



Executive Office of Health and Human Services

Human Service Transportation Office

Task Force Meeting 2/14/2022



Procurement Objectives



HST Broker Procurement

- **EOHHS' top priorities were to improve the consumer experience and the quality of transportation services, based on extensive stakeholder engagement.**
- **EOHHS conducted four Requests for Information (RFIs) and held stakeholder listening sessions around the Commonwealth to gather feedback from consumers and providers.**
- **Three consistent themes were identified in the stakeholder feedback:**
 - 1. Improve the on-time performance and reliability of drivers**
 - 2. Decrease call center hold times**
 - 3. Increase oversight of consumer complaints; ensure complaints are treated with respect and resolved reasonably in a timely manner**



Procurement Objectives (cont.)



In response to Stakeholder feedback, the procurement included several new provisions:

- **Improving on-time performance and reliability of drivers by incorporating GPS tracking of all vehicles.**
- **Requiring timely resolutions of consumer complaints, clearly communicating those resolutions to members, and improving the processes that notify consumers about the complaint process, with an option to submit complaints online.**
- **Introducing a web/mobile app to request transportation and reduce call wait times.**
- **Creating incentives for the broker to provide on-time arrival, low call center wait-times, and high-quality customer service.**
- **Liquidated damages for failing to meet specific performance standards.**
- **Improved driver and vehicle safety standards.**



HST Brokerage Structural Changes



The procurement included the following important structural changes to the HST brokerage program designed to improve efficiency:

- **Expanded the pool of eligible bidders to include both Regional Transit Authorities (RTAs) and other transportation brokers.**
- **Introduced new technologies such as self-service applications and vehicle tracking.**
- **Consolidated HST Services Areas from nine to three: HST Service Area 1 in Western Massachusetts, HST Service Area 2 in Northeastern Massachusetts (including the Boston metro area), and HST Service Area 3 in Southeastern Massachusetts, including the Cape and Islands. This consolidation allowed for more efficient transportation scheduling across boundaries, coordinated data collection and improved contract management.**
- **Integrating MassHealth fee-for-service transportation (non-emergency ambulance and wheelchair van) to provide a more unified service offering including curb-to-curb, door-to-door, and door-through-door services all in the same program.**
- **Permit the use of Ride Hail services to meet the demand for same day and next day rides.**



Broker Administrative Fees



The new contracts required technologies never employed by the HST Brokerage including self service smart phone applications and portals for consumers, software capable of providing the HST office with dashboard access to trip level data metrics and GPS tracking and onboard cameras. The increase in Administrative fees for this technology fell within our expectations.

HST Broker Administrative Fees (FY18-22)						
Fiscal Year	FY18	FY19	FY20	FY21	FY22	FY21 to FY22 % Change
Total	\$ 10,982,480	\$ 11,202,130	\$ 11,426,172	\$ 11,654,696	\$ 13,692,936	17%



EOHHS Brokerage Investments



EOHHS is supporting the HST office with additional resources for contract management and oversight of the Brokers by:

- **Creation of a dedicated Quality & Assurance unit which consists of a Compliance & Quality Assurance Manager and 4 Compliance Officers. This restructuring has allowed the HST office to triple the amount of annual field inspections and to respond to consumer complaints in a more timely manner.**
- **Funding to engage with the Executive Office of Technology Services and Security (EOTSS) to improve the user experiences with the Brokers Apps, Portals and Websites.**
- **Funding to create a Member Experience Monitoring Program to solicit member feedback on transportation services.**



Ongoing Challenges and Improvements



- **Non-emergency Wheelchair Van transportation** – The HST office and MassHealth are working to integrate enhanced wheelchair van transportation into the HST Brokerage, creating tiered levels of assistance for consumers with higher medical acuity.
- **Adoption of websites and web portals** – The HST Office is working with our brokers and EOTSS to ensure that the technology is accessible, user-friendly, and sufficiently publicized to consumers and facilities.
- **Utilization of data and metrics** – As the GPS technology is deployed, the HST Office will continue to manage this process carefully with vendors and drivers.



Ongoing Challenges and Improvements (cont.)



- **Pilot Service with Lyft** – The HST office is working with the Brokers and Lyft to implement a pilot service to supplement “Same Day/Next Day” transportation with Lyft to increase access to same day and next day medical appointments.
- **Member Experience Monitoring Program** – The HST office is working with the Boston Center for Independent Living (BCIL) to implement a program to solicit feedback from consumers on the quality of service provided for specific trips.



Questions



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