medically necessary appointments.

- *"Is your wheelchair a standard, foldable wheelchair?"* If the wheelchair is foldable, ask,
- *"Are you able to transfer from the wheelchair to the vehicle?"*

If the answer to both questions is **Yes**, follow these steps:

1. Set the **Mobility Need** to **Ambulatory**
2. Select the **NOTES** tab
3. Add a driver note

4. Select **Driver Instruction** from the **Note Type** drop down
5. Type ***Member traveling with foldable wheelchair*** in the **Note Message** box
6. Enter any additional information for future agents reviewing this member in the **Note Details** box (This information will **NOT** be sent to drivers.)
7. Select the **SUBMIT NOTE**

**Standard/Bariatric Wheelchair/Stretcher:** If a member has a wheelchair or travels by stretcher, we need to gather the height and weight of the member. This ensures the appropriate vehicle (standard wheelchair/stretcher vehicle or bariatric wheelchair/stretcher vehicle) for transport.

Personal Items/Specific Needs:

If the answer to either of the two questions is No, set the Mobility Need to the member's needed mode. If the member requires ambulatory transportation, switch the mode from wheelchair to ambulatory. If the member does travel with a walker, select the appropriate option.

**The Veyo Platform's** advanced **Trip Assignment Engine** that determines the most appropriate mode of transportation given the member's medical needs, including Wheelchair and special assistance. During the member's trip, Veyo's Member Watch described below is our ability to align Veyo's real-time trip management technology and resources to proactively intervene and support successful trip outcomes to specific member profiles, defined member populations, or trip types such as blanket trips.

All member data are contained within our eligibility files and are integrated with special needs data for the individual member to create their Veyo Profile. That profile directs the scheduling of the trip to the appropriate mode, provides specific direction to the driver, and ensures that the receiving driver/vehicle will be fitted with the appropriate Wheelchair and special needs. We are then able to track, monitor, and confirm that the member was served in line with their needs.