

Washington D.C.

Non-Emergency Transportation Services Broker

POHC-2006-R-0010
Volume I Appendix



MTM

Medical Transportation
Management, Inc.

Washington D.C. Attachments

- A. Service Agreement
- B. TSP Selection Plan
- C. Call Center Location Map
- D. Business Office Location Map
- E. Organization Chart
- F. Résumés
- G. Staffing Plan
- H. Job Description
- I. Staff Training and Education Plan
- J. Training Education Plan Presentation
- K. ACD Flow Charts
- L. NET System Charts/ Screens
- M. Disaster Recovery Plan
- N. QMC Reports
- O. Conceptual Operations Manual
- P. Conceptual Transportation Provider Manual
- Q. Conceptual System Design Manual
- R. Conceptual User Manual
- S. Quality Management Plan
- T. Turnover Plan
- U. Implementation Plan
- V. Client Form J-9
- W. Letters of Reference
- X. Required Forms

MTM Attachments

- 1. Cost Savings Examples
- 2. Letters of Intent & Questionnaire
- 3. Cisco Phone System
- 4. ESRI Product Brochure
- 5. Policies
- 6. CLAS Information
- 7. Sample Reports
- 8. Weekly Reconciliation
- 9. MTM IP Communication System
- 10. Conceptual Facilities Manual
- 11. MTM Experience and Timeline
- 12. Late Transportation Provider Scenario
- 13. HIPAA and Confidentiality Measures
- 14. Case Studies, CTAA Article

MTM

- Past Portlane Events
- Missing ATTACH

This document is a sample

Upon award MTM will customize to include all requirements of this program.

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MTM
Medical Transportation
Management, Inc.

**Sample
Credentialing Checklist**

State	Vendor Name	First and Last Name	Criminal Results	Criminal Date (Date the Criminal Report was produced)	Criminal Notes	Sex Offender Results	Sex Offender Date	Sex Offender Notes	Child Abuse Results	Child Abuse Date	Child Abuse Notes	Driver License History Results	Driver License History Results	Driver License Notes	EDL Results (Elderly Abuse Checks)	EDL Date	EDL Notes	Credentialed/ Re-Credentialed
MO	ABC Cab	John Smith	Record Clean	1/9/06		Record Clean	1/21/06		Record Clean	1/30/06		See Notes	1/15/06	5/21/04 - Speeding, 8/5/05 - Accident	Record Clean	2/21/06		Credentialed
MO	ABC Cab	John Doe	See Notes	1/9/06	6/17/94 - Stealing (felony)	Record Clean	1/21/06		Record Clean	1/30/06		Record Clean	1/15/06		Record Clean	3/5/06		Re-Credentialed

MEDICAL TRANSPORTATION MANAGEMENT, INC.

Site Visit Worksheet

REASON FOR VISIT

Initial Credentialing

Annual / Re-credentialing

Vendor Relations

Special Visit / Follow Up

Pre-Visit Checklist

- 1) Schedule appointment with Vendor.
- 2) Obtain Driver and Vehicle Listings
- 3) Review data from previous visit(s) for follow up.
- 4) Review Vendor Report Card information

Post-Visit Checklist

- 1) Driver List has been updated and signed by Vendor.
- 2) Copies of background checks have been obtained as needed.
- 3) Vehicle List has been updated and signed by Vendor.
- 4) Report Card has been reviewed with Vendor.

AS400 Code _____

Vendor Name: _____

Address: _____

City: _____

State: _____

Zip: _____

MTM Representative: _____

Vendor Representative and title in meeting: _____

Date of Visit: _____

Number of Drivers: _____

Number of Vehicles: _____

INSURANCE POLICY REVIEW

	Compliant?			Vendor Guideline Ref.	Comments
	Yes	No	N/A		
Is MTM named as a "Certificate Holder"?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7.1	
Is MTM named as "Additional Insured"?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7.1	
Does auto liability coverage meet State and MTM required minimums?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7.2	
Are subcontracted and owner/operator drivers covered per MTM guidelines?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7.6	
<i>Auto liability coverage is for which of the following?</i>					
Any Auto	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
All Owned Autos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Scheduled Autos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Hired autos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Non-Owned Autos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Does the vendor have appropriate Workmen's Comp. insurance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<u>Does the Vendor meet ALL insurance requirements?</u>	YES	NO	N/A		
Does the Vendor have a current and valid business license?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1.12	
Does the vendor have the appropriate limousine certificate of authority?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Does the Vendor have a fully executed contract?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Does the vendor have a copy of the current MTM Vendor handbook?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

VENDOR PERSONNEL DOCUMENTATION

Training Documentation

- Have drivers received Defensive Driver training?
- Have drivers received Basic First Aid training?
- Have drivers received Emergency Procedures training?
- Have drivers received Passenger Assistance Techniques (PAT) training?
- Have drivers received Wheelchair Securement training?

Does the Vendor meet all MTM driver training requirements?

Driver Eligibility Documentation

- Does the vendor have a copy of Current Drivers Licenses?
- Has vendor performed periodic Driver Evaluations?
- Has Vendor obtained State Criminal Background Checks?
- Has Vendor obtained Child Abuse or Neglect Background Checks?
- Has Vendor obtained Elder Abuse Background Checks?
- Has Vendor obtained drivers' records checks? (Within the past year)
- Has the driver signed the company Drug Free Workplace policies?

Is all Driver Eligibility Documentation complete?

Are drivers identifiable? (Badges, uniforms, etc.)

Are all drivers at least 21 years of age?

Vendor Guideline Ref.	Compliant?		Comments
	Yes	No	
4.3, 4.8	<input type="checkbox"/>	<input type="checkbox"/>	
4.3, 4.8	<input type="checkbox"/>	<input type="checkbox"/>	
4.3, 4.8	<input type="checkbox"/>	<input type="checkbox"/>	
4.3, 4.8	<input type="checkbox"/>	<input type="checkbox"/>	
4.4, 4.8	<input type="checkbox"/>	<input type="checkbox"/>	
	YES	NO	N/A
2.1, 2.2, 5.2	<input type="checkbox"/>	<input type="checkbox"/>	
5.2, 5.20	<input type="checkbox"/>	<input type="checkbox"/>	
5.2, 5.10	<input type="checkbox"/>	<input type="checkbox"/>	
5.2, 5.11	<input type="checkbox"/>	<input type="checkbox"/>	
5.2, 5.12	<input type="checkbox"/>	<input type="checkbox"/>	
5.2, 5.8, 5.9	<input type="checkbox"/>	<input type="checkbox"/>	
5.2, 5.5	<input type="checkbox"/>	<input type="checkbox"/>	
	YES	NO	N/A
	<input type="checkbox"/>	<input type="checkbox"/>	1.11
	<input type="checkbox"/>	<input type="checkbox"/>	2.3

VEHICLES

	Compliant?		Vendor Guideline Ref.	Comments
	Yes	No		
Current Odometer Reading	<input type="checkbox"/>	<input type="checkbox"/>	Capacity?	
Are seatbelt accessible and in working order?	<input type="checkbox"/>	<input type="checkbox"/>	6.2, 6.3	
Are vehicles clearly marked with Vendor's company name?	<input type="checkbox"/>	<input type="checkbox"/>	6.5	
Do vehicles meet appearance and mechanical requirements?	<input type="checkbox"/>	<input type="checkbox"/>	6.6	
Are heating and air conditioning operational?			6.19	
Is the vehicle free of safety hazards?			6.20	
Are the vehicle interior and exterior clean?			6.21, 6.22	
Does the vehicle have right and left rearview mirrors?			6.18	
Does the vehicle appear to be mechanically safe and road-worthy?			3.8, 6.4	
"No Smoking" & Vendor's name and phone number signs				
Are the interior and exterior in an acceptable condition?				
Are daily Pre-Trip Inspections performed and documented?	<input type="checkbox"/>	<input type="checkbox"/>	6.25	
Is regular maintenance performed and documented?	<input type="checkbox"/>	<input type="checkbox"/>	6.26	
Is the vehicle equipped with the required safety equipment?	<input type="checkbox"/>	<input type="checkbox"/>	6.7	
First Aid Kit & Fire extinguisher (10 B,C)			6.7	
Triangle/Flare kits or Glowsticks			6.7	
Blood borne pathogen spill kits			6.7	
Vehicle Registration & Motor Vehicle Inspection Sticker			6.7, 1.16	
Accident Procedure and Accident/Incident forms			6.7	
Current Insurance Card			6.7	
<u>Do the Vendor's vehicles meet MTM requirements?</u>	YES	NO	N/A	

MINORITY/WOMAN OWNED BUSINESS INFORMATION

Compliant?	Vendor Guideline Ref.	Comments
Yes No N/A		

Is Vendor a minority owned business?

If answer is YES, documentation is to be provided.

Is Vendor a woman owned business?

If answer is YES, documentation is to be provided.

Vendor understands all Vendor Guidelines as outlined in the MTM Medical Transportation Services Agreement , Attachment I and agrees to adhere to those guidelines.

HIPAA info reviewed? _____ (Y/N)

Billing issues reviewed? _____ (Y/N)

Name _____

Title _____

Signature: _____

Time In: _____

Time Out: _____

MTM Representative: _____

Comments: _____

Daily Pre-Trip Inspection

System Checked	SUN	MON	TUES	WED	THU	FRI	SAT
General Cleanliness							
Tires							
Fuel Cap							
Fluid Levels							
Mirrors							
Door/Lift Operation							
Seat Belts							
Safety Equipment							
Horn							
Headlights							
Taillights							
Turn Signals							
Interior Lights							
Windshield Wipers/Washer Fluid							
Brakes							
Parking Brakes							
Heating/Air Conditioning							
Exhaust System							
2-way Communication							
Speedometer/Odometer							
Driver's Initial							

Instructions:

- 1) Place a " X " if system checks out "OK"
- 2) Place a "O" if system needs attention, then bring to management's attention immediately.
- 3) Initial each item upon completion in area provided.

Week of: _____

Vehicle License: _____

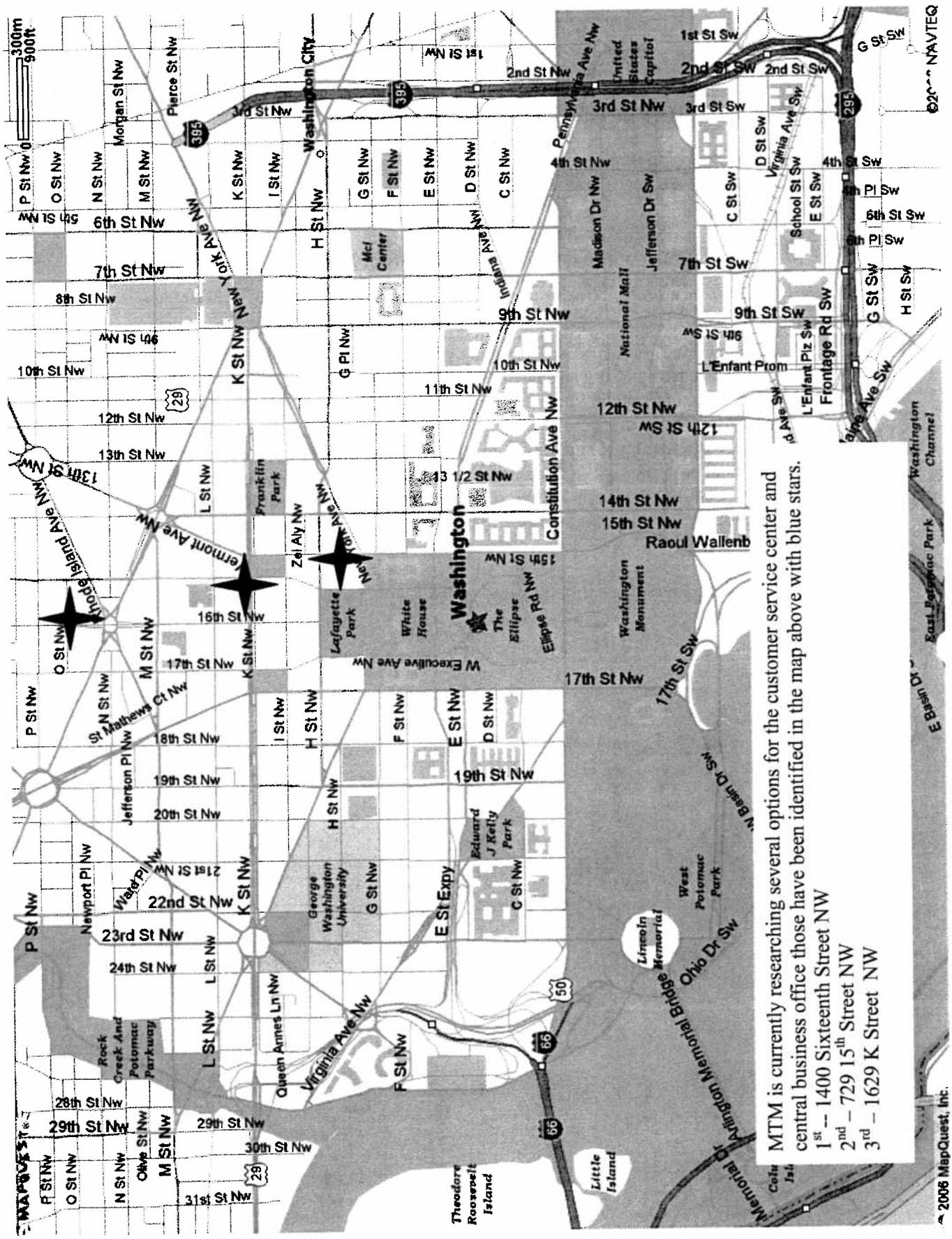
Call Center Description

MTM is exploring three potential sites in the DC Metro area for our central business office and call center. These offices provide from 2,500 to 5,800 square footage. They are:

1. 1400 Sixteenth Street, NW
2. Security Building, 729 Fifteenth Street, NW,
3. Davis Building, 1629 K Street,

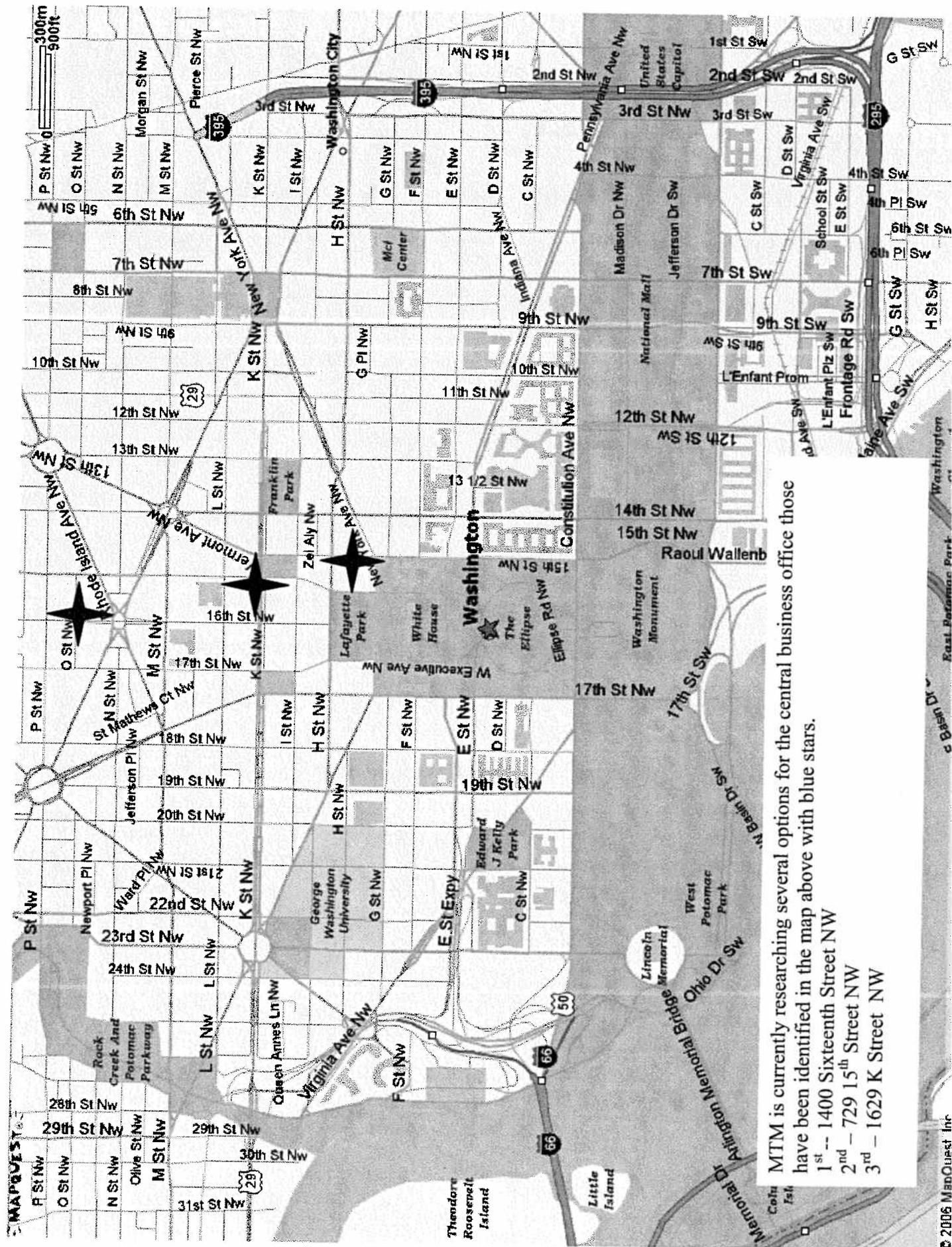
The office MTM selects will be duly licensed and will accommodate 30-40 staff members and will be easily accessible by public transit. The final location selected will accommodate two parking spaces or two parking passes for MAA staff. MTM will subsection the office to include a reception area, offices, call center cubicles, conferencing rooms and employee areas. The office will have the necessary office furniture, equipment and supplies to meet the requirements of this contract and present a professional environment. The call center staff will have wireless headsets for easy mobility. CSR workstations will be spaced sufficiently to protect Recipient PHI confidentiality. Two workstations will be reserved for MAA staff to access our system and the MMIS.

MTM will finalize the central business office details upon contract award.



MTM is currently researching several options for the customer service center and central business office those have been identified in the map above with blue stars.

- 1st -- 1400 Sixteenth Street NW
- 2nd -- 729 15th Street NW
- 3rd -- 1629 K Street NW



MTM is currently researching several options for the central business office those have been identified in the map above with blue stars.

- 1st -- 1400 Sixteenth Street NW
- 2nd -- 729 15th Street NW
- 3rd -- 1629 K Street NW

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MTM Key Staff Experience, Qualifications and Role

The organization DOH selects to manage the District's NET program must be able to successfully implement *and* effectively manage its day-to-day operation. The staff must be capable of providing necessary support to ensure the program delivers exceptional customer service, while making the most effective use of the available funds. MTM has the most qualified and experienced staff for the operation of the District's NET program.

MTM will ensure DOH sufficient administrative and organizational staff to perform the functions of positions required to fulfill the responsibilities of the contract. We will ensure that our staff has appropriate training, education, experience, liability coverage, and orientation to the requirements of the position. We will ensure adequate clerical and support staff to assist in the performance of these functions.

MTM's highly qualified staff of experts has been efficiently and effectively managing NET programs for over ten (10) years. Our staff's expertise and knowledge will assure DOH that the NET program requirements will be fully complied with, cost will be controlled, and services will be delivered at the highest quality level. Our staff maintains a quality reputation and the highest level of integrity. DOH can be assured that our staff operating the District's NET contract will meet the contract deliverables on time and in the best manner possible. Our experience running other statewide and large capitated MCO programs ensures DOH confidence that MTM can effectively continue to manage this wide-scale program.

Many of our staff come from managed care backgrounds and have worked with capitated fee structures in multiple settings and programs. With this experience and our years of managing this type of program, DOH can be assured that the program is staffed and managed appropriately from day one. Résumés and job descriptions for positions and personnel listed can be found in **DC Attachments F and H** of this response.

This staffing plan covers all aspects of the program: start-up, contract supervision, complaints monitoring, transportation provider contracting, call intake, gatekeeping, level-of-need assessment, care management, financial management and data reporting.

The executive overseer for this RFP is Alaina Maciá, CEO and President of MTM. At the helm of the Executive Management team, Alaina's role with the District's contract will be to ensure compliance with all contractual requirements and a smooth start-up of the new contract by overseeing all implementation action items. She will be the ultimate MTM authority for addressing all contractual, financial, technical and operational issues for the program. Alaina is fully committed to the management and operational success of the District's NET program. See a full description of her experience at the close of this section.

Supporting Alaina will be the local Project Director, TBA. The Project Director will work in collaboration with all MTM corporate departments and District staff to ensure MTM is fully compliant with the District's requirements. Our staffing plan identifies the following positions:

Position	FTE
Project Director (Designated Senior Manager Education and Training Recipients)	1.0
Receptionist	1.0
Customer Service Manager (Designated Senior Manager Call Center)	1.0
Customer Service Supervisors	1.0
Customer Service Representatives	11.0
Quality Manager (Designated Senior Manager Complaints and Grievances)	.25
Quality Service Representatives	1.0
QM Auditor	1.0
Network Management Manager (Designated Senior Manager Education and Training Transportation Providers)	.25
Provider Area Liaison	1.0
Network Representative	1.0
Utilization Care Management Manager	1.0
Care Managers	2.0
Billing Supervisor	0.25
Claims Auditor	1.0
Reimbursement/Bus Specialist	1.0
Finance/Accounting Support	0.75
Technology Support (Designated Senior Manager Information Systems)	.25
Human Resources/Administrative Support	2.0
Total FTEs dedicated to the contract	27.75

Project Director:

The Project Director works in collaboration with all MTM corporate departments and DOH to ensure MTM is fully compliant with the state's Medicaid requirements governing the NET program. The Project Director's primary responsibility is the management of the program, which will include making changes to staffing, processes, and procedures when necessary to meet the requirements of the RFP and to meet client expectations. He/she is also responsible for working with the Area Liaison to contract with transportation providers and ensuring they are monitored for adherence to the RFP specifications, as well as trained and credentialed. The Project Director for this contract will report directly to MTM's CEO, based in Lake Saint Louis, MO, and will have the full support of all administrative functions at MTM's corporate headquarters in Lake Saint Louis -- in particular, the departments of Finance, Accounting, Technology, and Human Resources. The Project Director will also be the designated senior manager for education and training of the recipients. This person will oversee all activities as it relates to educating the recipient and ensuring that all materials are prior approved by the District.

The Project Director is dedicated to the program and is responsible for ensuring all departments within MTM perform according to DOH specific contractual requirements. He/she reviews utilization data and performance outcomes and addresses any issues that arise. The Project Director also educates DOH personnel on how to effectively use our reporting tools and will meet each month with DOH staff. During this session, we provide information regarding the program and work with DOH to determine potential improvement initiatives.

Upon contract award, MTM will immediately begin our search to fulfill this role. In the interim, MTM's CEO, Alaina Macia will oversee all requirements of this position. Alaina will be committed to this contract for the entire implementation period and for the first six (6) months of the contract until this position is filled with a permanent fully trained Project Director. Alaina has significant experience managing and leading the MTM organization for over three (3) years and is completely knowledgeable on health care, Medicaid and Managed Care, with a focus on transportation services to low income populations. No other transportation management company will be able to offer the District such a senior level person with applicable experience for the start-up of this program.

Alaina recently oversaw the implementation of the Philadelphia County NET program. She was successful in implementing this contract within twenty-one (21) days overcoming significant hurdles. The contract is currently running through its term of November 30, 2006. This contract was recently awarded to another transportation broker, it is important to note that the reason MTM was not re-awarded the program was not due to contract performance, as corroborated by a letter of reference from the Pennsylvania Department of Public Welfare, which can be found in **DC Attachment W**. In fact, MTM just received a 91% recipient satisfaction in our management of the program. These programs have many similarities: urban are in the East Coast, need to increase public transportation utilization, move to capitated program management, etc. Alaina's experience implanting the Philadelphia County program will prove invaluable. In fact, MTM is the only transportation management company that has implemented a large urban program successfully in the East Coast. Through Alaina's experience MTM will be able to ensure a smooth start-up of the District program as it did with the Philadelphia County program.

The person MTM hires to fulfill the full-time, permanent position of Project Director will have similar experience to Alaina. They will be responsible for the day-to-day operations and be the point of contact for the District for all NET Management issues. They will have a background in Medicaid and Managed Care services with an emphasis on contracting, customer service and contract compliance. See the Job Descriptions in **DC Attachment H** for the requirements of this position.

Customer Service Manager (Senior Manager Call Center Operations):

The **Customer Service Manager** for the District will be the designated Senior Manager Call Center Operations. MTM will staff this position with an experienced Call Center Manager with a background in Customer Service. We will search for a candidate with experience in Managed Care and Medicaid operations. This position will be responsible for hiring and training all Customer Service Representatives on MTM's procedures and protocols for the administration of this contract with a focus on promoting public transportation as the mode of choice. This position will also be responsible for meeting call performance statistics ensuring accessibility. As well,

they will look to hire Customer Service Representatives that write and speak fluent English as well as other predominant languages spoken in the District. This position will report directly to the Project Director, but will have dotted-line reporting to the Sr. Director of Operations in the Lake St. Louis corporate office to ensure that the Customer Service Center is operating to MTM's standard operating procedures. MTM will look to staff this position immediately upon contract award, if there are any issues related to staffing of this position in a timely manner, MTM will temporarily staff this position with one of our current Customer Service Center Managers.

The Customer Service Manager will be assisted by Supervisors and highly trained Customer Service Representatives (CSRs) who will be dedicated to the program. The Customer Service Manager, Supervisors and the CSRs are responsible for call intake, trip dispatch, gatekeeping, and customer satisfaction, please see job descriptions in **DC Attachment H**.

Customer Service Representative(s):

MTM will employ highly trained Customer Service Representatives to handle transportation requests from DOH members. MTM's Customer Service Representatives will have extensive experience in the call center environment. We also look for people with medical/health care experience or transportation experience. They will be highly trained in the call intake and gatekeeping processes. Their primary duties are to receive trip requests, perform proper gatekeeping processes and to schedule eligible members on appropriate transportation resources. They must be able to type 30 correct words per minute in alphanumeric format, speak and write English correctly, have superior customer service skills and at a minimum have a high school diploma. We promote the hiring of bilingual (Spanish-English) CSRs to handle non-English speaking members, as well as other prevalent languages spoken per client location and based on related requirements.

Quality Manager (Senior Manager Complaints and Grievances):

The **Quality Manager** will be the designated Senior Manager Complaints and Grievances. This person's responsibilities will include assuring quality of service provided by MTM staff and all subcontractors, overseeing the resolution of all complaints and grievances from providers and members, the development of analyses and strategic plans to facilitate quality process improvement, cost-containment, and integration activities within the utilization, care management, and quality management areas. This individual will also be responsible for overseeing the detection and prevention of fraud and abuse and ensuring member satisfaction surveys are completed quarterly with an analysis of the results. Through MTM's quality management processes, the Quality Manager will ensure all aspects of the NET program responsibilities are being fulfilled.

Grecia Ibarra, Quality Manager, has an extensive background in quality management processes and techniques, process improvement initiatives, oversight of complaints, grievances and incident resolution, tracking and reporting, and contract/performance monitoring. See the Quality Management job description in **DC Attachment H**.

Working with and reporting to the Quality Manager on a full-time basis will be a Quality Service Coordinator and a QM Auditor who will provide additional support as described below:

- The QSC will have the responsibility for handling grievances, complaint resolution and documentation, and the education of transportation providers and Medicaid members regarding the program and policies.
- The QM Auditor is responsible for ensuring transportation services requested are actually rendered through verification with medical providers, ensuring that fraudulent activities are detected, investigated and prevented, and monitors Customer Service Center performance, including enforcement of proper gatekeeping procedures, and assessment of member handling.

Director of Network Management (Senior Manager Education and Training of Transportation Providers):

Tom Sweeney, MTM's Director of Network Management, has over 25 years experience in health care operations, insurance and managed care. He brings expertise to NEMT provider subcontract recruiting. He is experienced and creative in the contracting and formation of networks, joint ventures, and new products for all types of delivery systems -- medical/surgical, dental, DME, pharmaceutical, lab, transportation, and other ancillary providers. Tom will be the designated Senior Manager for Education and Training Transportation Providers. This department's prime responsibility is our transportation providers. Please see his résumé and job description in **DC Attachments F and H**. He manages a staff of individuals dedicated to contracting, credentialing, monitoring and maintenance of the MTM transportation provider network. These include Area Liaisons, Network Management Representatives, and Routing and Public Transit Coordinator; please see these job descriptions in **DC Attachment H**.

The District Area Liaison will be responsible for training transportation providers on the requirements of this contract and performing on-site provider reviews. During these reviews the Liaison inspects vehicles, audits licensure, reviews insurance and training certificates, monitors other requirements of MTM's Transportation Provider Guidelines, and offers support and assistance. The Liaison will also conduct on-street observations where he/she will ensure drivers are complaint with MTM requirements including adhering to traffic laws, wearing appropriate attire and identification, assisting recipients as required and providing timely service. He/she is also responsible for overseeing any corrective action plans a transportation provider must carry out in order to comply with MTM's requirements as mandated by MTM's Quality Management Committee.

Also reporting to the Director of Network Management is the Network Representative who is the dedicated coordinator for transportation providers for any questions, concerns and issues related to service provision. They also ensure that the transportation provider file is current and that all licensures and insurance remain current. Periodic audits by MTM's Internal Auditor are performed to ensure that the Representative is maintaining MTM's compliance with these requirements of the contract.

The entire Network Management Department will ensure MTM has complete transportation provider coverage of the District's service area. They also ensure transportation providers are

adhering to MTM's extensive Transportation Provider Guidelines and that any issues related to the transportation network are quickly and completely resolved.

Many of the staff in this department are longtime employees and have years of experience building and managing transportation networks. Under Tom's leadership, the DOH transportation network will be one of the safest, most reliable and highest-quality networks available. Tom has proven his ability to build strong, positive relationships with the transportation providers and promote a sense of dedication to the program and MTM.

Utilization/Care Management Department: To effectively serve social workers and Care Managers booking trips for their Medicaid members, MTM developed the first transportation broker Utilization/ Care Management (UCM) department. This department is managed by UCM Manager Cynthia Harvey, RN, BSN. She has many years of experience in managing care management programs, including working at Magellan Behavioral Health, where she oversaw fifty (50) Care Managers and ensured URAC readiness. Cindy manages the Care Management Department at MTM, which currently consists of fifteen (15) Care Managers. The department will consist of two (2) dedicated District Care Managers who will serve as the key contacts for all social workers and facilities in the District. For Cindy's résumé and job description, see **DC Attachments F and H.**

Care Managers are responsible for arranging transportation for dialysis, behavioral/ mental health, special requests, hospitals and nursing homes. They build solid relationships with social workers and hospital staffs, and improve coordination and customer satisfaction with the program. Care Managers also are responsible for reviewing long-distance, high-cost, frequent and higher mode of transportation requests for appropriateness.

Kirsten is very good! She always responds to concerns immediately.
Shelley Shultz, Helping Hands Care Center

The MTM care-management approach to transportation management is a very successful business model. Our unique approach combines a comprehensive needs analysis of members with an in-depth understanding of contractual requirements. The results have been remarkable. In every area where we compete head-to-head with other brokers, medical providers praise our management of non-emergency transportation services. The Care Management staff has consistently transformed the most frustrated care managers into staunch allies. As an example:

Our goal is to make transportation and related services a "non-issue" for people accessing health care services. The success of this department is evident in the strong support we receive from hospitals, dialysis centers, behavioral/mental health facilities and nursing homes in every area where MTM holds contracts. Central to our customer service approach is the fact that we are assisting medically fragile, highly-stressed individuals who have limited resources, while being fiscally and operationally responsible to our client. Additionally, the processes we developed to book reoccurring trips have resulted in significant cost and time savings.

MTM's **Finance and Accounting Department** at corporate headquarters will be responsible for overseeing and managing all financial aspects of the program. This department is overseen by Randall Baum, Director of Finance. MTM currently employs full-time, management-level accounting professionals who oversee the financial management of all programs. Additionally, they manage the following staff positions:

- **Billing Supervisor** – this position is responsible for ensuring transportation providers are paid only for services rendered in a timely and efficient manner. This position oversees the Claims Auditor and Reimbursement/Bus Specialist.
- **Claims Auditor** – this position works directly with the transportation provider, ensuring that trip reconciliation is completed accurately and on time.
- **Reimbursement/Bus Specialist** – this position mails, processes and accounts for all bus tokens and passes mailed to participants. Additionally, the position performs reimbursement verification and payment for recipients requesting mileage reimbursement and coordinate with facilities who distribute tokens and passes directly to participants.

The Finance and Accounting Managers will be responsible for ensuring MTM's financial reporting of the DOH program is timely and accurate, and have the full support of the MTM Corporate Finance and Accounting Department.

Business Solutions Group: MTM has a very highly trained technology staff. MTM has invested wisely in technology to support the management of NET programs. It is nearly every successful business' challenge to keep pace with the ever-evolving and increasingly sophisticated world of technology. We learned that early in our business, when promised technology did not live up to the requirements of our programs. Since that time, we have made certain we are on the forefront of advances to support managing NET programs, including having a highly trained technology staff. Included in our staff:

- The **Director of Business Solutions** is Alison Whitelaw, who assists in the identification and delivery of business information and business system solutions, including, but not limited to, management reports, data and information analysis, business system enhancement requirement specification, and business process improvement. Alison will be the designated Senior Manager Information Systems.
- The **Managers of Business Systems** are Dan Carnesciali and Justin Adkins, who are responsible for the IT and information services requested by DOH, transportation providers and other partners/subcontractors. This position performs all database management functions including: coordination of production data processing and reporting for clients and MTM staff, Electronic Data Interchange (EDI) and ongoing quality improvement of computerized processes. Dan Carnesciali will serve as the **Senior Manager Information System** for this contract. Dan will be responsible for the MTM's NET Management System and the linkages to the District's MMIS, EVS and IMA systems to support the collection, analysis and reporting of all data and information. Dan has served in this capacity for both the Minnesota and Philadelphia County programs. He ensured that issues were minimized with the implementation of this program through careful analysis, proper detailing of requirements and persistence in resolving issues. Dan will be fully committed to the implementation of this program.

Technology Support

The **Information Systems Manager** is John Rotert. He has been employed by MTM for over five (5) years in the positions of Systems Specialist, Systems Administrator and currently Information Systems Manager. John is responsible for the technology infrastructure and operations support of the MTM business operations, including, but not limited to, IT service desk, database administrations, network (LAN & WAN) administration, system health monitoring, telephony system management, system/business continuity, and information security/privacy. Recently, John successfully managed the implementation of MTM's conversions to a Voice over Internet Protocol telephony system in collaboration with our technology partners, CISCO and Sprint.

Human Resources and Administrative Support: MTM has a fully-staffed Human Resources and Administration Department to assist in the hiring process and benefits administration. This department also provides important administrative functions to facilitate building maintenance and cleaning, meetings, reception desk and other important duties. Reporting to the Project Director will be a full-time Administrative Assistant working out of the District business center and working with the Human Resources department for all human resources related paperwork and filing.

Executive Management

MTM's Executive and Senior staff will offer oversight and support of the District contract. Below is a list of these people and a brief biographical description of their skills and qualifications.

President and CEO

Alaina Maciá has over three years experience managing MTM operations, technology, finance, accounting, legal and marketing activities, reporting directly to the Board of Directors for all business matters, and acting as the Executive liaison for all contracts in regards to contractual and operational matters. Additionally, Alaina provided oversight for the implementation of three state programs -- Philadelphia County, Pennsylvania, Minneapolis/St. Paul, Minnesota, and Arkansas -- and various other contracts, including the Orange County, New York, program. Her experience managing all MTM operations and current contracts ensures The District that the NET contract will be managed appropriately and with excellent customer service, as Alaina prides herself on superior customer service and quick response time to any issues.

Alaina's background and education in Engineering (BS) and Business Administration (MBA) from the prestigious Washington University in St. Louis, Missouri, ensures the District that a person with the aptitude for project management, technical enhancements, financial acumen, and operational expertise is overseeing the performance of this contract. Alaina's résumé and job description will follow in **DC Attachments F and H**.

Executive Vice President and General Counsel

MTM employs legal counsel to ensure MTM is adhering to federal, state and local laws and regulatory requirements; to advise MTM's Board of Directors and Executive team on legal matters; to develop and review all contracts (including contracts with clients, vendors and transportation providers); and to represent MTM in all legal matters. Donald C. Tiemeyer,

General Counsel, serves in this capacity and has worked with MTM since 1995, first through private practice and then formally beginning in 2003 as MTM's General Counsel. Don has extensive background in contracting, litigation and corporate legal matters, ensuring MTM is compliant with all contracts, state and federal licensing and regulatory matters. Don is also responsible for reviewing and negotiating MTM's general, auto and workmen's compensation insurance.

Don recently revamped MTM's Transportation Provider Contract, Guidelines and Liquidated Damages, and initiated standards for transportation provider driver credentialing that exceed client criteria and quality standards to ensure that MTM clients receive the safest and most professional transportation services possible.

Don is also head of MTM's Risk Management Committee, a subcommittee of our Quality Management Committee. All potential risk incidents are immediately referred to Don for investigation and appropriate action in response. Should MTM be involved in any incident or accident that involves litigation, Don supervises and coordinates the representation of MTM in court to ensure our and our clients' liability exposure is minimized. Don is also a member of the MTM Credentialing Committee, which reviews qualifications of transportation providers and their drivers, including criminal background history, elderly abuse, sexual abuse registries, and motor vehicle driving records. Don is MTM's HIPAA privacy officer and ensures MTM compliance with HIPAA privacy and security regulations pertaining to client and recipient protected health information data and records.

Don is committed to the NET program in The District. For further information on Don's experience, background, role and responsibility, please see **DC Attachment F** for a copy of his résumé.

Chief Financial Officer

Randall Baum is MTM's Director of Finance. He is a Certified Public Accountant with extensive experience in all aspects of financial operations and is very knowledgeable in financial processes, procedures and guidelines. Randy has prior financial management experience in the health care and audit industry. He has worked for MTM since 2003 and was responsible for the successful move and consolidation of MTM's Accounting and Finance Departments from Kansas City, Missouri, to our corporate headquarters in Lake St. Louis, MO. Randy is responsible for the Accounting and Finance, Trip Reconciliation, and Bus Distribution Departments. His financial management responsibilities include cash management, monthly financial closings, internal and external financial reporting, accounts receivable, accounts payable, payroll, and the coordination of the annual independent financial audit. Randy is more than capable of ensuring MTM meets the financial reporting requirements of this contract. His responsibilities reside mainly at the company's corporate headquarters. For further information on Randy's experience, background, role and responsibility, please see **DC Attachments F and H** for his résumé and job description.

Vice President of Internal Audit

MTM's Vice President of Internal Audit conducts reviews of internal operations under the direction of the President and the Board of Directors. Internal audits and reviews are conducted to streamline operations, improve internal controls and to prevent and detect both internal and external fraud and abuse. Jill Gillespie is currently the Vice President of Internal Audit for MTM. She is a CPA with prior public accounting experience in both financial audits and operations consulting. She has a keen eye for process improvement which is enhanced by her years of experience with MTM. Jill has been with the company since 1999, serving in various positions including Controller and Vice President of Accounting and Finance, where she was responsible for the development and implementation of systems and procedures for financial reporting, cost accounting, trip reconciliation and fraud prevention policies. For further information on Jill's experience, background, role and responsibility, please see **DC Attachments F and H** for her résumé and job description.

Senior Management

Senior Director of Operations

Reporting directly to the President and CEO is Kimberly Shields, MTM's Senior Director of Operations. In this role, all operational departments report to Kim. She will work in collaboration with all MTM corporate departments and the DOH to ensure MTM is fully compliant with The District's Medicaid requirements governing non-emergency transportation (NET) programs. The Program Manager will report directly to Kim. She will direct all day-to-day operations of the NET program and report regularly to Alaina Maciá. Kim has worked with MTM since January, 2001, in various roles throughout MTM -- always focusing on client services and operations. Most recently, Kim was the Director of Client Services and represented MTM to over 30 clients. She was responsible for contract compliance and client satisfaction. Kim was intrinsically involved in the Minnesota implementation and served as the Project Director for the Minnesota contract for a period of nine (9) months during implementation and transition to a permanent Project Director. During that time, Kim worked with all parties involved to improve processes that enabled MTM to grow in Minnesota from 7 initial counties to 11 counties and expand the certification process for higher levels of transportation statewide. For further information on Kim's experience, background, role and responsibility, please see **DC Attachments F and H** for her résumé and job description.

Director of Business Solutions

Alison Whitelaw, Director of Business Solutions, has been responsible for overseeing NET Management System enhancements based on operational and programmatic needs for over two years. She has served as a Project Manager for major system changes and rollouts including the shift from a matrix-based transportation payment system to a mileage-based transportation payment system, the design and rollout of the automated level-of-need process, and an electronic trip data transmission process designed for the Philadelphia MATP program to transmit trip information to transportation providers electronically to support the large number of trips processed through our Customer Service Center for this contract. Alison successfully completed the design and rollout of the electronic data interchange within one week to ensure MTM was ready to operate the MATP program due to a three (3) week implementation timeframe.

Alison will coordinate any changes to the MTM NET Management System necessary for the DOH program throughout the operation of this contract. Alison will guarantee that all NET requirements are facilitated, enhanced and automated through the MTM NET Management System, with a focus on solid project management to ensure reliable systems and operations. Alison oversees the Business Solutions Group, which is responsible for all electronic data interchange with MTM clients and transportation providers, data analysis, system enhancements, HIPAA compliance related to data transmission, etc. For further information on Alison's experience, background, role and responsibility, please see **DC Attachments F and H** for her résumé and job description.

Conclusion: Our staff offers a wealth of experience in managing NET programs. They have the specific knowledge necessary to ensure this program's service requirements will be satisfied. Our years of hands-on experience will foster innovative programs and strong relationships with the DOH program staff. MTM has successfully started up over 36 contracts including five large-scale programs – Missouri, Arkansas, Minnesota, Pennsylvania, and Orange County, New York—along with operations in thirty states. MTM is pleased to offer DOH its highly-qualified, knowledgeable and capable team. DOH can be assured that with this staff in place, every aspect of the District's program will be handled efficiently, effectively and most important, responsibly. This staff will be available for Readiness Reviews with the District. Additionally, MTM recognizes that the District will have the right to require reassignment or removal from the contract any staff found unacceptable to the District. We have provided résumés, job descriptions and qualifications for MTM employees responsible for the implementation and ongoing oversight of the program from MTM's corporate headquarters in Lake Saint Louis, MO. See résumés and job descriptions provided in **DC Attachments F and H**.

KNOWLEDGE, SKILLS, AND ABILITIES:

1. Ability to handle a diverse group of providers and their issues.
2. Ability to handle multiple tasks and situations.
3. Exemplary communication skills.
4. Knowledge of MTM contracting processes.
5. Knowledge of Microsoft systems.

REQUIRED EDUCATION:

1. High School Diploma or G.E.D.

REQUIRED EXPERIENCE:

1. Call center experience preferred.

TOOLS/EQUIPMENT/MACHINES USED:

1. Computer
2. Copy machine
3. Printer
4. Calculator

PHYSICAL REQUIREMENTS AND WORKING CONDITIONS:

Normal office conditions. Must have clear, close vision for reading and computer work. Must be able to sit, stand, walk, balance, stoop, grasp, talk, hear and operate computer keyboard. Job requires reaching at shoulder level and below waist. Will occasionally lift/pull/push up to 20 pounds and carry objects 50 feet.

ACKNOWLEDGMENT:

I have read and understand my position description and certify that I can and will fulfill the stated expectations with without accommodations.

Signature: _____
Employee

Date: _____

Signature: _____
Department Director/Manager

Date: _____

This job description in now way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Department Director
Employee

<div style="text-align: center;">  <p>Job Description</p> <p>MTM</p> <p>Medical Transportation Management, Inc.</p> </div>		Exempt	N/A	
		Non-exempt	Yes	
		Full-time	Yes	
		Part-time	N/A	
		Location	Missouri	
		Origination Date	11/12/03	
Job Title	Network Management Representative	Last Revision Date	5/16/06	
Department	Network Management			
Reports to	Manager, Network Management	Page	1	OF 2

Job Summary:

The **Network Management Representative** is a full time position reporting to the Manager of Network Management, MTM, Inc. The primary function is to maintain the MTM provider network by creating good relationships with the providers to assure the highest possible quality of transportation is provided. The **Network Management Representative** is an hourly, non-exempt position.

ESSENTIAL JOB FUNCTIONS:

1. Maintaining providers in the MTM network and making sure the database and their paper and electronic files are kept up-to-date.
2. Assist all Call Centers with provider issues.
3. Notify the proper departments and/or offices of any provider changes.
4. Update the EIC phone system if numbers have been changed.
5. Create, enter and update provider matrices within the computer system (where applicable).
6. Notify the proper departments and/or offices on provider pricing and service area changes.
7. Create all contract amendments for providers.
8. Resolve provider questions and problems.
9. Contact providers to correct faxing errors.
10. De-activate providers within the system for disciplinary reasons.
11. Verify and follow-up that trips set up with de-activated providers have been re-scheduled.
12. Coordinate with MTM's billing department, whenever necessary, to assist provider with billing concerns or problems.
13. Responsible for all contracting details for all providers.
14. Regular attendance required.
15. Reports directly to Manager of Network Management.
16. Works closely with all providers.
17. Works closely with Quality Management, Social Services and all Call Centers.

MARGINAL JOB FUNCTIONS:

1. Other duties as assigned.

POSITIONS SUPERVISED:

1. Network Management Representatives.
2. Provider Recruiters.
3. Provider Relation Coordinator.
4. Translator-MTM Advantage Representative-Provider Relations Coordinator.
5. Public Transit Specialist.
6. Area Liaisons (answer questions relating to NM Access database and/or Services Agreements/Guidelines, assist NM Director when requested).

TOOLS/EQUIPMENT/MACHINES USED:

1. Computer
2. Fax machine
3. Laptop
4. Copy machine
5. Printer
6. Calculator
7. Dolly

PHYSICAL REQUIREMENTS AND WORKING CONDITIONS:

Normal office conditions. Must have clear, close vision for reading and computer work. Must be able to sit, stand, walk, balance, stoop, grasp, talk, hear and operate computer keyboard. Job requires reaching at shoulder level and below waist. Will occasionally lift/pull/push/move up to 100 pounds and carry objects 100 feet.

ACKNOWLEDGMENT:

I have read and understand my position description and certify that I can and will fulfill the stated expectations with without accommodations.

Signature: _____
(Employee)

Date: _____

Signature: _____
Department Director/Manager

Date: _____

This job description in now way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Department Director
Employee

22. Managing time clock for Network Management staff.
23. Mass faxing or mailing of education letters (which includes, but not limited to transportation provider criminal background check and automobile insurance expirations/cancellations) to all transportation providers for all MTM departments, which includes storing of said letters, mailings and fax confirmations electronically.
24. Assist Network Management staff with transportation provider contract negotiations.
25. Conduct employee interviews.
26. Have in-depth knowledge of MTM departments.
27. Provide updates to MTM Protocols.

MARGINAL JOB FUNCTIONS:

1. Other duties as assigned.

KNOWLEDGE, SKILLS, AND ABILITIES

1. Moderate to advanced knowledge of Microsoft applications, including Word, Excel, Access and Power Point.
2. Excellent organizational and interpersonal skills.
3. Demonstrated ability to manage multiple priorities.
4. Ability to multi-task in a fast-paced environment.
5. Ability to handle confidential information in a professional manner.
6. Ability to make solid judgment calls.
7. Previous management experience.
8. Ability to work both independently and as part of a team.
9. Excellent interpersonal skills and ability to work with and manage a variety of people.
10. In-depth knowledge of contracting procedures and processes.
11. In-depth knowledge of MTM operations, systems, Provider Guidelines and other required policies and procedures.
12. Ability to schedule, organize and prioritize multiple tasks.
13. Excellent communication skills, written and verbal.
14. Excellent negotiation and problem solving skills.
15. Strong leadership and analytical skills.
16. Ability to provide information and materials in helpful and meaningful ways to prospective providers.
17. Ability to handle a variety of questions and resolve issues in a constructive manner
18. Superior in ten-key by touch.

REQUIRED EDUCATION:

1. High School Diploma required; college preparation preferred.

REQUIRED EXPERIENCE:

1. Previous experience in working in a supervisory or oversight position preferred.
2. Previous experience in the transportation industry preferred.
3. Knowledge of contracting and negotiations a must.
4. In-depth knowledge of contracting procedures and processes.
5. In-depth knowledge of MTM operations, systems, Provider Guidelines and other required policies and procedures.

		Exempt	Yes
		Non-exempt	N/A
		Full-time	Yes
		Part-time	N/A
		Location	Missouri
		Origination Date	11/12/03
Job Title	Manager of Network Management	Last Revision Date	5/15/06
Department	Network Management		
Reports to	Director, Network Management	Page	1 OF 2

POSITION SUMMARY:

The **Manager of Network Management** is a full-time position reporting to the Director of Network Management. The Manager of Network Management is a liaison between Medical Transportation Management (MTM) and the Providers. The primary function of the **Manager of Network Management** is to provide oversight of the Network Management Department.

ESSENTIAL JOB FUNCTIONS:

1. Manage and oversee all aspects of Network Management.
2. Manage the Network Management Provider Education Program.
3. Oversee the Network Management Provider Credentialing Program.
4. Oversee the Network Management internal / external policies.
5. Manage the Provider Discipline Program.
6. Responsible for monthly QMC data.
7. Owner of phone directory.
8. Complete employee paperwork such as: transfers, reviews, discipline, technology requests, change in personal information.
9. Participate in planning, revisions and implementation of MTM Provider Guidelines, Services Agreements and Amendments to Services Agreements.
10. Provide interpretation and assistance in compliance with all MTM policies and reporting procedures.
11. Participate in planning and execution of Regional Provider meetings.
12. Regular attendance required.
13. Reports directly to the Director of Network Management.
14. Direct management of Provider Relations Coordinator and Network Management Representatives.
15. Works closely with Network Management staff.
16. Active member of MTM Performance Review and Provider Discipline Committee.
17. Active member of MTM Management Committee.
18. Works closely with all Providers.
19. Creator, owner and administrator of all Network Management Microsoft Access Databases, which includes all reporting.
20. Ordering and tracking supplies.
21. Managing paid time off (PTO) requests for Network Management staff.

Required Education:

- Bachelor Degree preferred.

Required Experience:

- Five years experience in business, customer service or call center operations.
- Previous experience in supervision required.
- Worked as a Team Lead, Lead Operator, or CSR in MTM's Customer Service preferred.

Required Skills:

- Strong communication skills, both written and verbal.
- In-depth knowledge of MTM established Customer service protocols and MTM Personnel policies.
- In-depth knowledge of Transportation Provider Network system.
- Ability to resolve personnel issues.
- Ability to work with multiple situations and handle diverse issues.
- Able to multi-task in a fast paced environment.
- Strong telephone and computer skills.

Signature: _____
Senior Director of Operations

Date: _____

This job description in now way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources
Cc: Department Director
Employee

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt			
		Full-time	X		
		Part-time			
		Location	ALL		
		Origination Date	5-22-2000		
Job Title	Manager, Customer Service	Last Revision Date	12-22-2005		
Department	Customer Service				
Reports to	Senior Director of Operations	Page	1	OF	2

Job Summary: The Customer Service Manager (CSM) is responsible for Customer Service daily operations and for supervision of the Team Leads, Lead Operator, and Customer Service Representative (CSR). The primary function is to assure compliance with all Customer Services established protocols and procedures and ensure customer satisfaction. The Customer Service Manager is a salaried, exempt position

Primary Duties:

- Coordinate all daily activities of Customer Service.
- Work closely with the Customer Service Director in analyzing weekly statistic reports.
- Interview and hire CSR.
- Oversee staffing and scheduling of all CSRs to ensure adequate phone coverage.
- Assist the Customer Service Director in establishing process and procedures to handle each client's business.
- Work closely with transportation providers to resolve any trip discrepancies.
- Work closely with the IS to keep Customer Service equipment running properly.
- On-going monitoring of CSRs to provide assistance and guidance to ensure quality service to our customers.
- Provide feedback and counseling on performance issues regarding Customer Service staff within 48 hours of notice from HR or day of performance situation.
- Ensure performance reviews and recommendations for increases for customer service staff are completed timely.
- Coordinate resolution to issues with other departments as needed
- Manage resources to meet all client's service standards.
- On-going review of processes to identify areas of improvement and recommend changes.
- Provide support, guidance, and feedback to Team Leaders.
- Respond to employee's question/concerns within 24hours.
- Provide motivation and recognition to the Customer Service.
- Work closely with trainer to evaluate the training materials and processes.
- Reports to work as assigned and demonstrates sincere commitment to quality work.
- Additional duties and projects as assigned.
- Enforce all established Customer Service protocols and personnel policies

- Participate in planning and execution of Regional Vendor meetings.
- Regular attendance required.
- Reports directly to the Network Development Manager.
- Works closely with all Vendors.
- Functions as an advocate for the Vendor and provides assistance in needed areas.
- Works with drivers on an as needed basis.
- Works closely with QI Complaints Department to review trends in Vendor services and address problem areas.
- Coordinates with other Area Liaisons.
- Works closely with MTM Network Development staff.
- 26. Function as the MTM representative with any transit companies in the Area Liaisons territory.

Required Education:

- High School Diploma required; college preparation preferred.

Required Experience:

- In-depth knowledge of MTM Vendor Guidelines and other required MTM policies and procedures.
- Working knowledge of Department of Transportation (DOT) regulations and Occupational Safety and Health Administration (OSHA) regulations.
- Previous experience in working in a supervisory or oversight position preferred.
- Previous experience in the transportation industry preferred.

Required Skills:

- Excellent interpersonal skills and ability to work with a variety of Vendors.
- Ability to schedule, organize, and prioritize multiple tasks.
- Excellent communication skills, both written and verbal.
- Ability to provide information and materials in helpful and meaningful ways to Vendors and drivers.
- Ability to handle questions and resolve conflicts in a constructive manner.
- Knowledge of general vehicle maintenance requirements.
- Basic to moderate computer skills.

Signature: _____
 Department Director

Date: _____

This job description in now way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

<p style="text-align: center;">Job Description</p> 		Exempt	Yes
		Non-exempt	N/A
		Full-time	Yes
		Part-time	Yes
		Location	Out of Area
		Origination Date	11/12/03
Job Title	Area Liaison	Last Revision Date	07/08/04
Department	Network Development		
Reports to	Director of Network Management	Page	1 OF 2

Job Summary:

The Area Liaison is a full-time or part-time position reporting to the Network Development Manager. The Area Liaison is a main liaison between Medical Transportation Management (MTM) and the transportation providers. The primary function of the Area Liaison is to assure compliance with MTM Vendor Guidelines, and education of the vendors regarding the guidelines, which are the basis of the Vendor Quality Assurance and Improvement Program.

Primary Duties:

- Assist Vendors in compliance with MTM Vendor Guidelines.
- Perform Site Visits of current Vendors.
- Perform Initial Credentialing Visits of Vendors.
- Complete reports of Site Visits.
- Follow up on compliance with recommendations as a result of Vendor evaluations.
- Coordinate Vendor education opportunities and schedules.
- Provide assistance regarding implementation of MTM Vendor Guidelines.
- Provide interpretation and assistance in compliance with all MTM policies and reporting procedures.
- Maintain a QA file folder on all Vendors and ensure all documentation is present and current.
- Perform Street Observations of Vendor vehicles, drivers and services
- Document Street Observations and provide input to Vendors on both positive and negative findings.
- Assist the Network Development manager in creating a file of acceptable templates and prototypes of documents to assist Vendors.
- Perform vehicle inspections and document findings.
- Assist with Vendor in-service training, driver training, and other presentations to Vendors and their drivers.
- Provide information and suggestions to MTM administration on changes or revisions that need to be made to MTM Vendor Guidelines.
- Assist Vendors to obtain training or other needs in areas identified as needing improvement.

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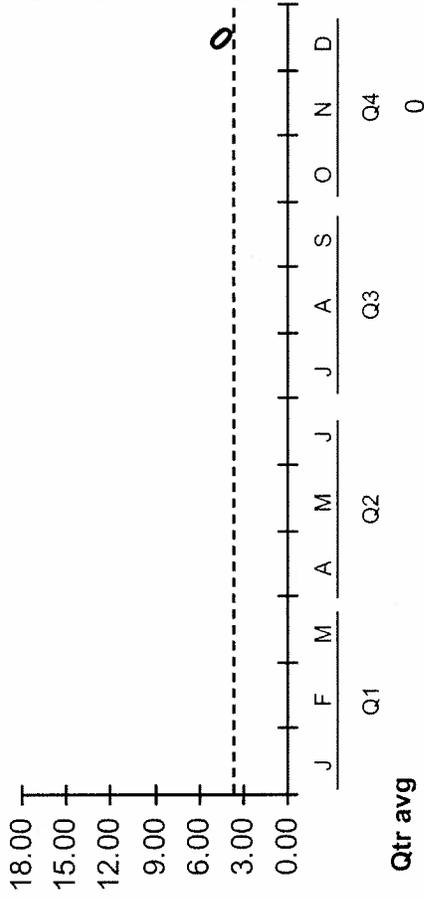
This document is a sample

Upon award MTM will customize to include all requirements of this program.

Provider Turnover Rate (cont.)

% Percent

OH



2004
2005

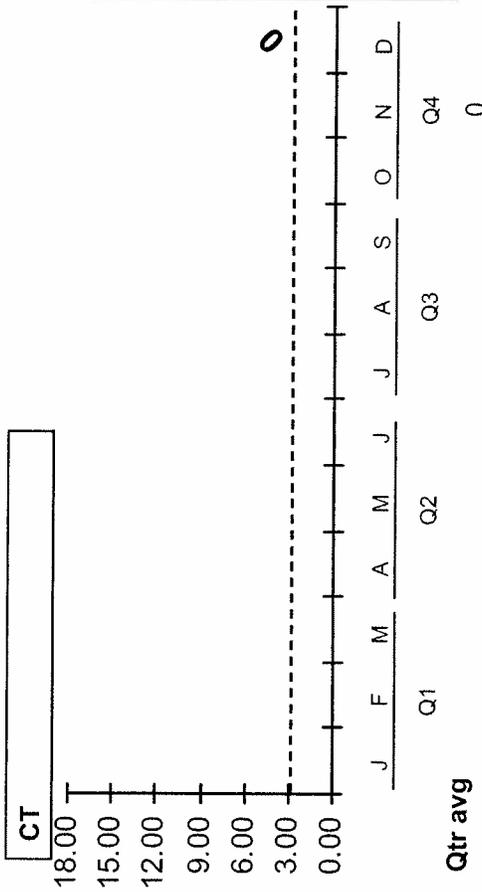
GOAL: 3% or less turnover rate

Fourth Quarter-Not a full quarter's worth of data

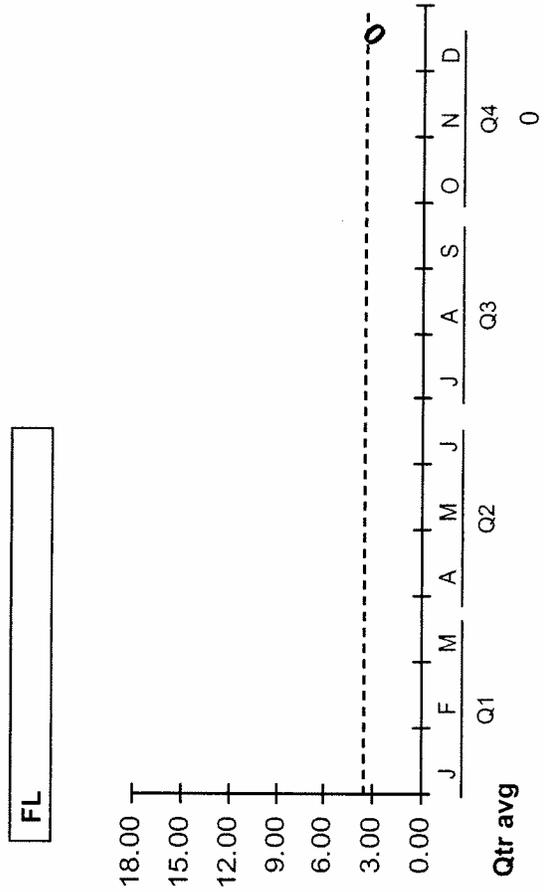
Provider Turnover Rate (cont.)

% Percent

2004
2005



GOAL: 3% or less turnover rate
Fourth Quarter-Not a full quarter's worth of data

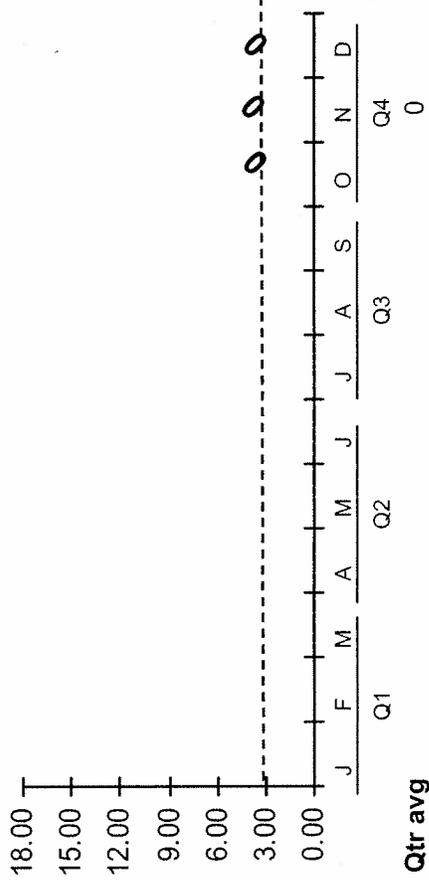


GOAL: 3% or less turnover rate
Fourth Quarter-Not a full quarter's worth of data

Provider Turnover Rate (cont.)

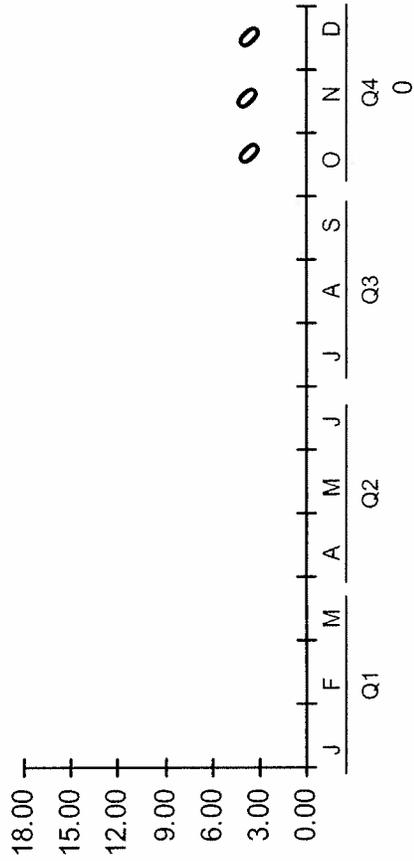
2005

AZ



GOAL: 3% or less complaint rate
Fourth Quarter-The goal for fourth quarter was met.

PA

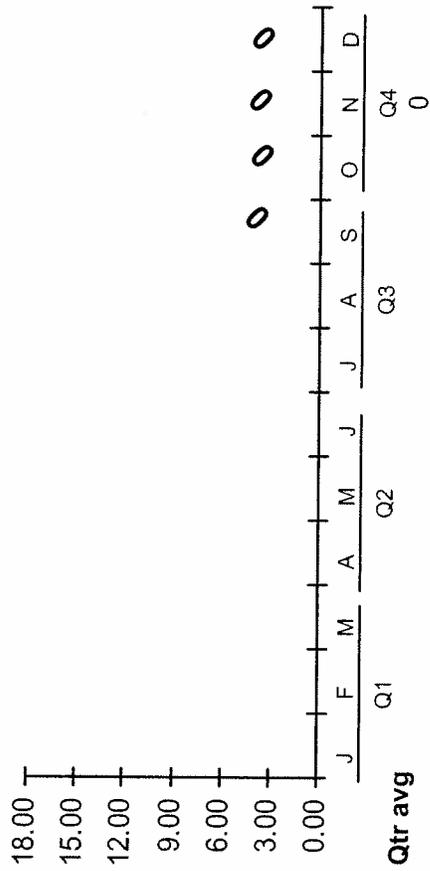


GOAL: 3% or less complaint rate
Fourth Quarter-The goal for fourth quarter was met.

Provider Turnover Rate (cont.)

2005

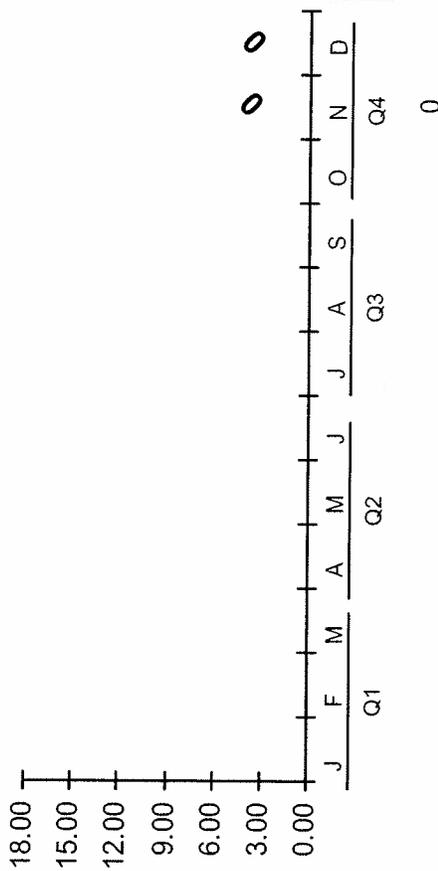
NH



GOAL: 3% or less complaint rate

Third Quarter-Not a full quarter's worth of data.
Fourth Quarter-The goal for fourth quarter was met.

WA

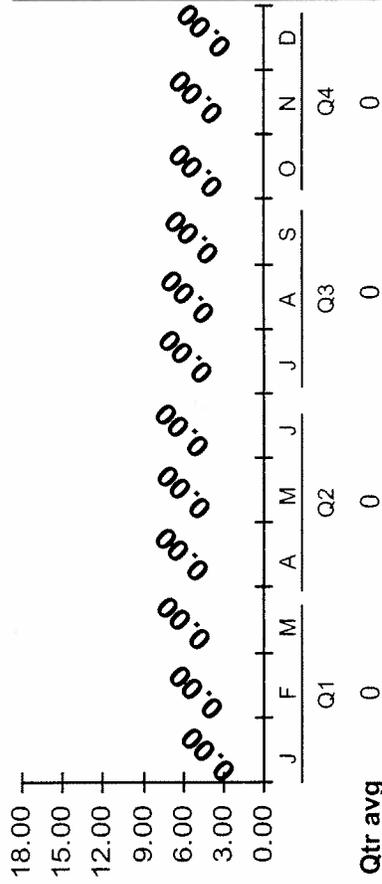


GOAL: 3% or less complaint rate

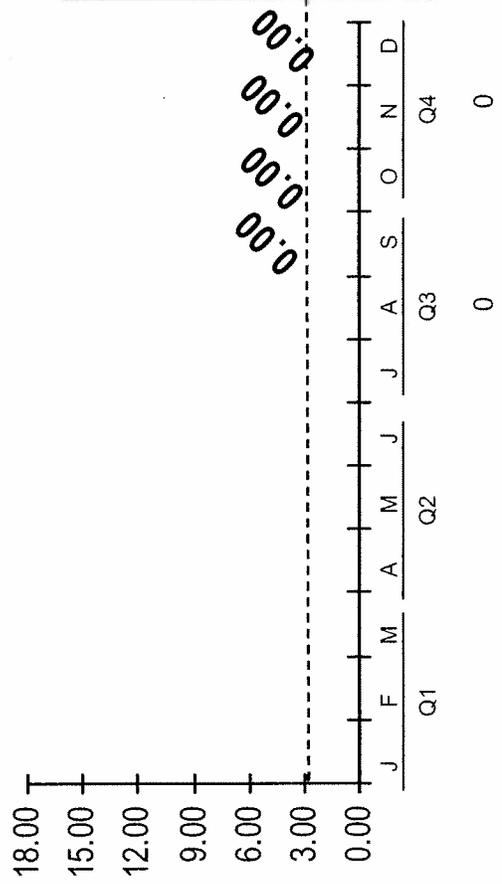
Fourth Quarter-Not a full quarter's worth of data

Provider Turnover Rate (continued)

TX



MA



GOAL: 3% or less provider turnover rate
First Quarter - No providers left the network.
Second Quarter-No providers left the network.
Third Quarter-No providers left the network.
Fourth Quarter-The goal for fourth quarter was met.

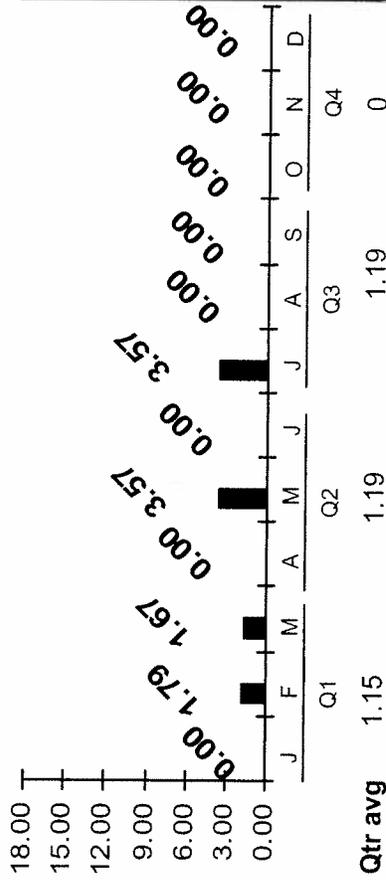
GOAL: 3% or less provider turnover rate
Third Quarter-Not a full quarter's worth of data.
Fourth Quarter-The goal for fourth quarter was met.

Provider Turnover Rate (continued)

2005

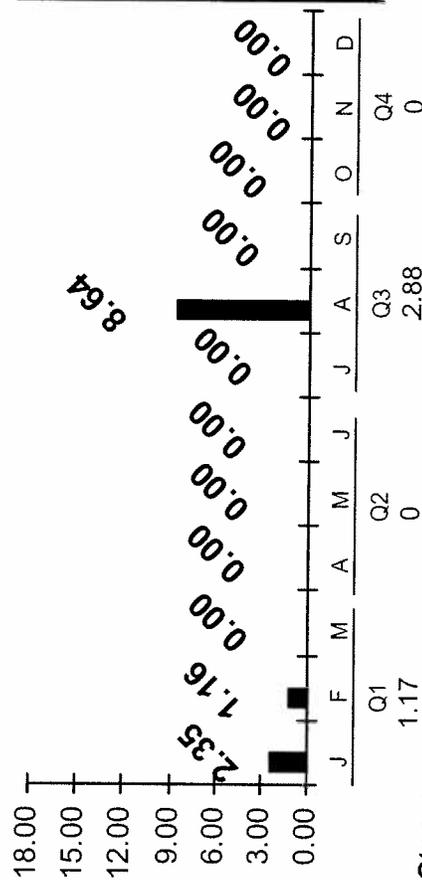
% Percent

NY



GOAL: 3% or less provider turnover rate
First Quarter - 1 provider was permanently deleted in February due to being temporarily closed over 90 days. 1 provider was permanently deleted in March voluntarily due to not being able to keep quality drivers and has other business commitments.
Second Quarter - 2 providers were voluntarily deleted in May due to going out of business.
Third Quarter - 2 providers were deleted in July due to being temporarily closed over 90 days
Fourth Quarter-The goal for fourth quarter was met.

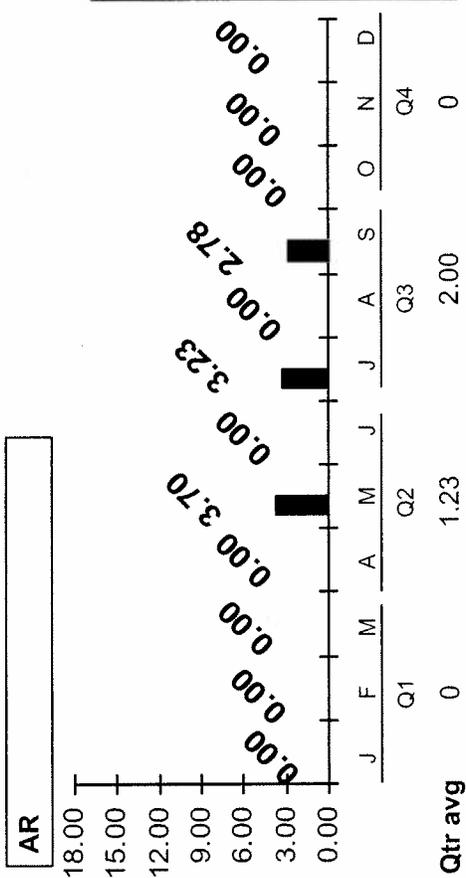
VA



GOAL: 3% or less provider turnover rate
First Quarter - 1 provider was permanently deleted in January due to being temporarily closed over 90 days and 1 provider asked to be permanently deleted due to mileage rate. 1 provider was permanently deleted in February due to being temporarily closed over 90 days.
Second Quarter-No providers left the network
Third Quarter-In August, one provider asked to be removed due to lack of trips and six were removed due to being temporarily closed over 90 days.
Fourth Quarter-The goal for fourth quarter was met.

Provider Turnover Rate

% Percent



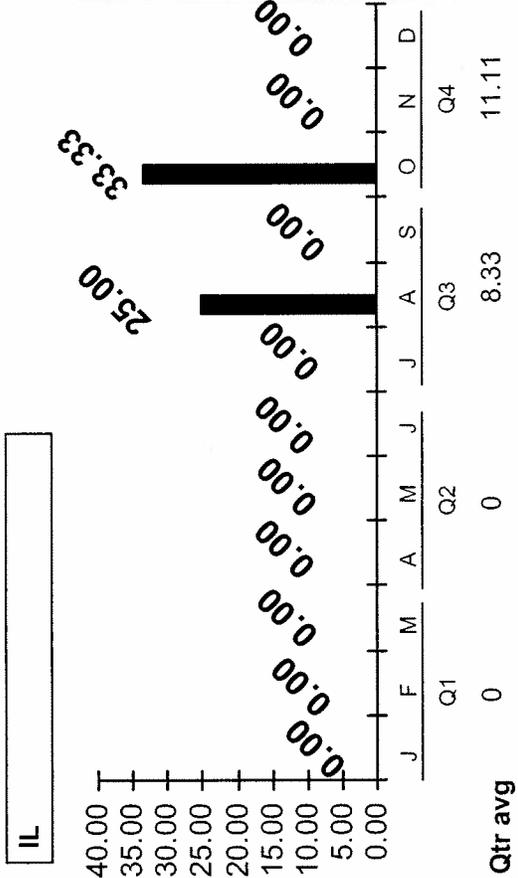
GOAL: 3% or less provider turnover rate

First Quarter - No providers left the network.

Second Quarter - One provider was voluntarily deleted in May due to going out of business.

Third Quarter- One provider was involuntarily deleted in July due to billing, phone/fax and on-site issues. One provider asked to be removed from the network in September due to high operating costs.

Fourth Quarter-The goal for fourth quarter was met.



GOAL: 3% or less provider turnover rate

First Quarter - No providers left the network.

Second Quarter- No providers left the network

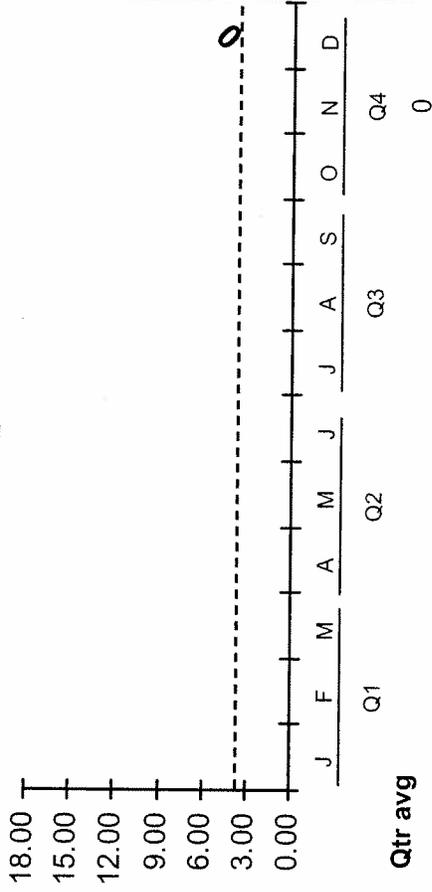
Third Quarter-In August, one provider asked to be removed due to Harmony pulling out of their service area. Due to this state only having three (3) providers on average per month, the quarter average seems high.

Fourth Quarter-In October, one provider asked to be removed to due Harmony moving out of his area. The goal for fourth quarter was no met, because out of four providers, one was removed.

PROVIDER CANCELLATIONS (cont.)

% Percent

OH



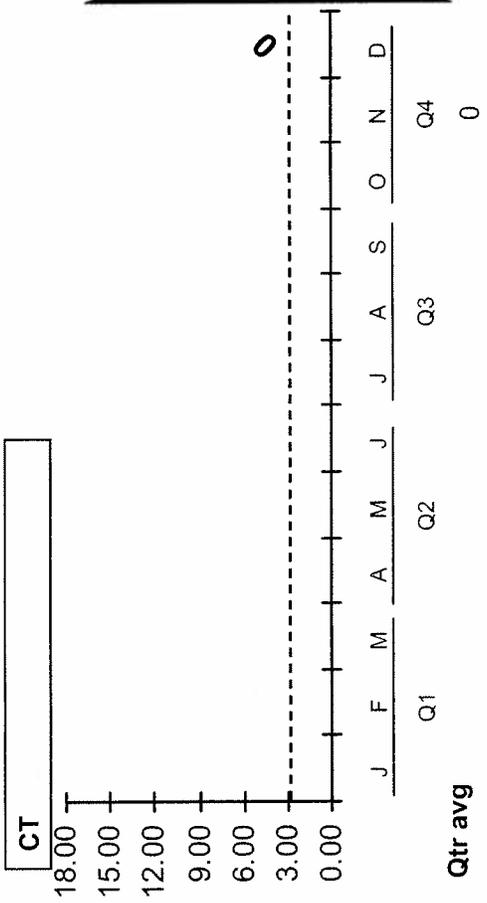
2004
2005

GOAL: 3% or less cancellation rate
Fourth Quarter-Not a full quarter's worth of data

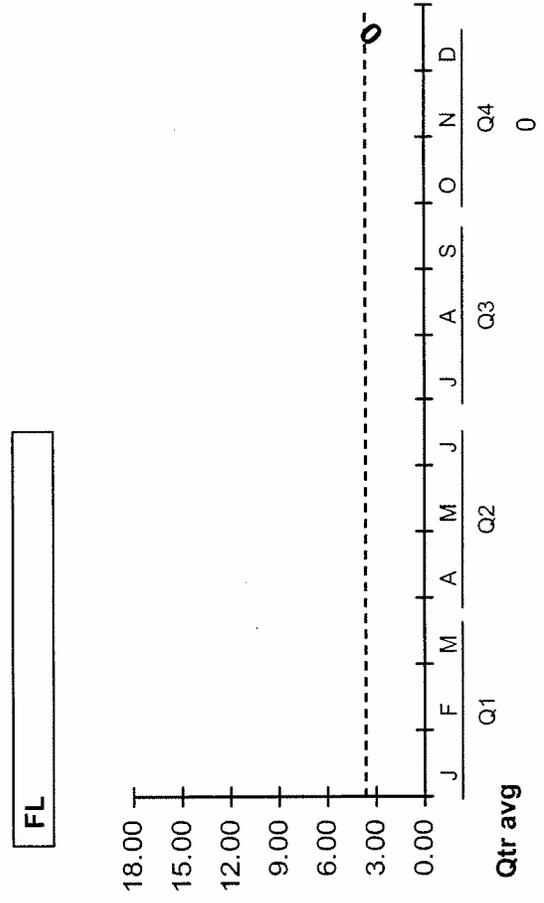
PROVIDER CANCELLATIONS (cont.)

% Percent

2004
2005



GOAL: 3% or less cancellation rate
Fourth Quarter-Not a full quarter's worth of data

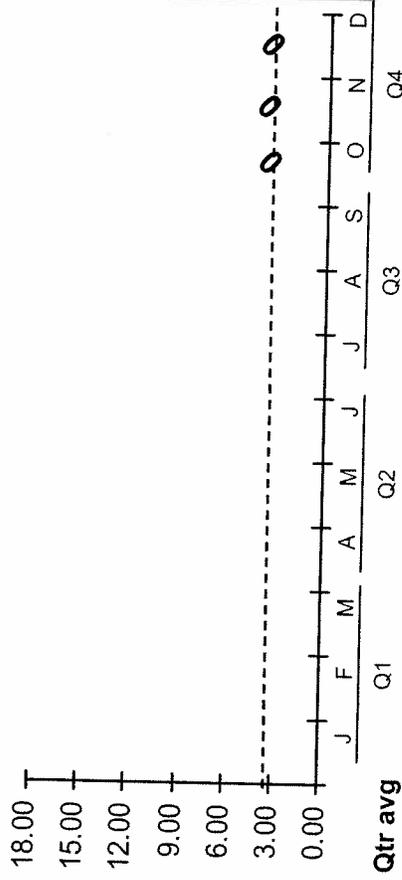


GOAL: 3% or less cancellation rate
Fourth Quarter-Not a full quarter's worth of data

PROVIDER CANCELLATIONS (cont.)

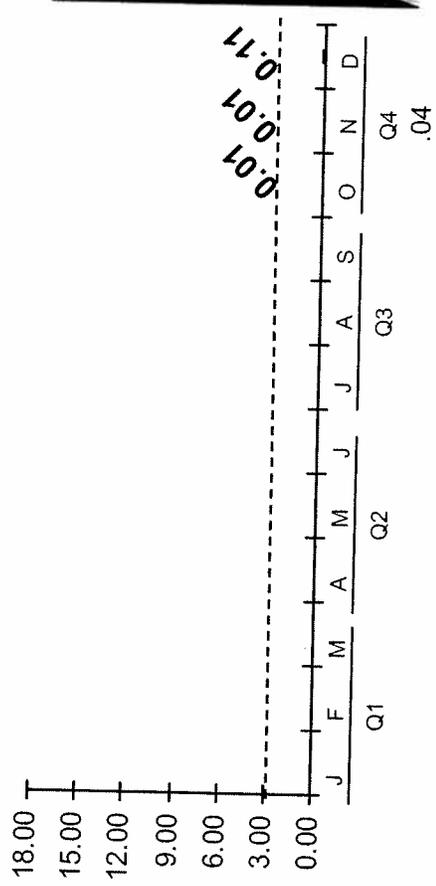
2005

AZ



GOAL: 3% or less complaint rate
Fourth Quarter-The goal for fourth quarter was met.

PA

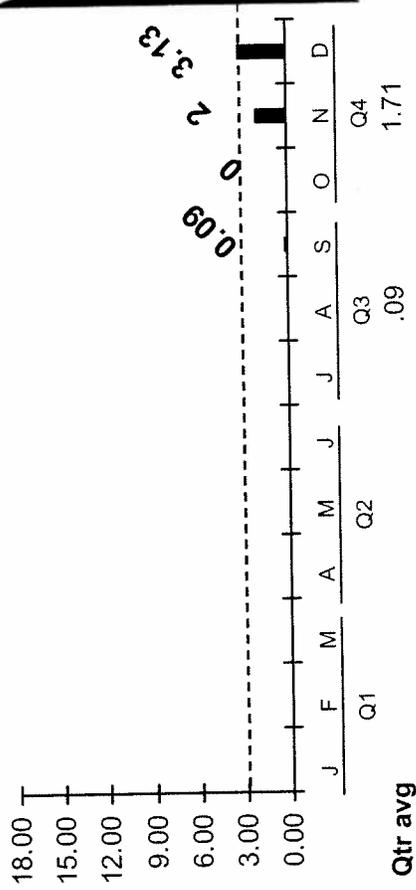


GOAL: 3% or less complaint rate
Fourth Quarter-The goal for fourth quarter was met.

PROVIDER CANCELLATIONS (cont.)

2005

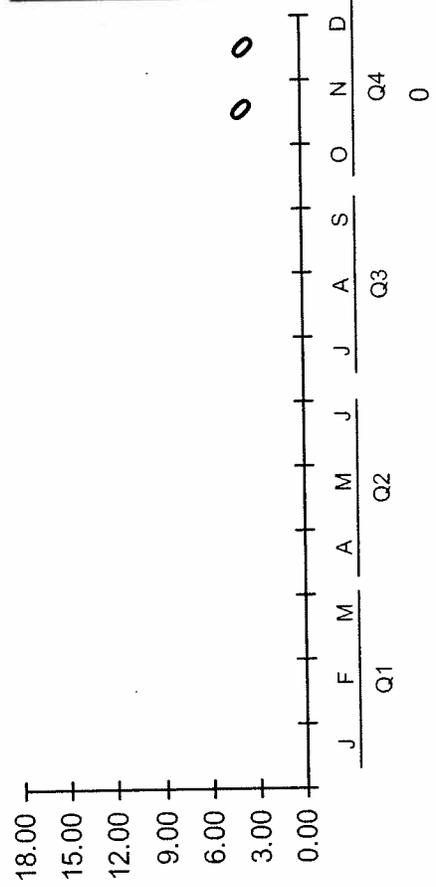
NH



GOAL: 3% or less complaint rate

Third Quarter-Not a full quarter's worth of data.
Fourth Quarter-The goal for fourth quarter was met.

WA



GOAL: 3% or less complaint rate

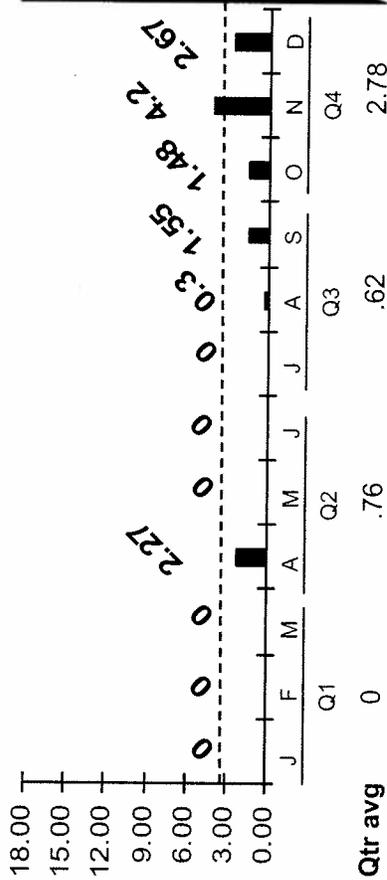
Fourth Quarter-Not a full quarter's worth of data

PROVIDER CANCELLATIONS (cont.)

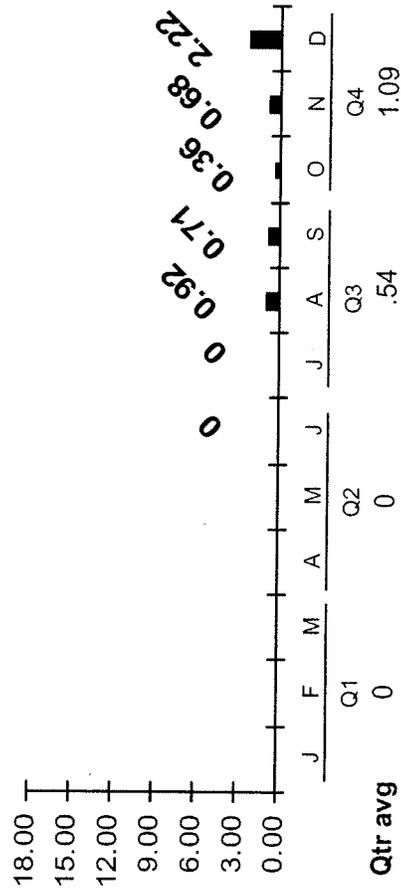
% Percent

2005

TX



MA



GOAL: 3% or less cancellation rate
First Quarter-The goal was met. The Provider cancellation rate for Texas falls well below the 3% goal.
Second Quarter-The goal for second quarter 2005 was met.
Third Quarter-The goal for third quarter was met.
Fourth Quarter-The goal for fourth quarter was met.

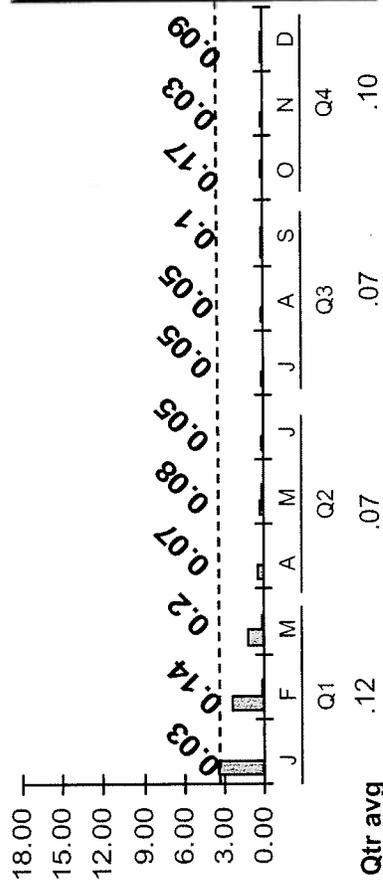
GOAL: 3% or less cancellation rate
Second Quarter-Not a full month of data.
Third Quarter-The goal for third quarter was met.
Fourth Quarter-The goal for fourth quarter was met.

PROVIDER CANCELLATIONS (cont.)

% Percent

2004
2005

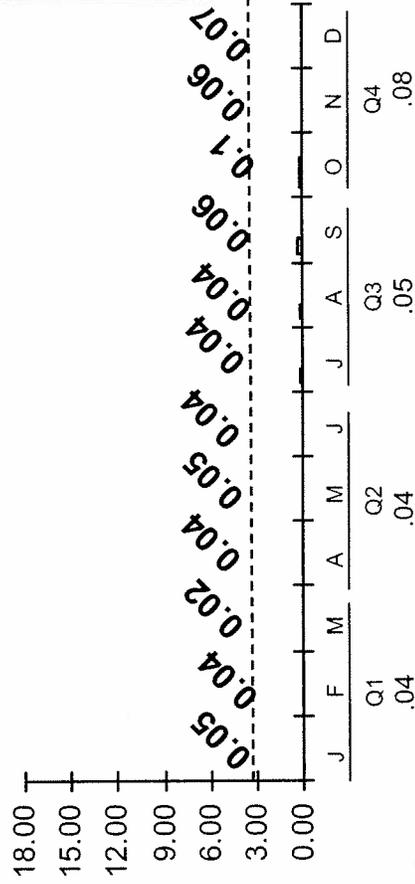
AR



GOAL: 3% or less cancellation rate

First Quarter: The goal was met. The Provider cancellation rate for Arkansas falls well below the 3% goal.
Second Quarter: The goal for second quarter 2005 was met.
Third Quarter: The goal for third quarter was met.
Fourth Quarter: The goal for fourth quarter was met.

MN



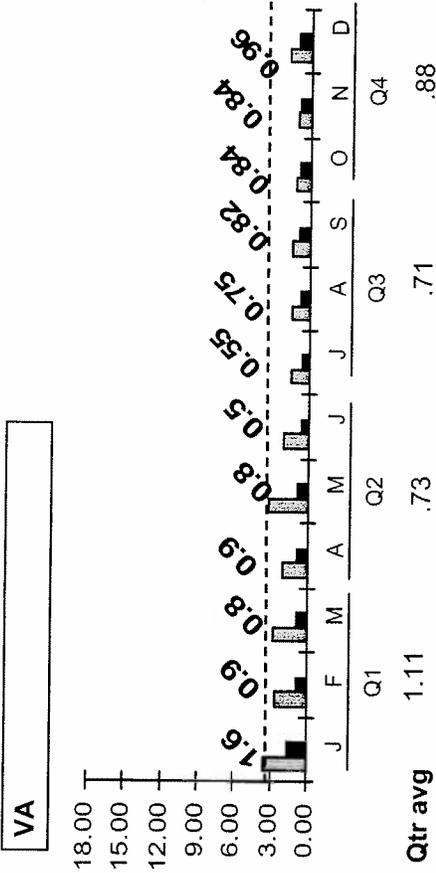
GOAL: 3% or less cancellation rate

First Quarter: The goal was met. The Provider cancellation rate for Minnesota falls well below the 3% goal.
Second Quarter: The goal for second quarter 2005 was met.
Third Quarter: The goal for third quarter was met.
Fourth Quarter: The goal for fourth quarter was met.

PROVIDER CANCELLATIONS (cont.)

% Percent

2004
2005



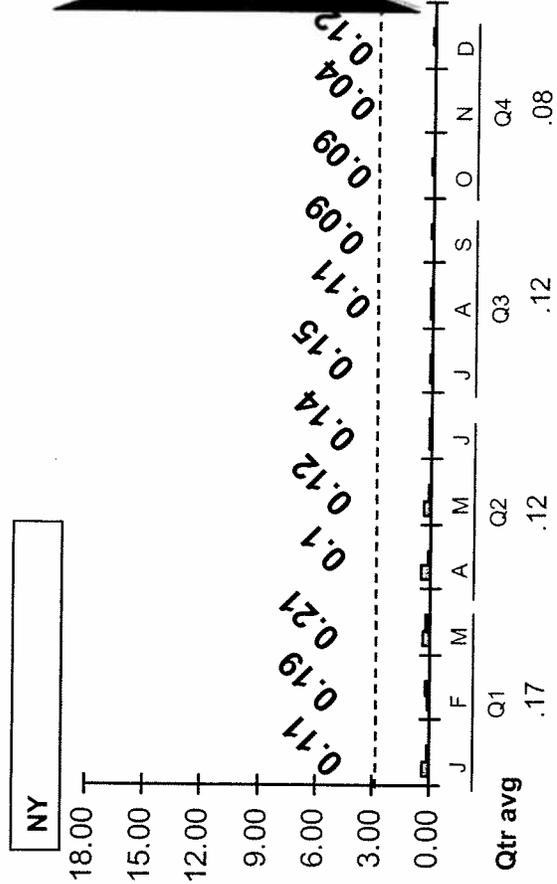
GOAL: 3% or less cancellation rate

First Quarter-The goal was met. The Provider cancellation rate for Virginia falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.



GOAL: 3% or less cancellation rate

First Quarter-The goal was met. The Provider cancellation rate for New York falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met

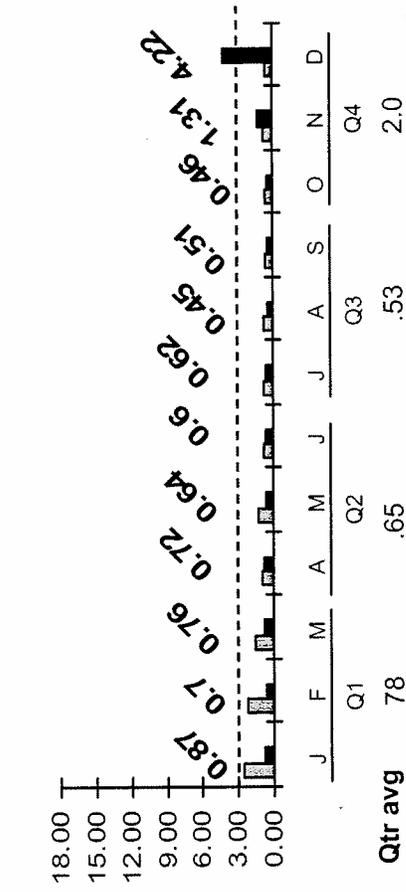
Fourth Quarter-The goal for fourth quarter was met.

PROVIDER CANCELLATIONS

% Percent

2003
2004

MO



GOAL: 3% or less cancellation rate

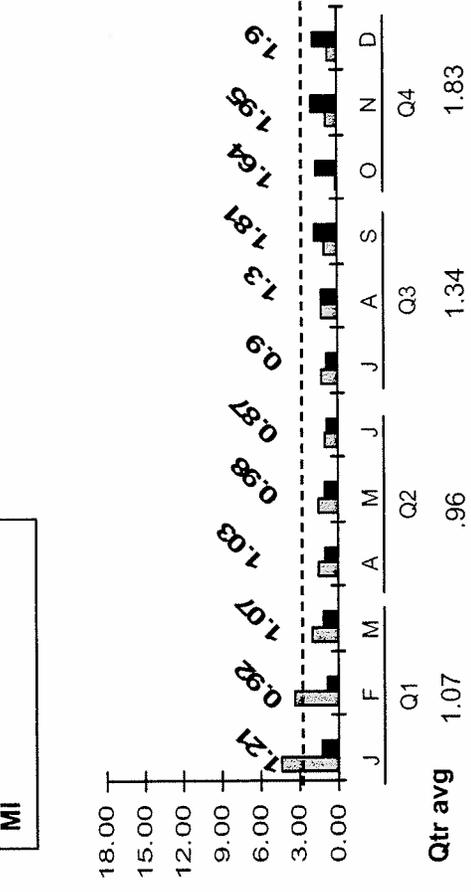
First Quarter-The goal was met. The Provider cancellation rate for Missouri falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met

Fourth Quarter-The goal for fourth quarter was met.

MI



GOAL: 3% or less cancellation rate

First Quarter-The goal was met. The Provider cancellation rate for Michigan falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

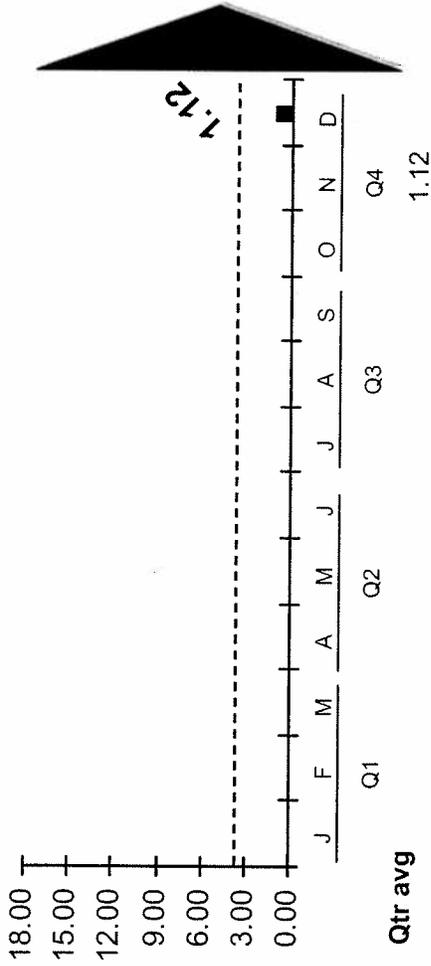
Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

PROVIDER NO SHOW RATE BY STATE (cont.)

% Percent

OH



2004
2005

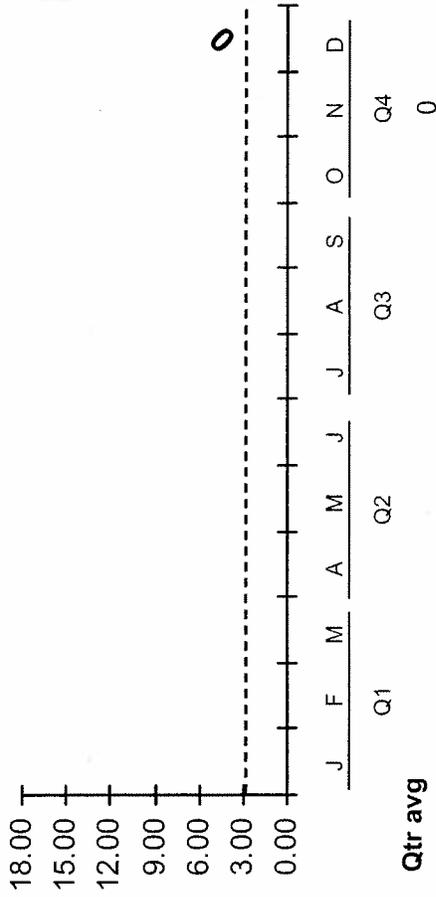
GOAL: 3% or less no show rate
Fourth Quarter-Not a full quarter's worth of data

PROVIDER NO SHOW RATE BY STATE (cont.)

2004
 2005

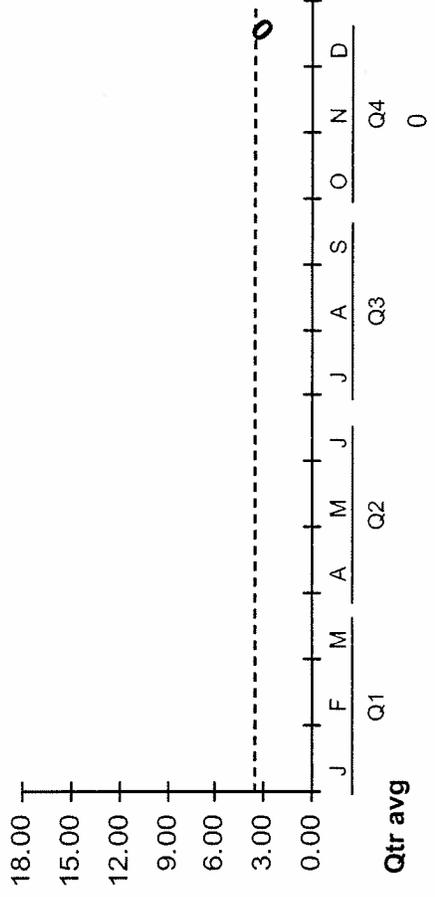
% Percent

CT



GOAL: 3% or less no show rate
Fourth Quarter-Not a full quarter's worth of data

FL

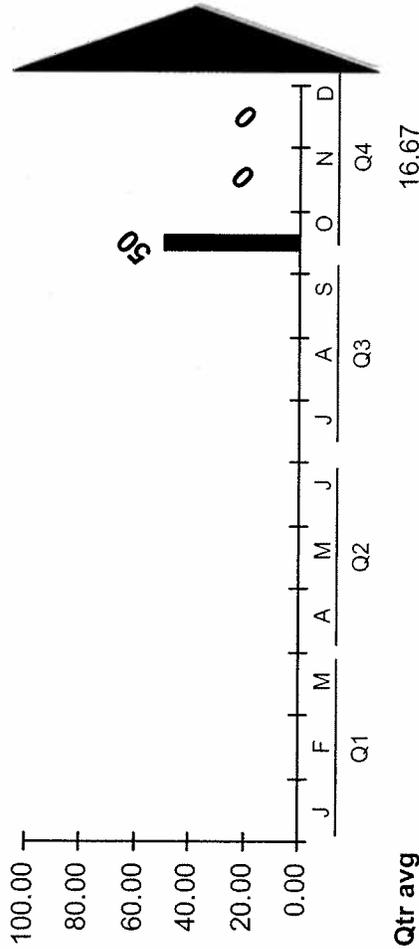


GOAL: 3% or less no show rate
Fourth Quarter-Not a full quarter's worth of data

PROVIDER NO SHOW RATE BY STATE (cont.)

2005

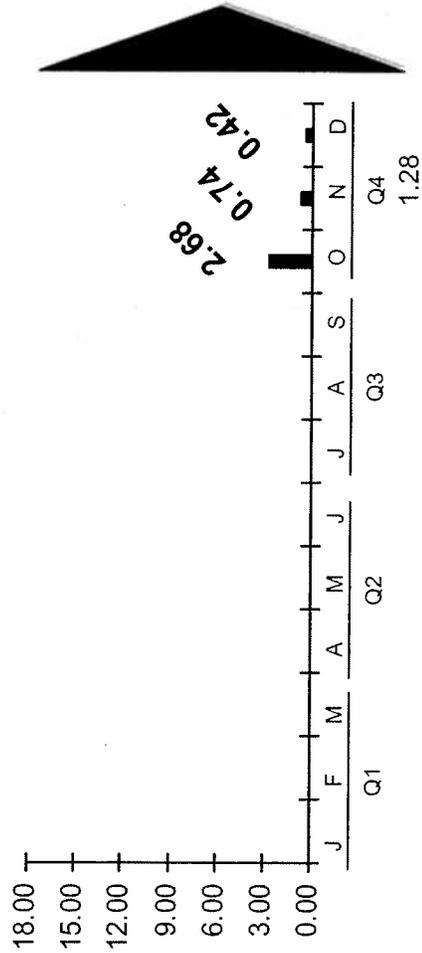
AZ



GOAL: 3% or less complaint rate

50% no show rate for October 2005.
Fourth Quarter-The goal for fourth quarter was not met, because there were only six trips, but had three complaints.

PA



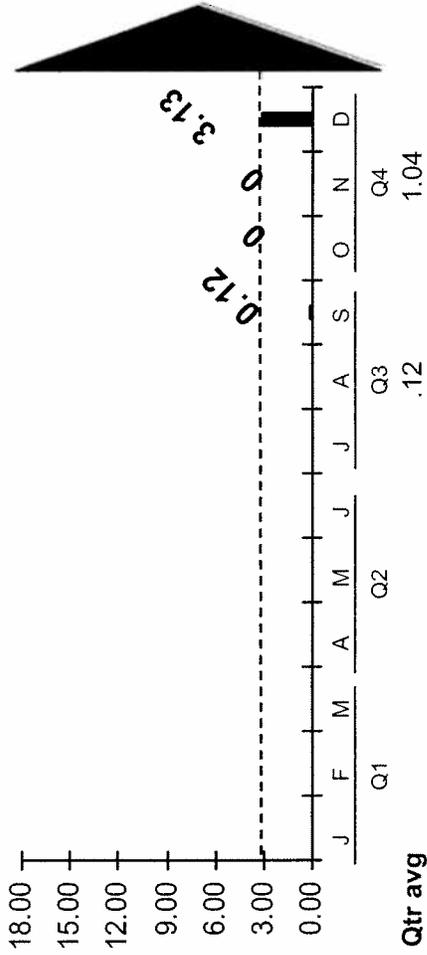
GOAL: 3% or less complaint rate

Fourth Quarter-The goal for fourth quarter was met.

PROVIDER NO SHOW RATE BY STATE (cont.)

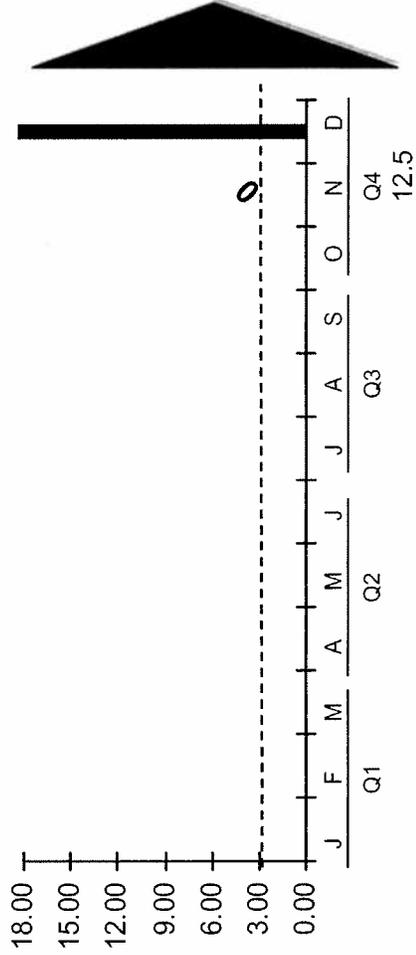
2005

NH



GOAL: 3% or less complaint rate
Third Quarter-Not a full quarter's worth of data.
Fourth Quarter-The goal for fourth quarter was met.

WA



GOAL: 3% or less complaint rate
Fourth Quarter-Not a full quarter's worth of data, but the goal was not met for the November/December average.

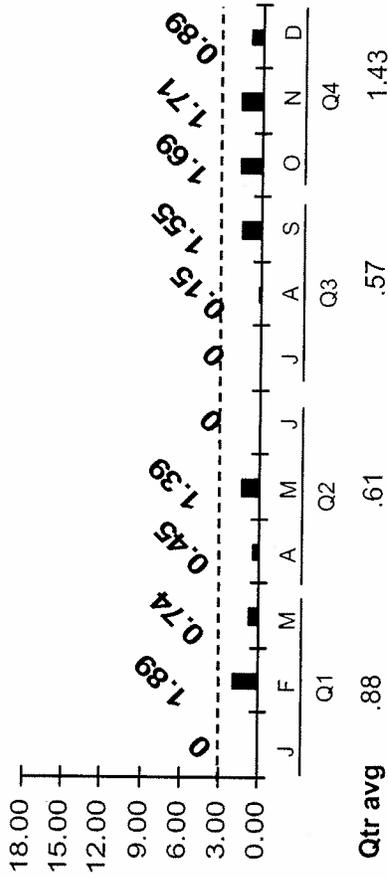
Qtr avg

PROVIDER NO SHOWS (cont.)

% Percent

2005

TX



GOAL: 3% or less no show rate

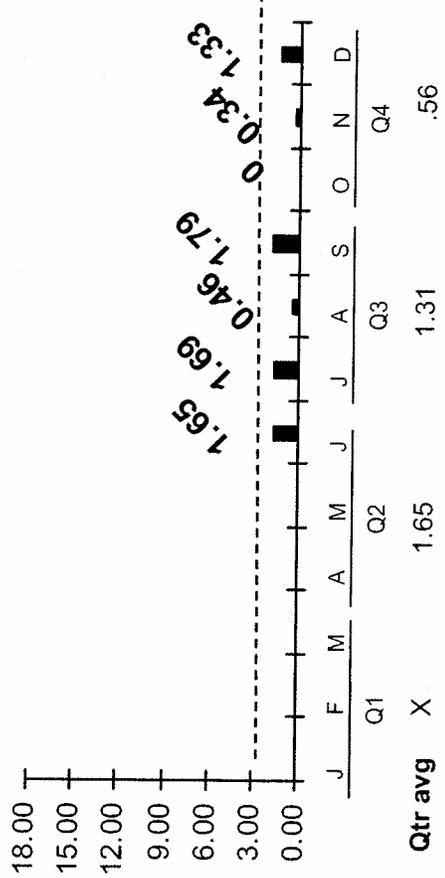
First Quarter-The goal was met. The Provider no show rate for Texas falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

MA



GOAL: 3% or less no show rate

Second Quarter-MA started in June. Not a full month worth of data.

Third Quarter-The goal for third quarter was met.

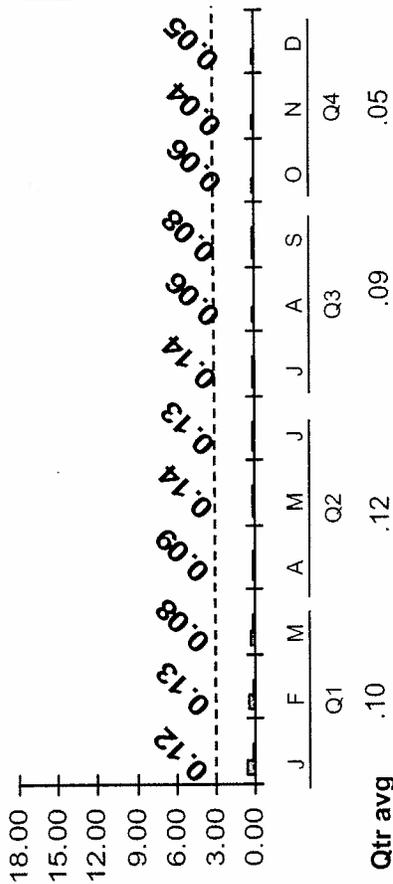
Fourth Quarter-The goal for fourth quarter was met.

PROVIDER NO SHOWS (cont.)

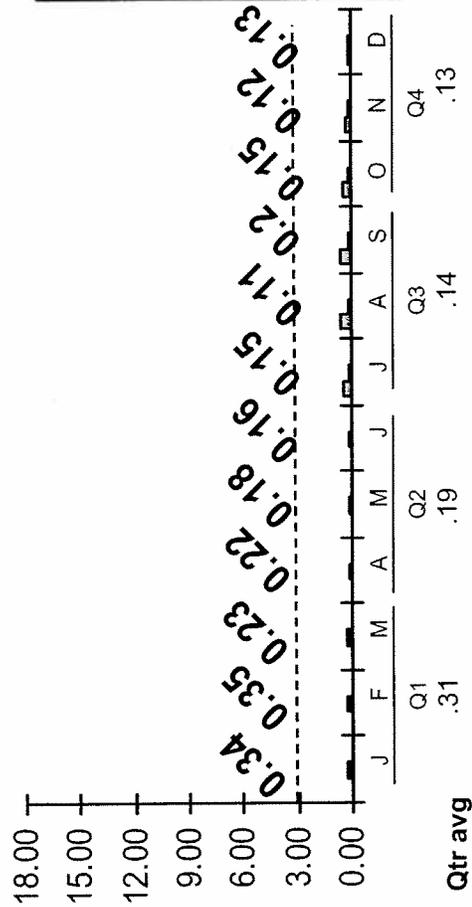
% Percent

2004
2005

AR



MN



GOAL: 3% or less no show rate

First Quarter-The goal was met. The Provider no show rate for Arkansas falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

GOAL: 3% or less no show rate

First Quarter-The goal was met. The Provider no show rate for Minnesota falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

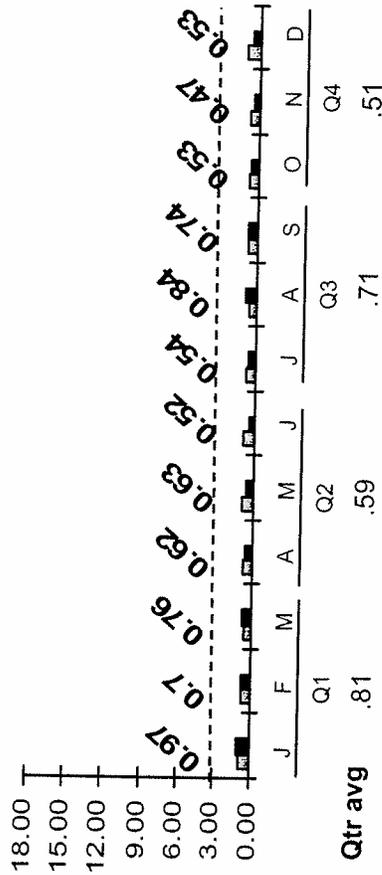
Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

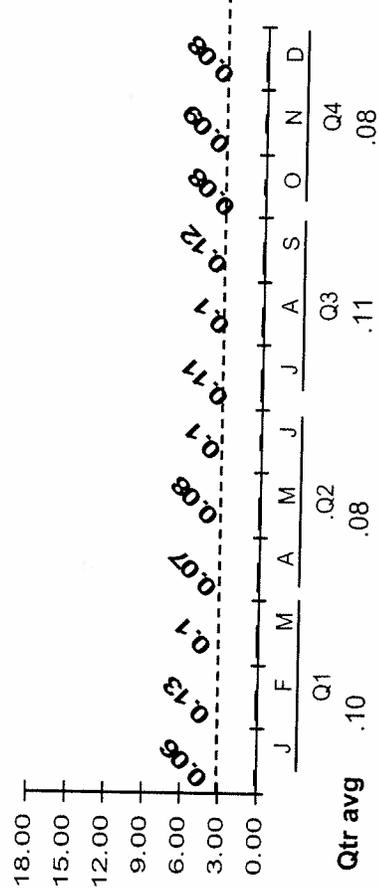
PROVIDER NO SHOWS (cont.)

% Percent

VA



NY



2004
2005

GOAL: 3% or less no show rate

First Quarter-The goal was met. The Provider no show rate for Virginia falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

GOAL: 3% or less no show rate

First Quarter-The goal was met. The Provider no show rate for New York falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

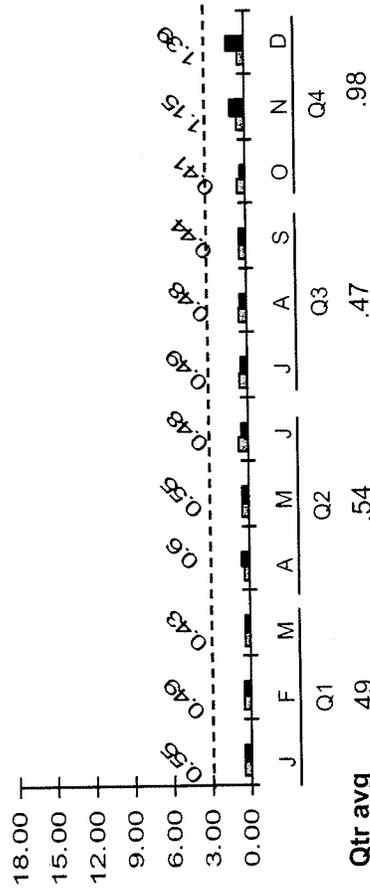
Fourth Quarter-The goal for fourth quarter was met.

PROVIDER NO SHOWS (cont.)

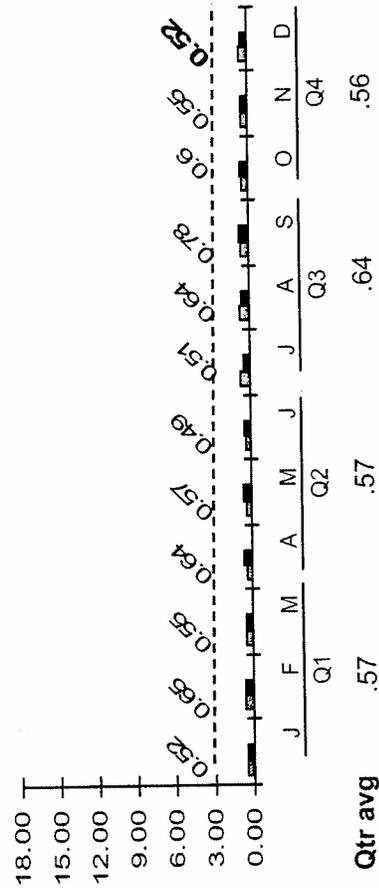
% Percent

2004
2005

MO



MI



GOAL: 3% or less no show rate

First Quarter: The goal was met. The Provider no show rate for Missouri falls well below the 3% goal.

Second Quarter: The goal for second quarter 2005 was met.

Third Quarter: The goal for third quarter was met.

Fourth Quarter: The goal for fourth quarter was met.

GOAL: 3% or less no show rate

First Quarter: The goal was met. The Provider no show rate for Michigan falls well below the 3% goal.

Second Quarter: The goal for second quarter 2005 was met.

Third Quarter: The goal for third quarter was met.

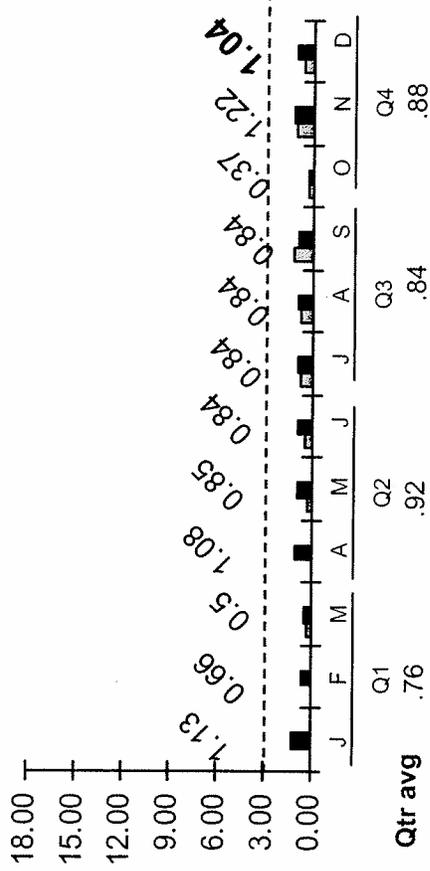
Fourth Quarter: The goal for fourth quarter was met.

PROVIDER NO SHOWS

% Percent

2004
2005

IL



GOAL: 3% or less no show rate

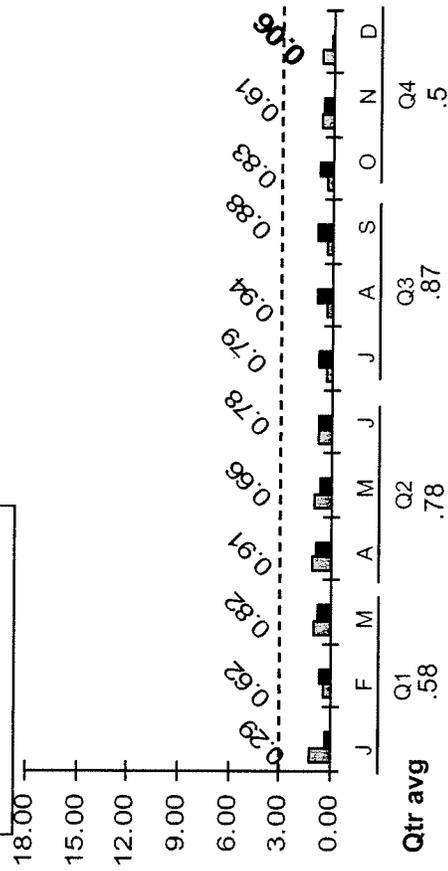
First Quarter-The goal was met. The Provider no show rate for Illinois falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

IN



GOAL: 3% or less no show rate

First Quarter-The goal was met. The Provider no show rate for Indiana falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

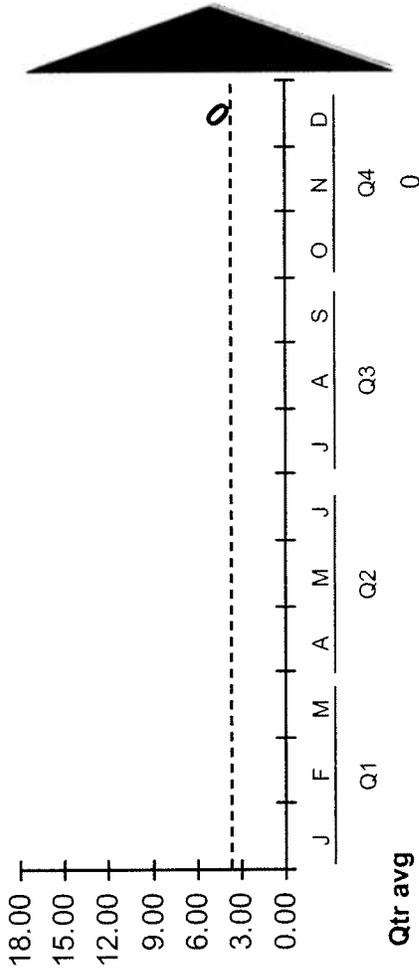
Fourth Quarter-The goal for fourth quarter was met.

PROVIDER COMPLAINT RATE BY STATE (cont.)

% Percent

2004
2005

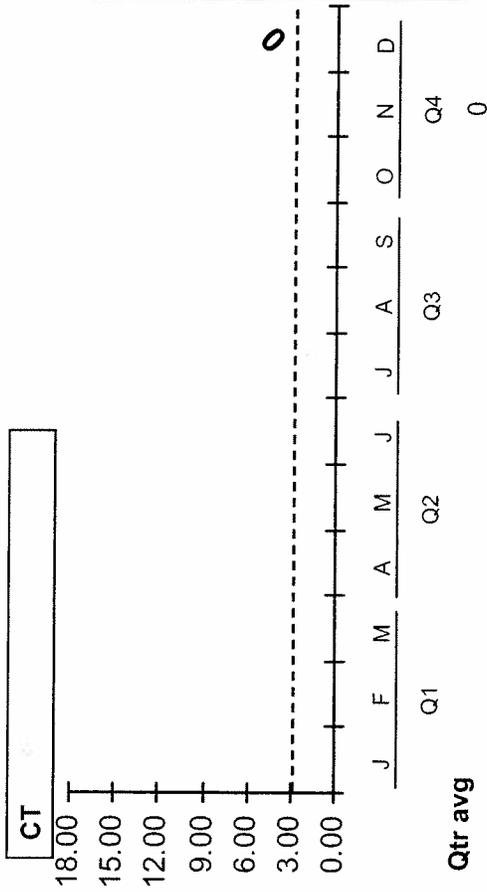
OH



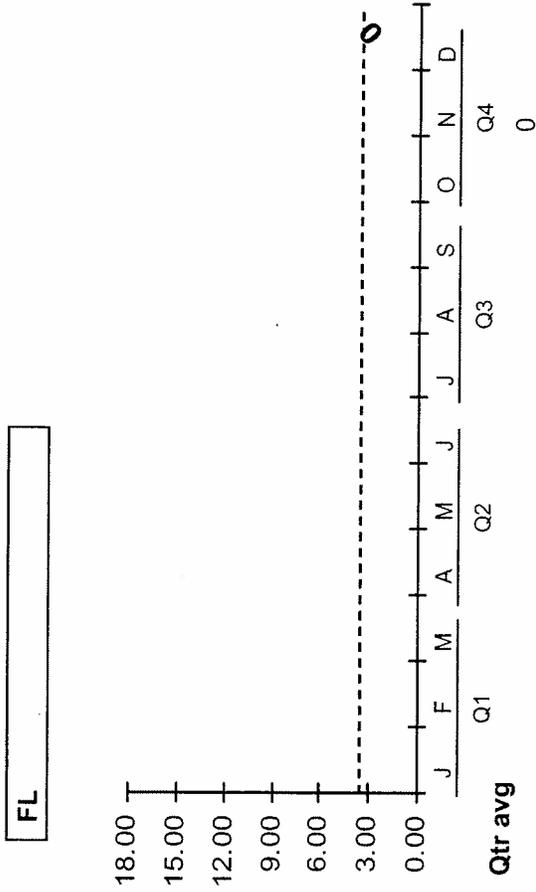
GOAL: 3% or less complaint rate
Fourth Quarter-Not a full quarter's worth of data

PROVIDER COMPLAINT RATE BY STATE (cont.)

2004
2005



GOAL: 3% or less complaint rate
Fourth Quarter-Not a full quarter's worth of data

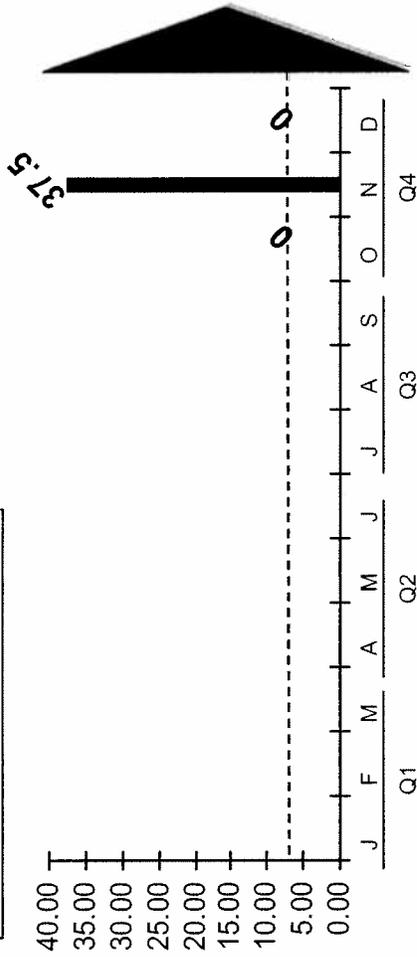


GOAL: 3% or less complaint rate
Fourth Quarter-Not a full quarter's worth of data

PROVIDER COMPLAINT RATE BY STATE (cont.)

2005

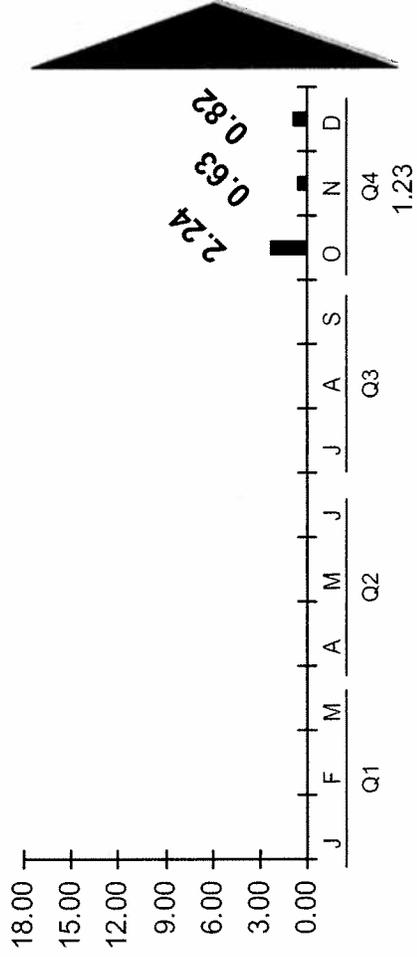
AZ



GOAL: 3% or less complaint rate

Fourth Quarter-The goal was not met because there were three complaints out of the eight trips in November.

PA



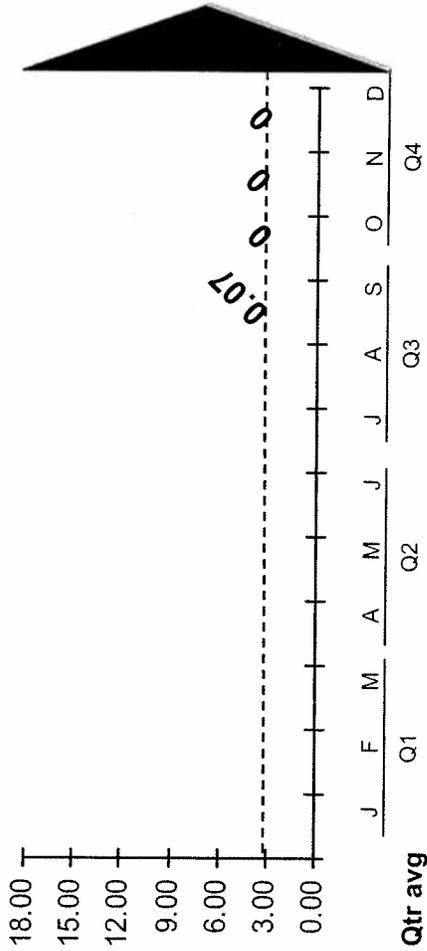
GOAL: 3% or less complaint rate

Fourth Quarter-The goal for fourth quarter was met.

PROVIDER COMPLAINT RATE BY STATE (cont.)

2005

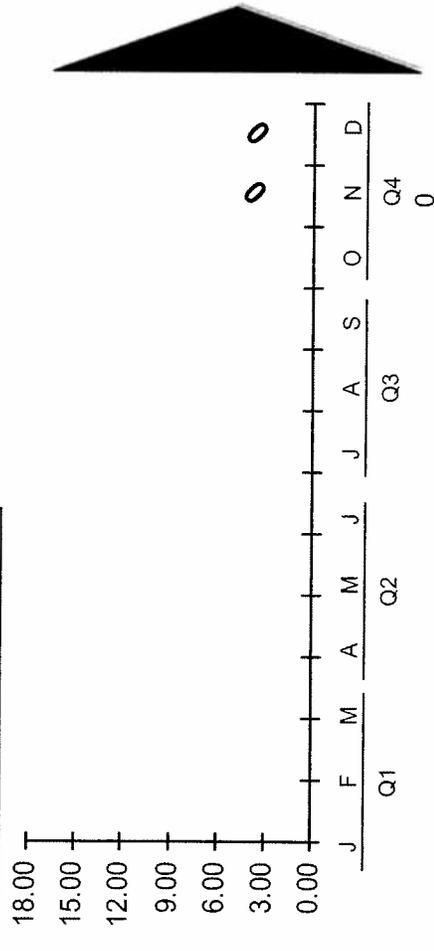
NH



GOAL: 3% or less complaint rate

Third Quarter-Not a full quarter's worth of data.
Fourth Quarter-The goal for fourth quarter was met.

WA



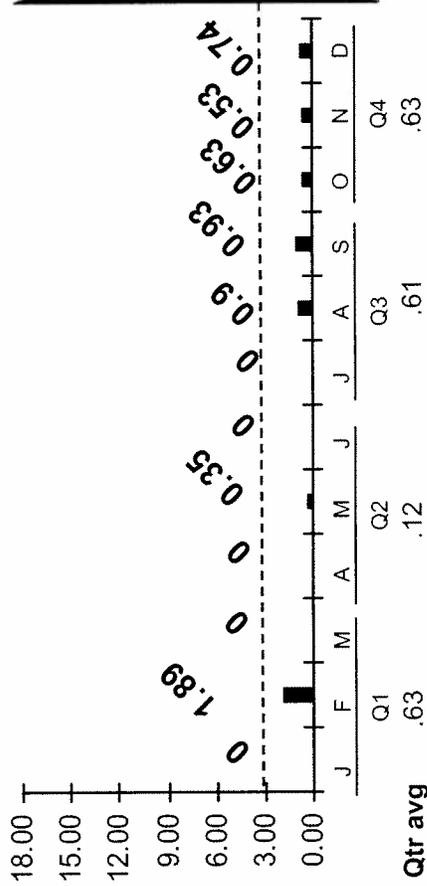
GOAL: 3% or less complaint rate

Fourth quarter does not have a full quarter's data, but the average for Nov & Dec was 0%.

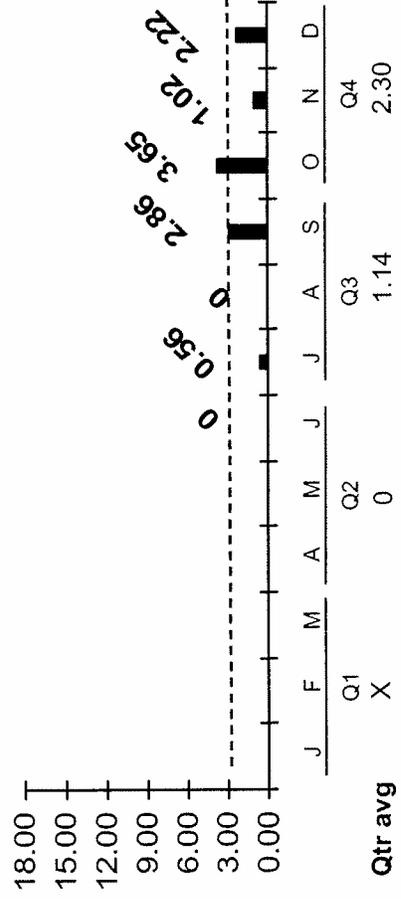
PROVIDER COMPLAINT RATE BY STATE (cont.)

2005

TX



MA



GOAL: 3% or less complaint rate

First Quarter-The goal was met. The Provider complaint rate for Texas falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

GOAL: 3% or less complaint rate

Second Quarter-Not a full quarter's worth of data.

Third Quarter-The goal for third quarter was met.

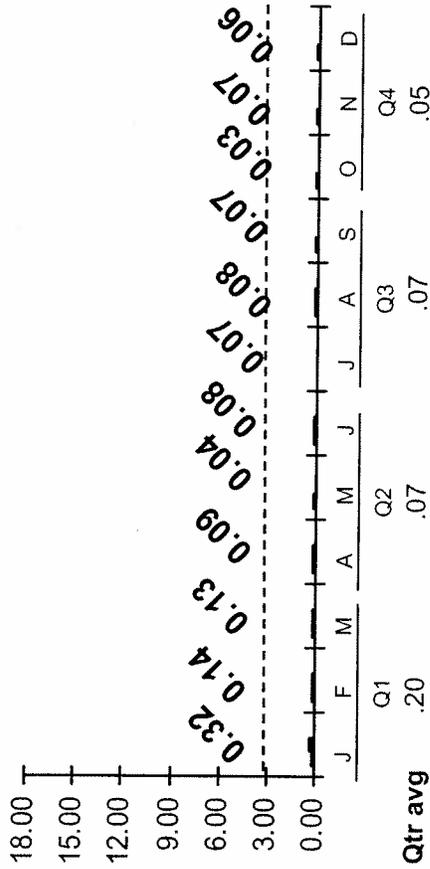
Fourth Quarter-The goal for fourth quarter was met.

PROVIDER COMPLAINT RATE BY STATE (cont.)

% Percent

2004
2005

NY



GOAL: 3% or less complaint rate

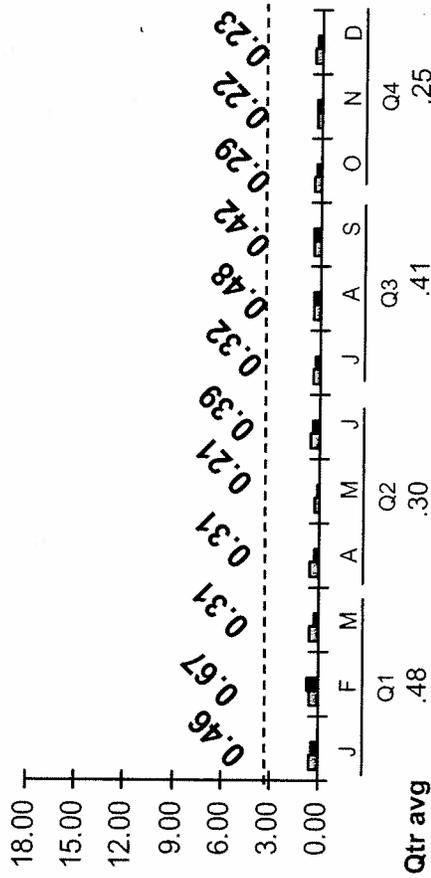
First Quarter-The goal was met. The Provider complaint rate for New York falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

VA



GOAL: 3% or less complaint rate

First Quarter-The goal was met. The Provider complaint rate for Virginia falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

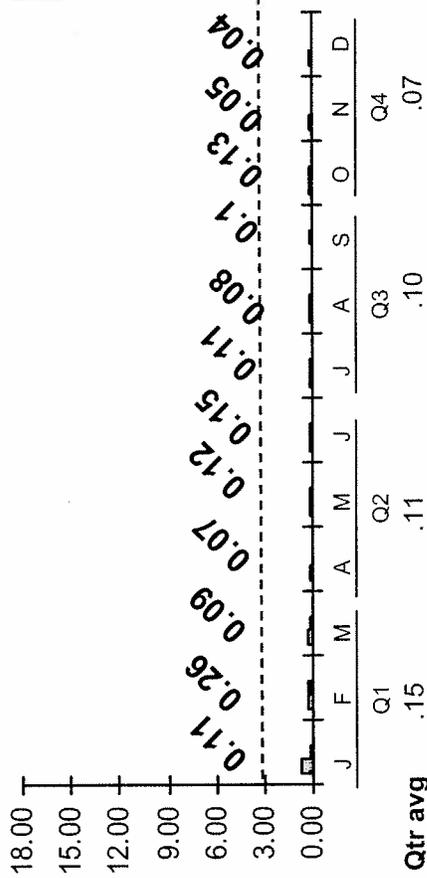
Fourth Quarter-The goal for fourth quarter was met.

PROVIDER COMPLAINT RATE BY STATE (cont.)

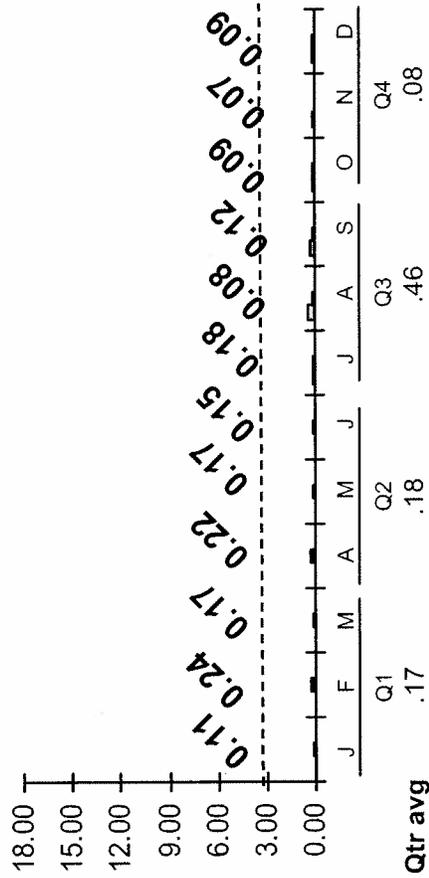
% Percent

2004
2005

AR



MN



GOAL: 3% or less complaint rate

First Quarter-The goal was met. The Provider complaint rate for Arkansas falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

GOAL: 3% or less complaint rate

First Quarter-The goal was met. The Provider complaint rate for Minnesota falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

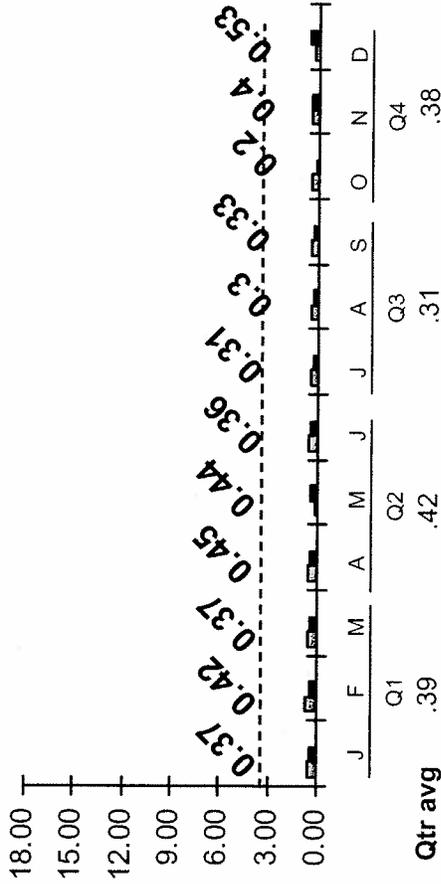
Fourth Quarter-The goal for fourth quarter was met.

PROVIDER COMPLAINT RATE BY STATE (cont.)

% Percent

2004
2005

MO



GOAL: 3% or less complaint rate

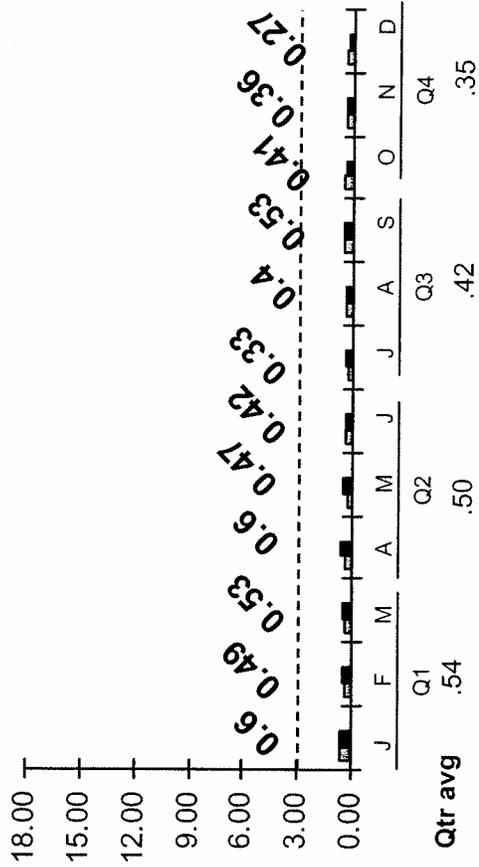
First Quarter-The goal was met. The Provider complaint rate for Missouri falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

MI



GOAL: 3% or less complaint rate

First Quarter-The goal was met. The Provider complaint rate for Michigan falls well below the 3% goal.

Second Quarter-The goal for second quarter 2005 was met.

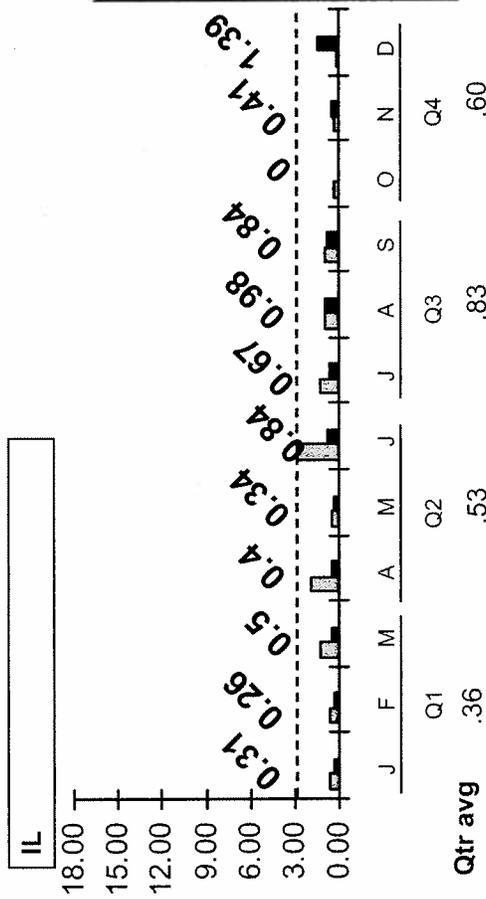
Third Quarter-The goal for third quarter was met.

Fourth Quarter-The goal for fourth quarter was met.

PROVIDER COMPLAINT RATE BY STATE

% Percent

2004
2005



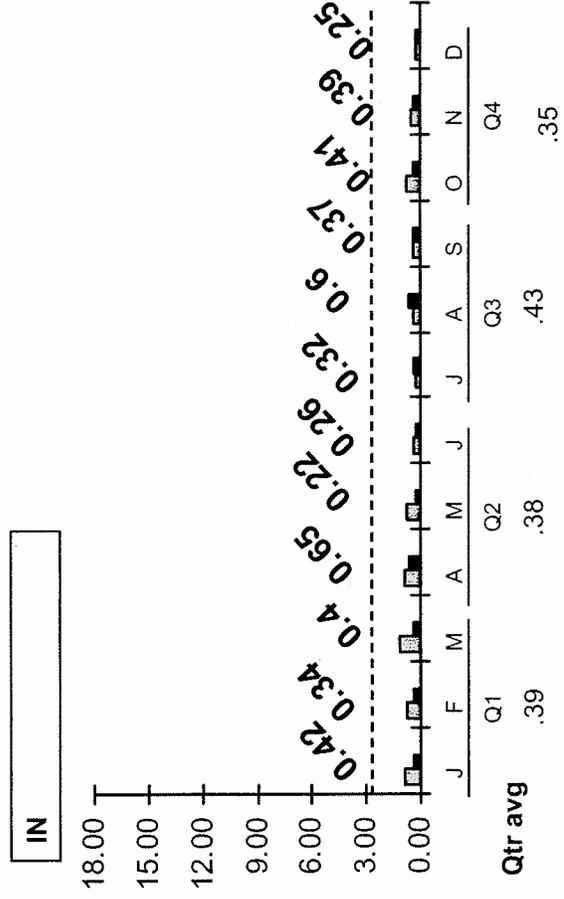
GOAL: 3% or less complaint rate

First Quarter: The goal was met. The Provider complaint rate for Illinois falls well below the 3% goal.

Second Quarter: The goal for second quarter 2005 was met.

Third Quarter: The goal for third quarter was met.

Fourth Quarter: The goal for fourth quarter was met.



GOAL: 3% or less complaint rate

First Quarter: The goal was met. The Provider complaint rate for Indiana falls well below the 3% goal.

Second Quarter: The goal for second quarter 2005 was met.

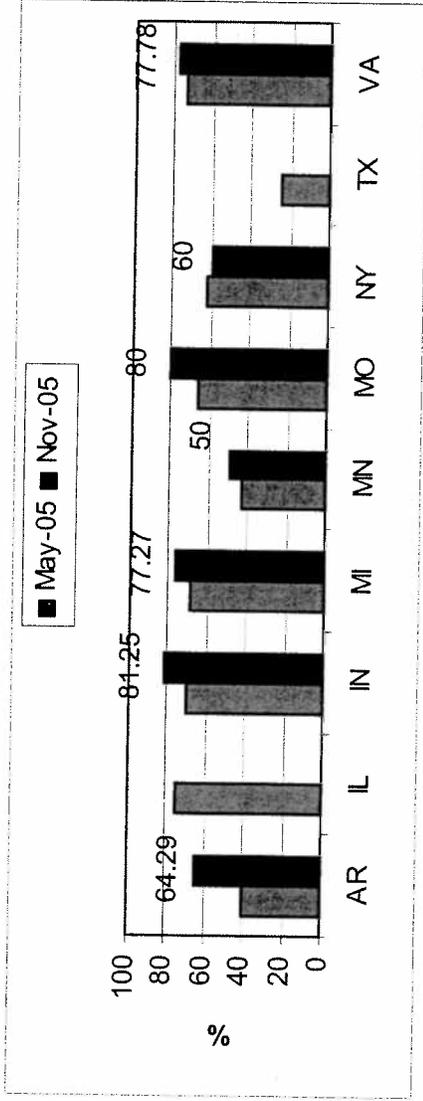
Third Quarter: The goal for third quarter was met.

Fourth Quarter: The goal for fourth quarter was met.

PROVIDER SATISFACTION (MTM OVERALL)

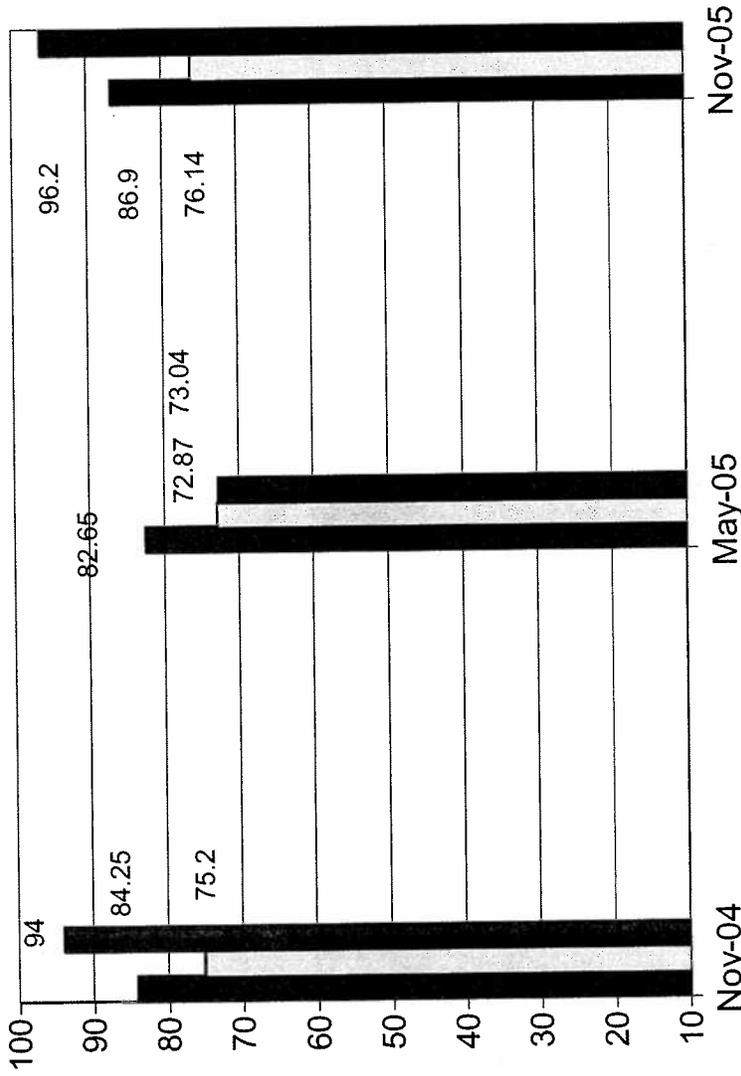
% Percent

GOAL: 85% or better
 May 2005:
 Overall satisfaction:
 58.23%
 November 2005:
 Overall satisfaction:
 70.08%



Provider Satisfaction By Question (Network Management)

% Percent

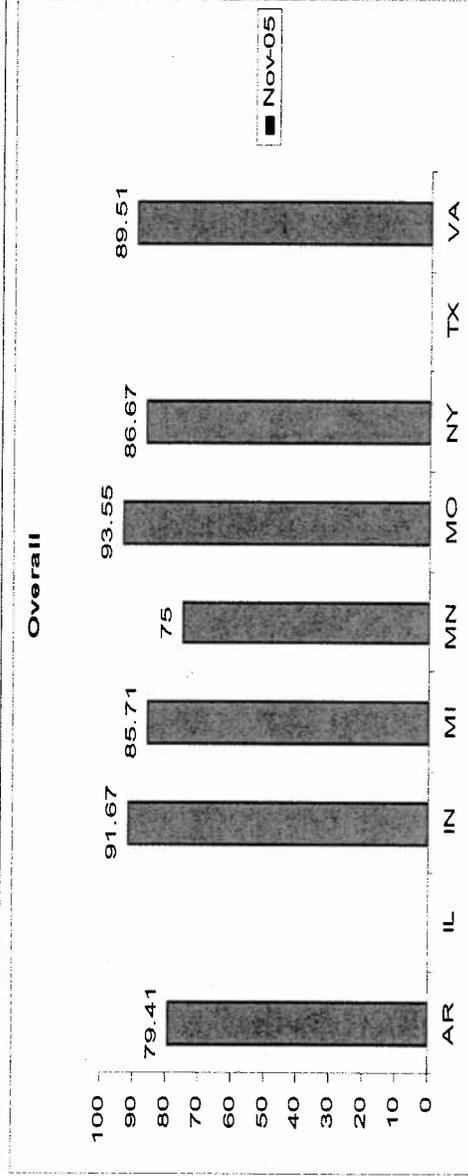
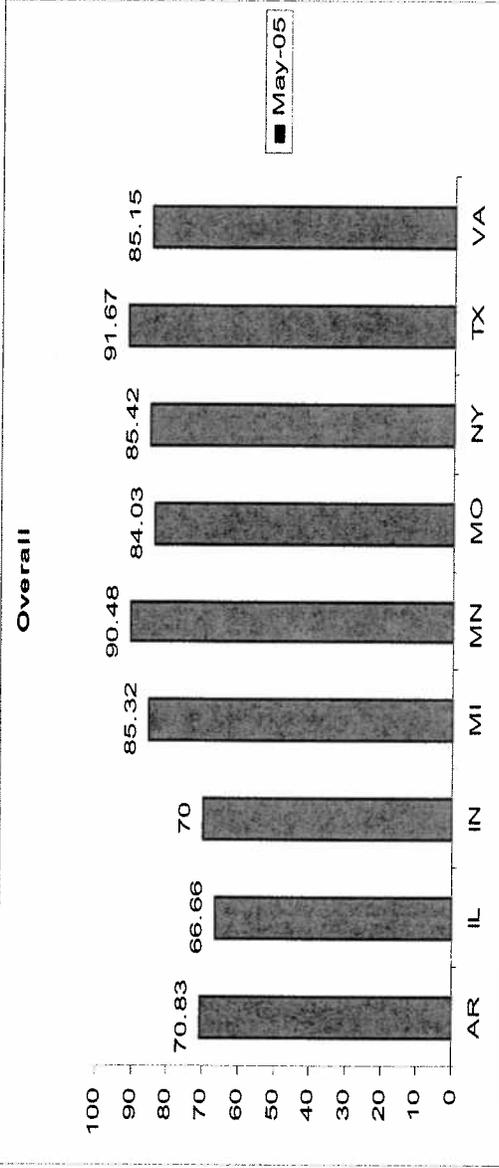


GOAL: 85% or better
 May 2005:
 Overall satisfaction 76.19%
 November 2005:
 Overall satisfaction 86.41%

- Calls Answered Promptly
- Courtesy of Operator
- Was Operator Helpful

PROVIDER SATISFACTION (Network Management)

% Percent

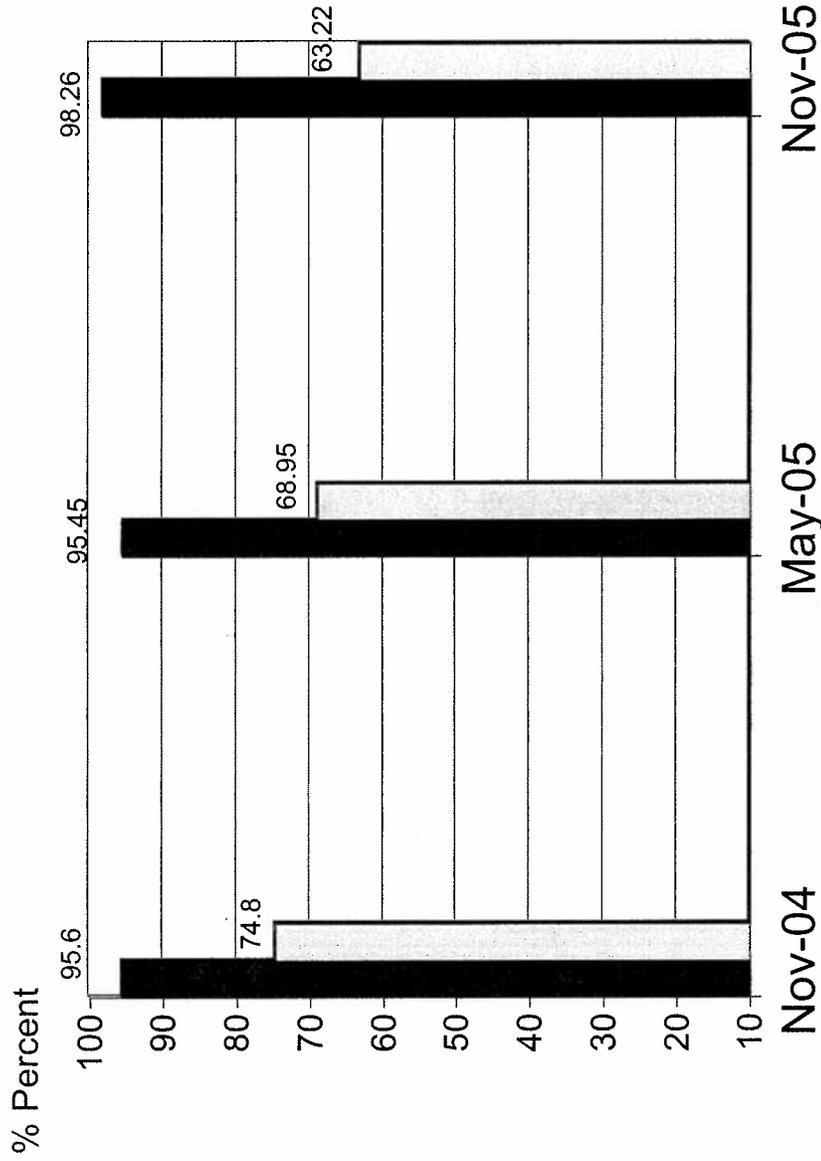


GOAL: 85% or better

May 2005: Overall satisfaction: 81.06%

November 2005: Overall satisfaction: 85.93%

Provider Satisfaction By Question (Accounting)

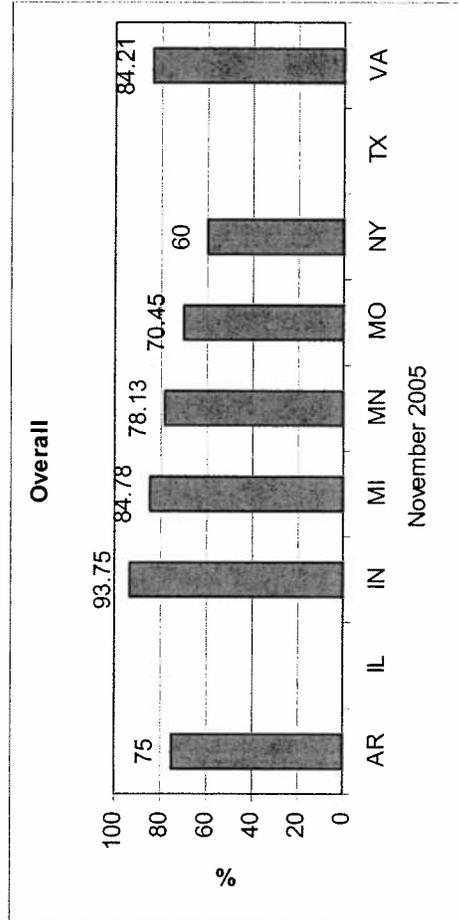
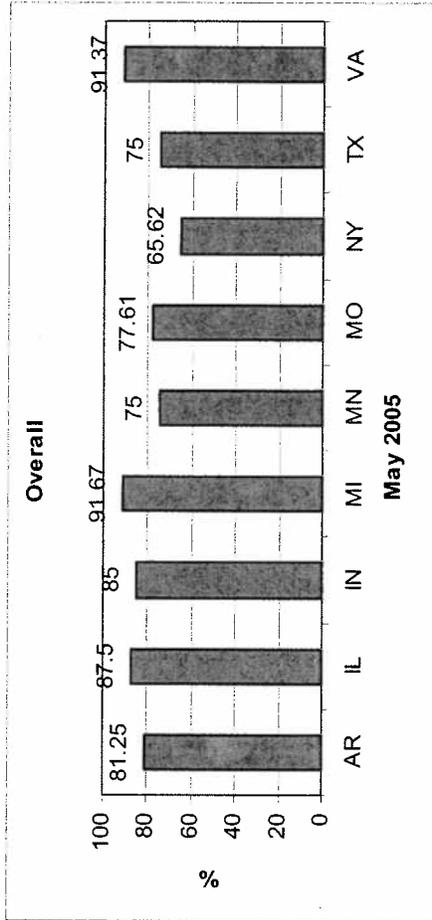


GOAL: 85% or better
 May 2005: Satisfaction: 82.2%
 November 2005: Satisfaction: 80.74%

Courteous and Helpful
 Reimbursement Timeliness

PROVIDER SATISFACTION (Accounting Department)

% Percent



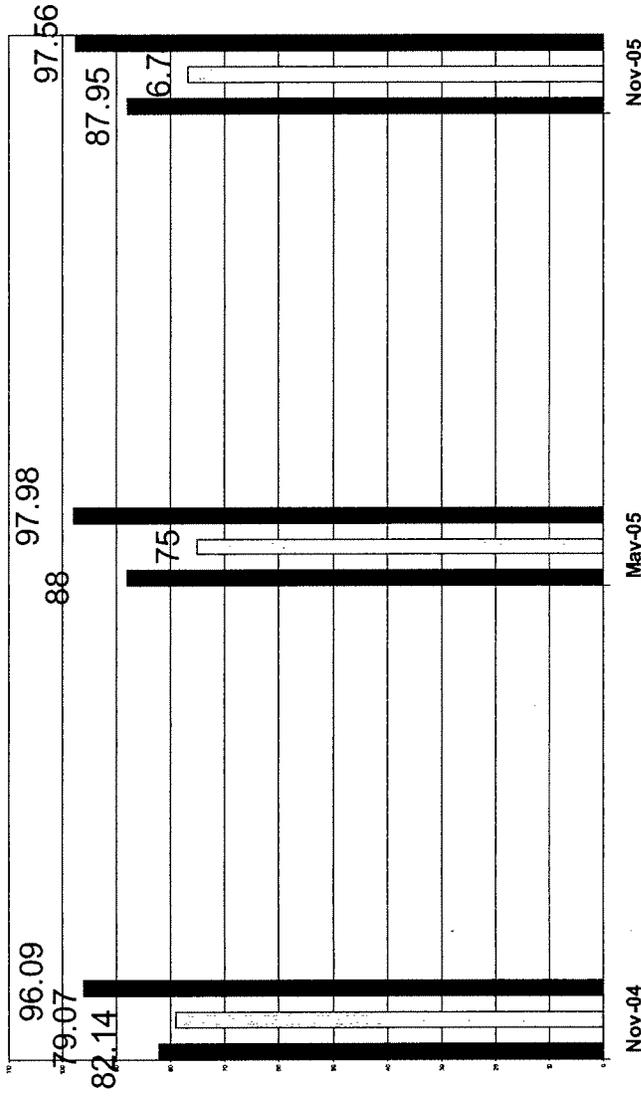
GOAL: 85% or better

May 2005: Overall satisfaction: 81.22%

November 2005: Overall satisfaction: 78.05%

Provider Satisfaction By Question (Customer Service)

% Percent

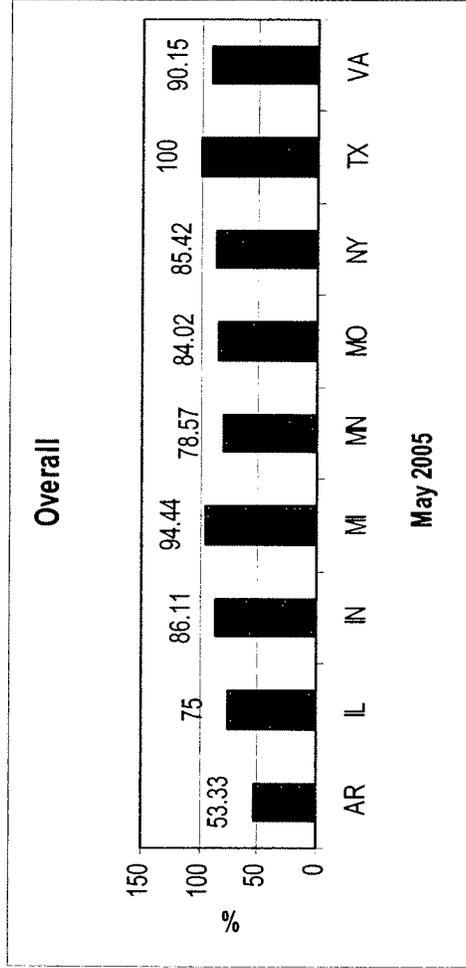


GOAL: 85% or better
 May 2005 results: 86.99%
 November 2005 results: 87.42%

■ Calls Answered Promptly □ Courtesy of Operator ■ Was Operator Helpful

PROVIDER SATISFACTION (Customer Service)

% Percent



GOAL: 85% or better

Overall satisfaction: 73.51%

May 2005 results:

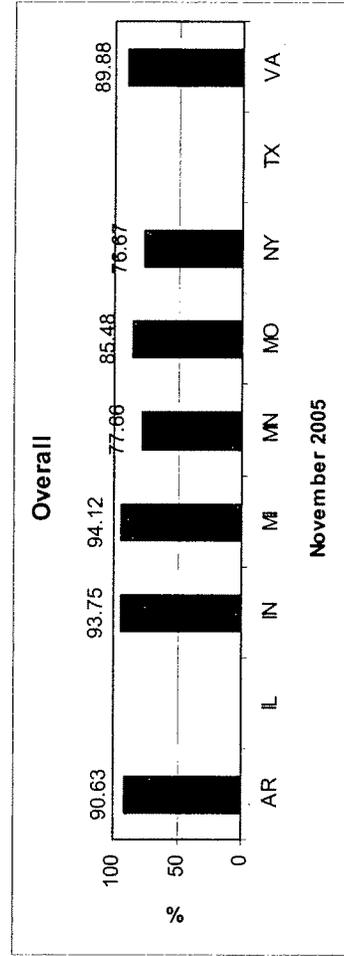
Overall satisfaction: 83% the goal was not met but significant improvement was made from last survey results.

November 2005 results:

IL and TX providers did not send in surveys.

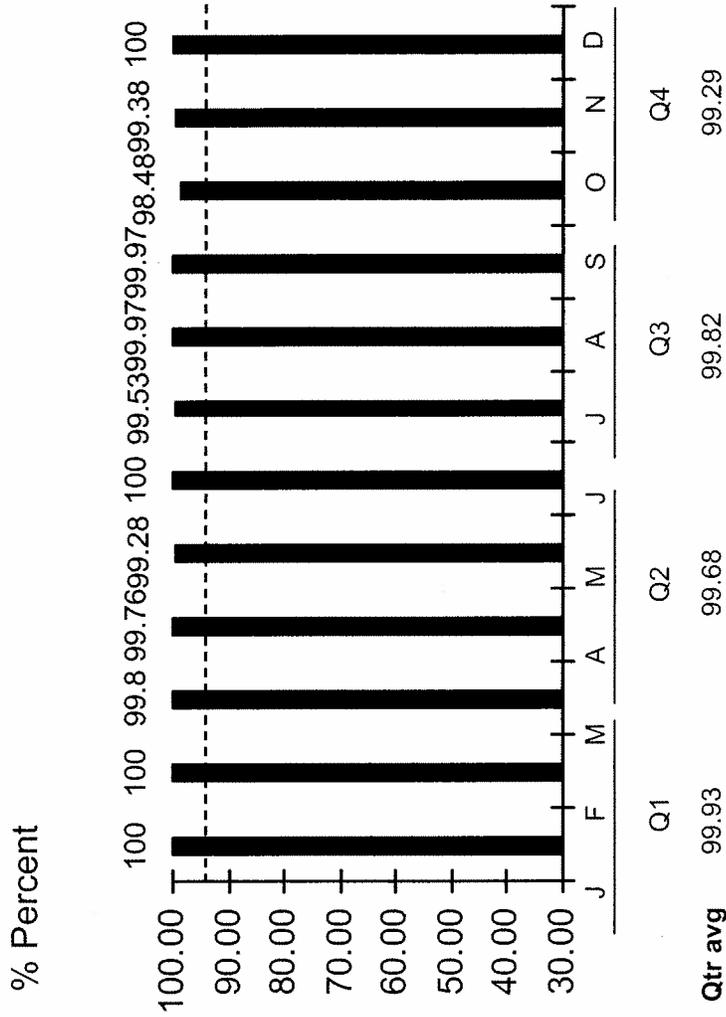
Overall satisfaction: 86.88%

Goal was met.



PROVIDER GUIDELINE COMPLIANCE

2005



GOAL: 95% or better Provider Compliance Rate

First Quarter-The Provider compliance rate for MTM Guideline compliance exceeds the goal of 95% for first quarter, 2005. Continuing Provider education keeps the Provider compliance with MTM Guidelines consistently above the goal of 95%.

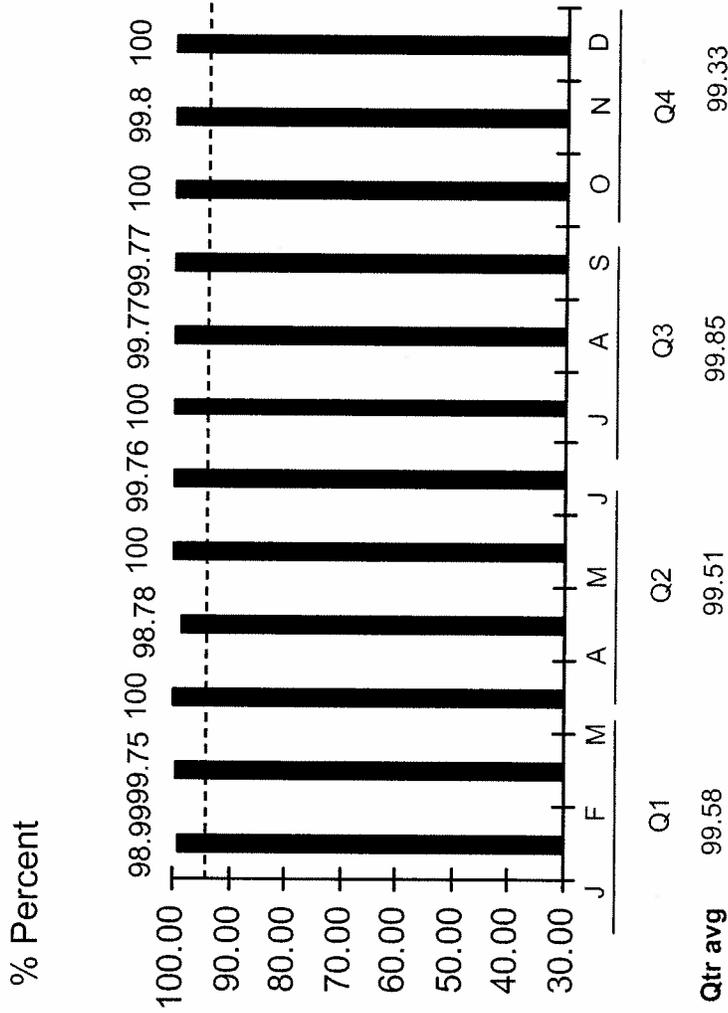
Second Quarter-The provider guideline compliance rate was met for the second quarter.

Third Quarter-Compliance was met for the third quarter.

Fourth Quarter-Compliance rate exceeded the 95% goal with a quarterly average compliance rate of 99.29%

PROVIDER ON SITE COMPLIANCE

2005



GOAL: 95% or better Provider Compliance Rate

First Quarter-The Provider compliance rate for on-site visit compliance exceeds the goal of 95% for first quarter, 2005.

Second Quarter-The compliance rate for provider site visits was met for the second quarter.

Third Quarter-The compliance rate was met for the third quarter.

Fourth Quarter-Compliance rate exceeded the 95% goal with a quarterly average compliance rate of 99.33%

PROVIDER INSURANCE COMPLIANCE

% Percent

2004
2005

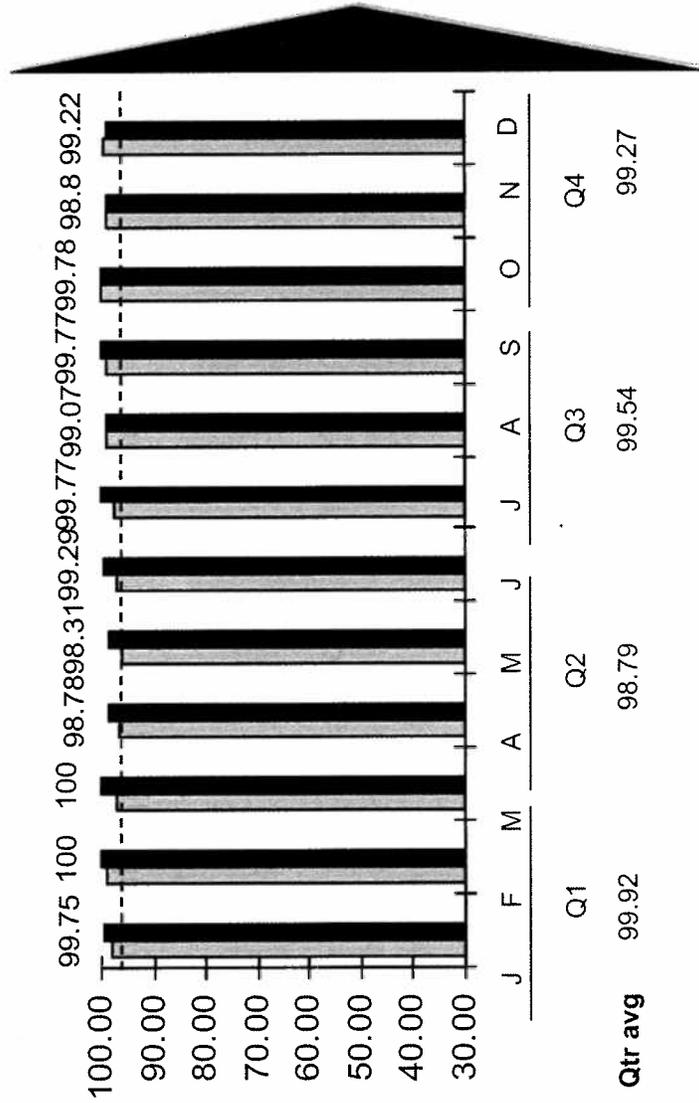
GOAL: 95% or better Provider Compliance Rate

First Quarter-The Provider insurance Compliance rate exceeds the goal of 95% for first quarter, 2005. Improved processes to gather insurance documents from Providers have had a direct effect on the positive incline in the compliance rate.

Second Quarter-Provider insurance compliance rates exceed the 95% goal with an average quarterly compliance rate of 98.79%

Third Quarter-Provider insurance compliance rates exceed the 95% goal with a quarterly average compliance rate of 99.54%

Fourth Quarter-Provider insurance compliance rates exceed the 95% goal with a quarterly average of 99.57%



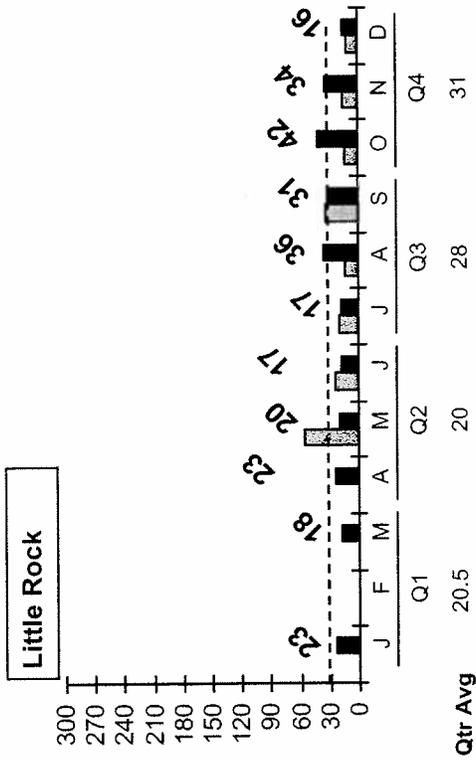
NETWORK MANAGEMENT QMC METRICS



SPEED TO ANSWER (cont.)

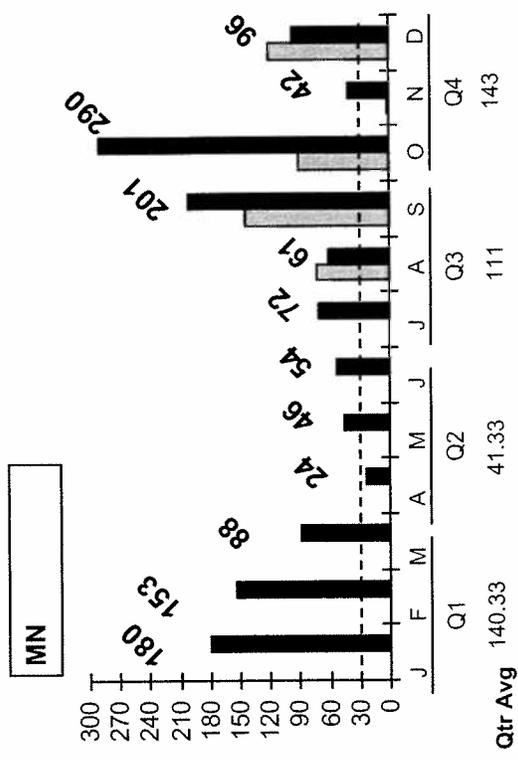
In seconds

2004
2005



GOAL: 30 seconds or less average speed to answer

■ **First Quarter:** The goal was met. February numbers are missing due to system problems. The trend, however, is improving STA. This trend should continue.
 ■ **Second Quarter:** The Little Rock office averaged a 20 second speed to answer over the quarter. Goals were met.
 ■ **Third Quarter:** The Little Rock CSC continues to meet the goal for third quarter.
 ■ **Fourth Quarter:** The goal was not met for fourth quarter in the Little Rock CSC. The STA continues to decrease each month in fourth quarter. There was a big improvement in December.



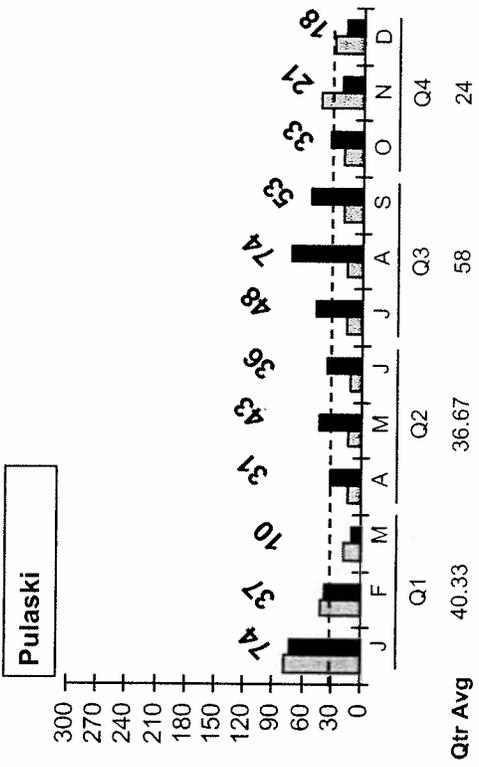
GOAL: 30 seconds or less average speed to answer

■ **First Quarter:** The goal was not met. There was a great trend downward over the quarter. The failure to meet goals was due to being understaffed. The improvement is attributed to additional staff, as well as the move to larger facilities.
 ■ **Second Quarter:** The MN office continued to have difficulty meeting stats in May and June. Load sharing as well as a focus on staffing should improve in the coming months.
 ■ **Third Quarter:** The MN CSC did not meet the goal for third quarter due to staffing issues and phone issues. The call volume has also increased in Minnesota.
 ■ **Fourth Quarter:** The goal was not met in the MN CSC. Minnesota has been experiencing continual staffing problems. MN also had phone issues the first couple of weeks in October.

SPEED TO ANSWER (cont.)

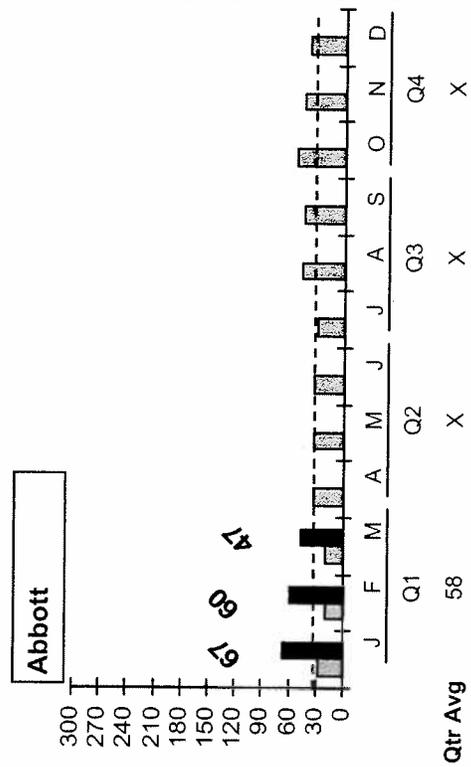
In seconds

2004
2005



GOAL: 30 seconds or less average speed to answer

- **First Quarter:** Pulaski did not meet stats, but there was a trend of improvement. Additional plans added to Pulaski on short notice attributed to the failure to meet goals. The improving trend should continue in the coming months.
- **Second Quarter:** Pulaski missed meeting goals in May and June which led to a 6.67 seconds above 30. 2nd quarter did however see improvement over the 1st quarter.
- **Third Quarter:** Pulaski did not meet the goal for third quarter. Pulaski started taking on some new clients that were transferred from other CSCs. There was not enough staff to handle the call volume.
- **Fourth Quarter:** The goal was met for fourth quarter in the Pulaski CSC.



GOAL: 30 seconds or less average speed to answer

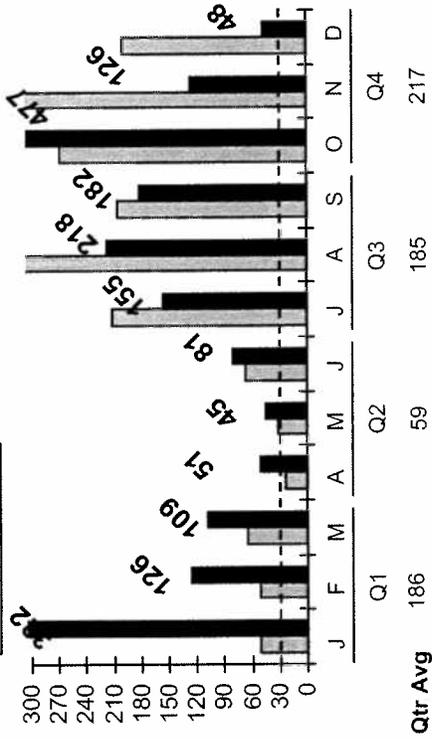
- **First Quarter:** Abbott had an average of 58 seconds for first quarter, therefore, they did not meet stats. There was a slight trend of improvement, but the average STA over the quarter was 58 seconds.

SPEED TO ANSWER

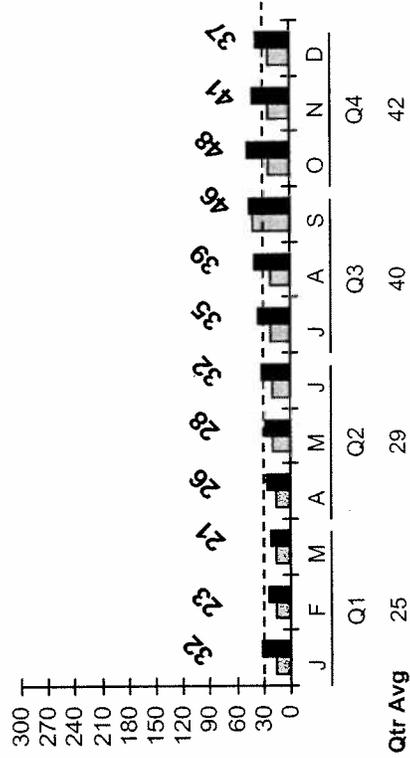
In seconds



Lake St. Louis



Berlin-Wheeler



GOAL: 30 seconds or less average speed to answer

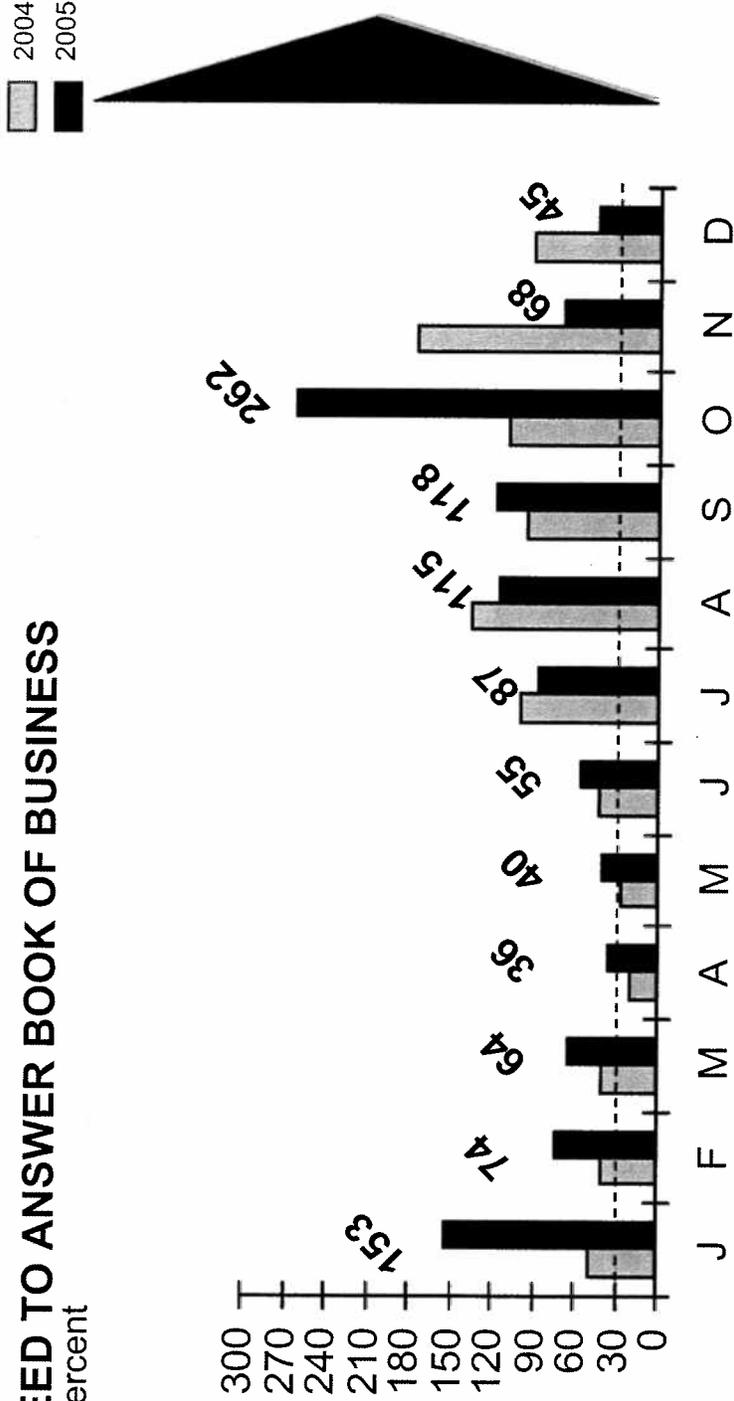
- **First Quarter:** LSL did not meet the goal for STA. The addition of Orange County, and under estimation of the call volume from that plan attributed to the failure. The trend over the quarter, however, was improving. This improvement should continue. LSL remains on a corrective action plan until stats are met.
- **Second Quarter:** LSL showed improvement in April and May, but June saw increased call volume with new plans as well as publicity surrounding the DMS contract. A focus on prioritization and staffing increases should improve stats for quarters 3 and 4.
- **Third Quarter:** LSL did not meet goal for third quarter. LSL has had continual staffing issues over the third quarter. There was a 19% of CSRs promoted to other departments and a 21% of CSRs that either resigned or was terminated. LSL also experienced phone issues.
- **Fourth Quarter:** The goal was not met for fourth quarter. LSL took on Philadelphia in October along with experiencing phone issues. There is a trend of improvement throughout the quarter as the STA continues to decrease.

GOAL: 30 seconds or less average speed to answer

- **First Quarter:** The goal was met. Berlin Wheeler met stats for each month except for January. They showed improvement over the quarter. The trend was improving, and this improvement should continue. January's failure to meet the goal is attributed again to addition of Orange County.
- **Second Quarter:** Berlin Wheeler saw a slight increase over the quarter, but met stats as a whole.
- **Third Quarter:** Berlin Wheeler did not meet stats for third quarter. The STA continues to increase each month.
- **Fourth Quarter:** Berlin Wheeler did not meet stats for fourth quarter. The STA continues to decrease each month in fourth quarter.

SPEED TO ANSWER BOOK OF BUSINESS

% Percent



GOAL: 30 seconds or less average speed to answer

First Quarter: MTM CSCs did not meet the goal of 30 second speed to answer. The trend, however was downward. LSL had very high STA which contributed to the CSCs not meeting the goal. The downward trend should continue in the coming months.
Second Quarter: MTM's CSCs improved stats, but still did not meet goals. Over the quarter, the CSCs averaged 43.67 seconds. The upward trend should slow, and regress as we get into quarters 3 and 4. Improving staffing, load sharing and prioritization should improve stats.
Third Quarter: The goal for third quarter was not met. There were staffing issues in LSL, MN, Little Rock, and VA Customer Service Centers. MTM also experienced phone issues in LSL and MN Customer Service Centers.
Fourth Quarter: The goal was not met for fourth quarter. The overall speed to answer was 125 seconds. Philadelphia started in October along with phone issues in the LSL and MN Offices. There is a trend of improvement as the speed to answer continues to decrease each month.

ABANDON RATE BY CUSTOMER SERVICE CENTER (cont.)

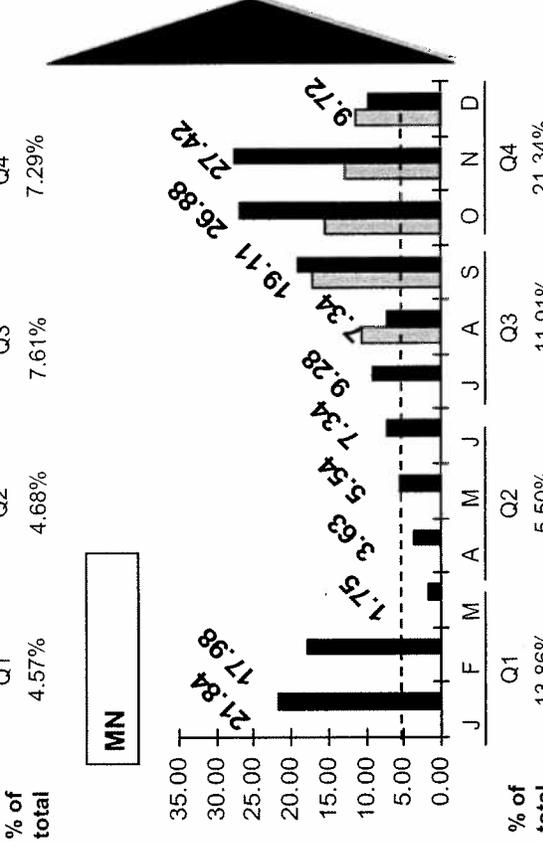
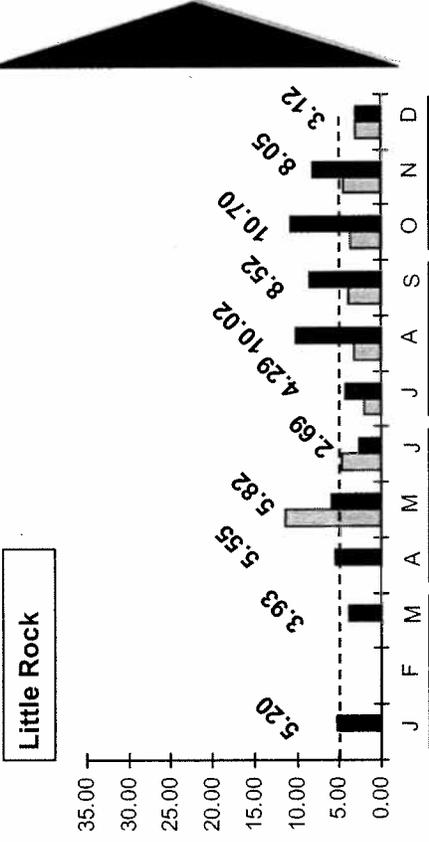
2004
2005

GOAL: 5% or less abandon rate

First Quarter: Little Rock met the goal. The month of February however was not reported due to system problems.
Second Quarter: The Little Rock CSC did not meet goals for April or May, but the trend is downward for June. Over the quarter, Little Rock did meet stats across the quarter at 4.68%.
Third Quarter: The Little Rock CSC did not meet the goal for third quarter. Little Rock CSC had staffing issues. They could not accommodate the high turn back calls as well as an increase in gas verification. Little Rock has been placed on a corrective action plan.
Fourth Quarter: The Little Rock CSC did not meet the goal for fourth quarter. The abandon rate is decreasing each month in the Little Rock CSC. The goal was met for December.

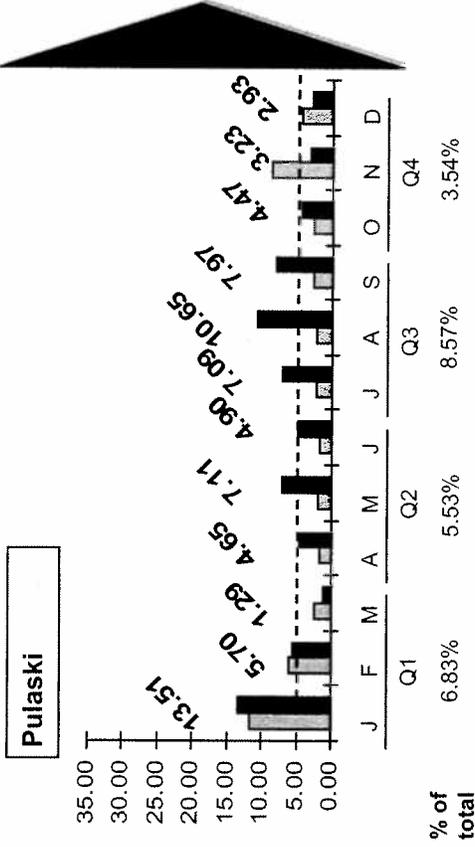
GOAL: 5% or less abandon rate

First Quarter: Minnesota did not meet the goal, but showed dramatic improvement in the month of March. This improvement is attributed to a move to new facilities and additional staff process improvement changes. This trend should continue.
Second Quarter: Minnesota met stats in April, but staffing issues, as well as an increase in call volume. Staffing has become a primary focus. Load sharing btwn LSL and MN should improve stats.
Third Quarter: Minnesota did not meet the goal for third quarter. Minnesota has had continual staffing problems. Minnesota has also had an increase in call volume and has experienced some system issues.
Fourth Quarter: The goal was not met in Minnesota. The Minnesota CSC has been experiencing continual staffing issues. Minnesota also experienced phone issues in October. The abandon rate is decreasing in the Minnesota CSC as we see a big improvement in December.



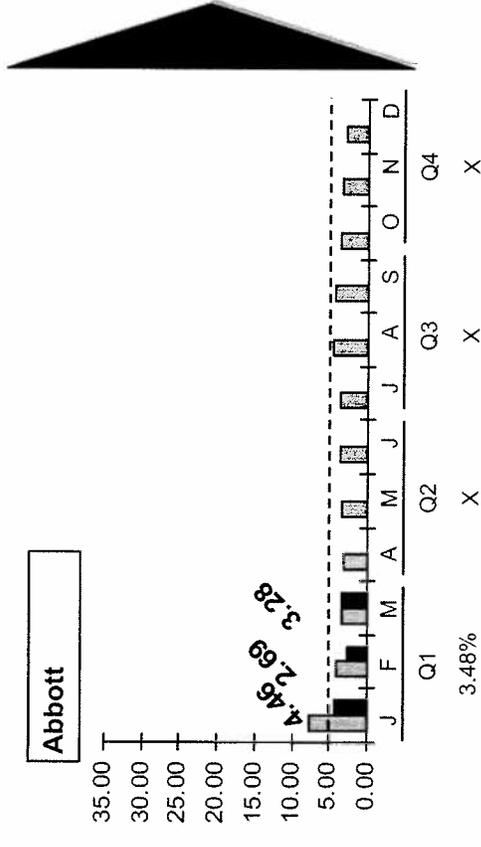
ABANDON RATE BY CUSTOMER SERVICE CENTER (cont.)

2004
2005



GOAL: 5% or less abandon rate

- **First Quarter:** Pulaski did not meet goals overall, but, like LSL, Pulaski showed improvement over the quarter.
- **Second Quarter:** Pulaski added additional plans in April and May, which led to increased abandon rate. In June, Pulaski met goals.
- **Third Quarter:** Pulaski did not meet stats for third quarter. Pulaski started taking on some new clients that were transferred from other CSCs. There was not enough staff to handle the call volume.
- **Fourth Quarter:** Pulaski met stats for fourth quarter. The abandon rate continues to decrease in the Pulaski CSC.



GOAL: 5% or less abandon rate

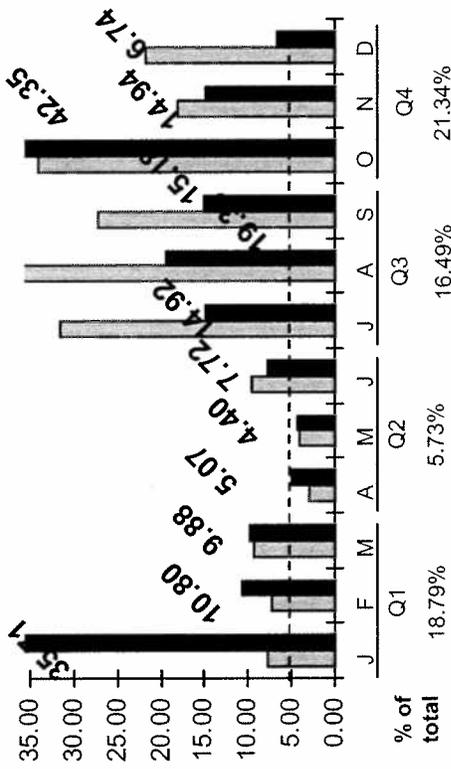
- **First Quarter:** Abbott showed a great improvement from this time last year. They met the goal for abandon rate.

ABANDON RATE BY CUSTOMER SERVICE CENTER

% Percent

2004
2005

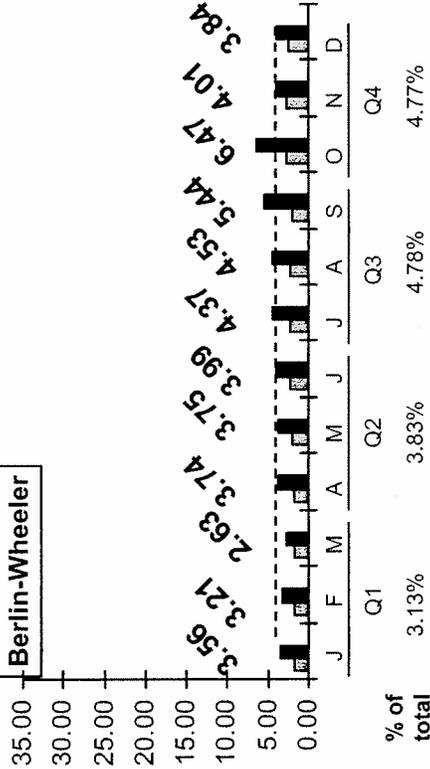
Lake St. Louis



GOAL: 5% or less abandon rate

- **First Quarter:** Lake St. Louis had a horrible month of January due to Orange County being added to an already understaffed CSC. Dramatic improvement can be noted in March and February. The numbers should also trend downward in the coming months.
- **Second Quarter:** LSL met stats in the middle of the quarter, but trended up in June. This is attributed to addition of additional plans, as well as publicity surrounding the State of Missouri's transportation program. Stats were missed by .73% for the quarter.
- **Third Quarter:** LSL did not meet stats for third quarter. This high abandon rate was due to staffing issues and phone issues. There was a 19% of CSRs promoted to other departments and a 21% of CSRs that either resigned or was terminated.
- **Fourth Quarter:** Goal was not met for fourth quarter. Philadelphia started in October, which led to the high stats in the LSL CSC. MTM was also experiencing phone issues.

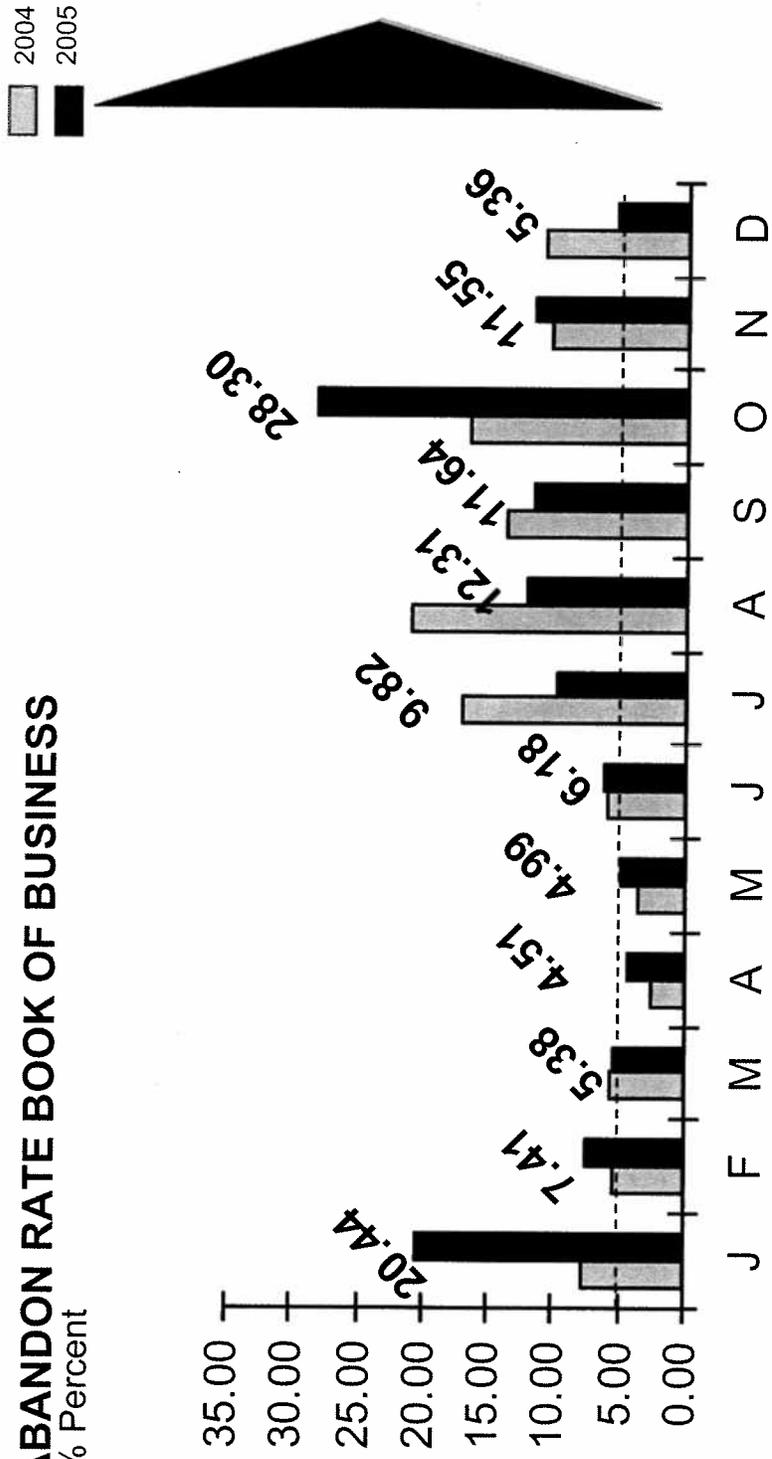
Berlin-Wheeler



GOAL: 5% or less abandon rate

- **First Quarter:** Berlin Wheeler continued to meet the goal over the quarter.
- **Second Quarter:** Berlin Wheeler continued to meet performance goals for the second quarter.
- **Third Quarter:** Berlin Wheeler did not meet stats for September, however, the goal was met for the quarter.
- **Fourth Quarter:** Berlin Wheeler continues to meet the goal for fourth quarter.

ABANDON RATE BOOK OF BUSINESS % Percent



GOAL: 5% or less abandon rate

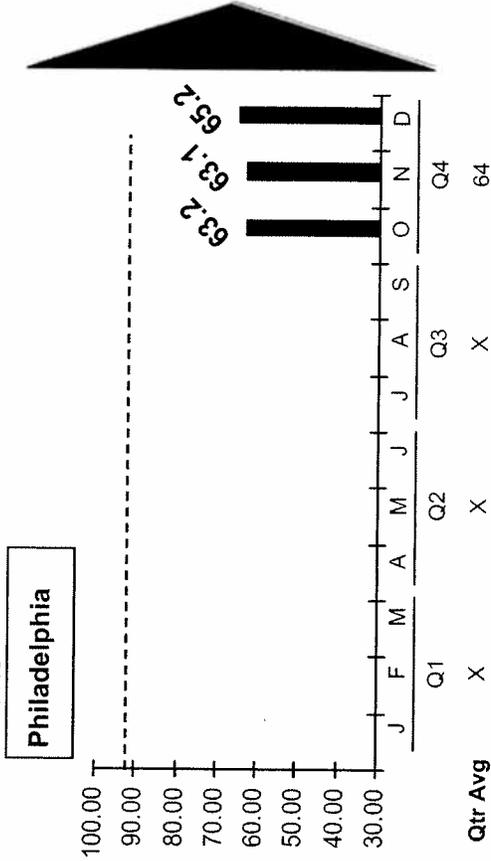
- **First Quarter:** 1st quarter 2005 saw a dramatic decrease in the abandon percentage. On average, the AR for all CSC was 12.42. January's high was due to LSL adding Orange County. The trend should continue downward for the next quarter.
- **Second Quarter:** 2nd quarter 2005 saw the MTM CSCs meeting stats, but due to additional plans added to LSL, the trend shows increasing stats overall. LSL has instituted changes to call priorities to improve call statistics. Over the quarter, MTM CSCs Abandon rate was 5.23%.
- **Third Quarter:** 3rd quarter 2005 saw an increase in the abandon percentage. There were staffing issues in LSL, MN, Little Rock, and VA Customer Service Centers. MTM also experienced phone issues in LSL and MN Customer Service Centers.
- **Fourth Quarter:** 4th quarter goal was not met with a rate of 15.07%. There was an increase in October due to the start up of Philadelphia. There were also staffing and phone issues in LSL and MN Customer Service Centers. There is a trend of improvement as the abandon rate continues to decrease each month.

CUSTOMER SERVICE QMC METRICS



MEMBER SATISFACTION WITH SERVICE ASSESSMENT (cont.)

2004
 2005



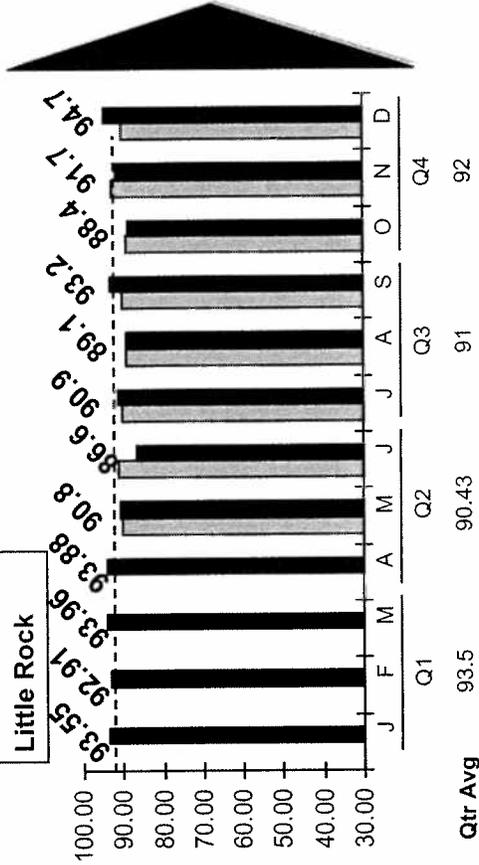
GOAL: 92% or better overall satisfaction rating

Fourth Quarter- The goal was not met. Philadelphia started in October. The overall service assessment questions had low numbers. Were you called prior to transportation averaged to be 36%, which was the lowest percentage. The three questions regarding on time performance averaged out to be 69%. The car seat question was 54% and the wheelchair question was 83%. The Philadelphia providers are receiving continuous education from MTM staff.

MEMBER SATISFACTION WITH SERVICE ASSESSMENT (cont.)

2004
 2005

% Percent



Little Rock

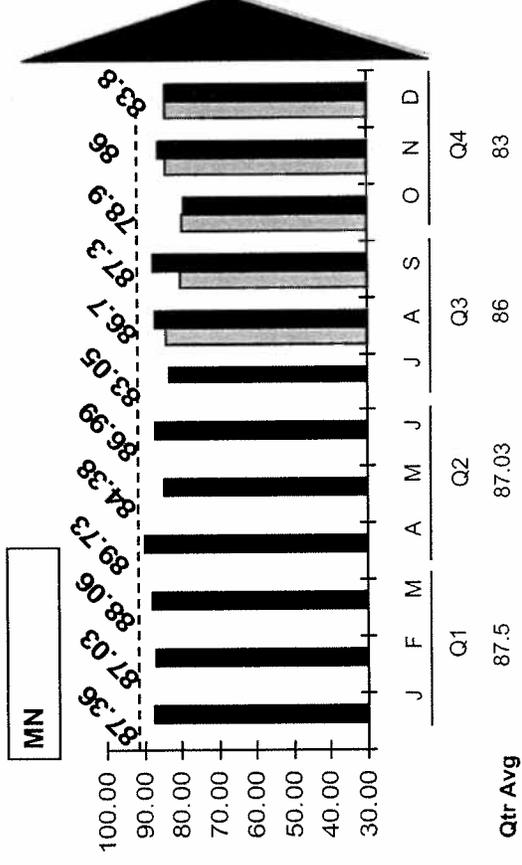
GOAL: 92% or better overall satisfaction rating

First Quarter-The goal was met for first quarter.

Second Quarter-The goal was not met for second quarter. The question regarding car seats was 82.72%, the question regarding members being called prior to transportation was 82.83%, and the question regarding wheelchairs was 85.92, which all together brought the percentage down.

Third Quarter-The goal was not met for third quarter. The question regarding car seats was 83.22%, which brought down the overall percentage. The QMC felt the survey questions were misleading. The survey has been revised for 2006.

Fourth Quarter-The goal was met for fourth quarter.



MN

GOAL: 92% or better overall satisfaction rating

First Quarter-The goal was not met for first quarter. The question regarding car seats was 72.73% and the question regarding members being called prior to transportation was 80.50%, which together brought the percentage down.

Second Quarter-The goal was not met for second quarter. The question regarding car seats was 74.35% and the question regarding members being called prior to transportation was 73.43%, and the question regarding wheelchairs was 81.9%, which all together brought the percentage down.

Third Quarter-The goal was not met for third quarter. The question regarding car seats was 60.98%, the question regarding members being called prior to transportation was 77.85%, which together brought down the overall percentage.

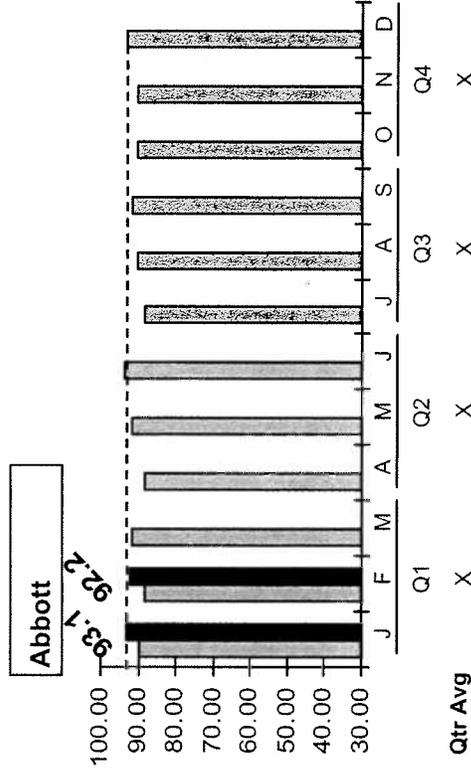
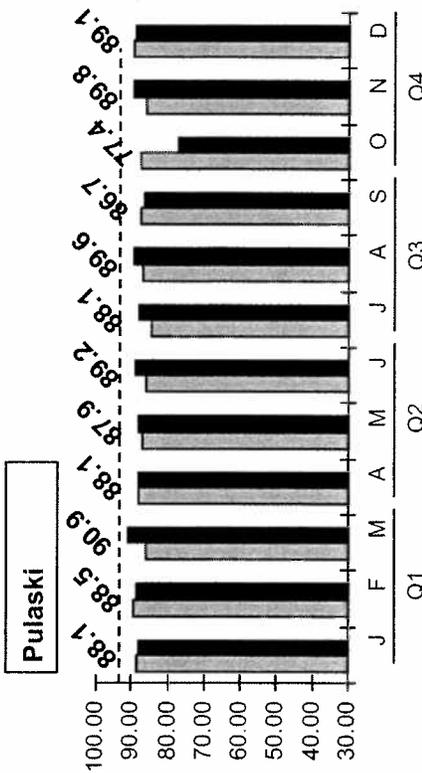
The QMC felt the survey questions were misleading. The survey has been revised for 2006.

Fourth Quarter-The goal was not met for fourth quarter. The questions regarding car seats and wheelchairs continue to bring down the overall percentages. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.

MEMBER SATISFACTION WITH SERVICE ASSESSMENT (cont.)

2004
 2005

% Percent



GOAL: 92% or better overall satisfaction rating

First Quarter: The goal was not met for first quarter. The question regarding car seats was 62.83% and the question regarding wheelchairs was 75%, which together brought down the total percentage.

Second Quarter: The goal was not met for second quarter. The question regarding car seats was 76.2% and the question regarding wheelchairs was 65%, which together brought down the total percentage.

Third Quarter: The goal was not met for third quarter. The question regarding car seats was 67.41% and the question regarding wheelchairs was 41.54%, which together brought down the overall percentage. The QMC felt the survey questions were misleading. The survey has been revised for 2006.

Fourth Quarter: The goal was not met for fourth quarter. The questions regarding car seats and wheelchairs continue to bring down the overall percentages. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.

GOAL: 92% or better overall satisfaction rating

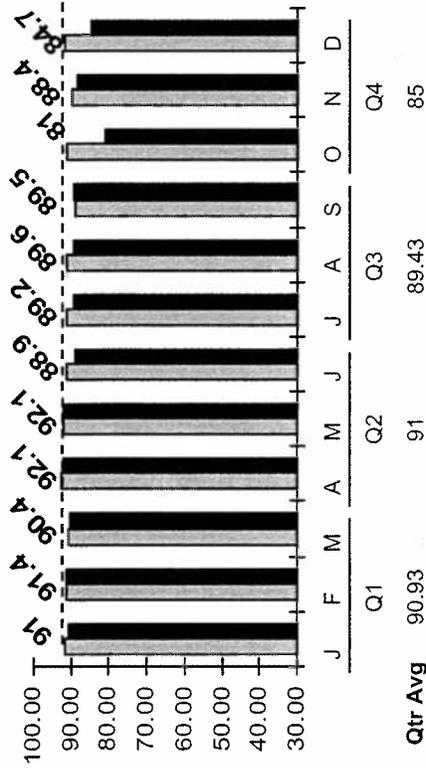
First quarter was not measured. MTM no longer has a relationship with Abbott.

MEMBER SATISFACTION WITH SERVICE ASSESSMENT

% Percent

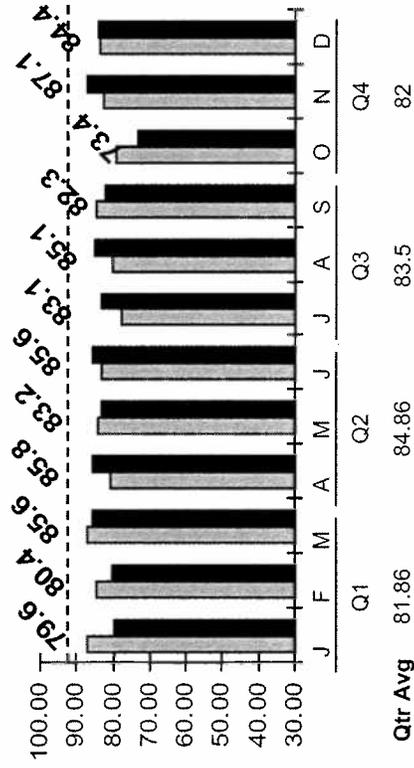


Lake St. Louis



GOAL: 92% or better overall satisfaction rating
First Quarter: The goal was not met for first quarter. The question regarding car seats was 60.56%, which brought down the overall percentage.
Second Quarter: The goal was not met for second quarter. The question regarding car seats was 34.89%, which brought down the overall percentage. The carseat question is being looked at for third quarter.
Third Quarter: The goal was not met for third quarter. The questions regarding car seats was 38.10%, which brought down the overall percentage. The QMC felt the survey questions were misleading. The survey has been revised for 2006.
Fourth Quarter: The goal was not met. The questions regarding car seats and wheelchairs continue to bring down the overall percentages. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.

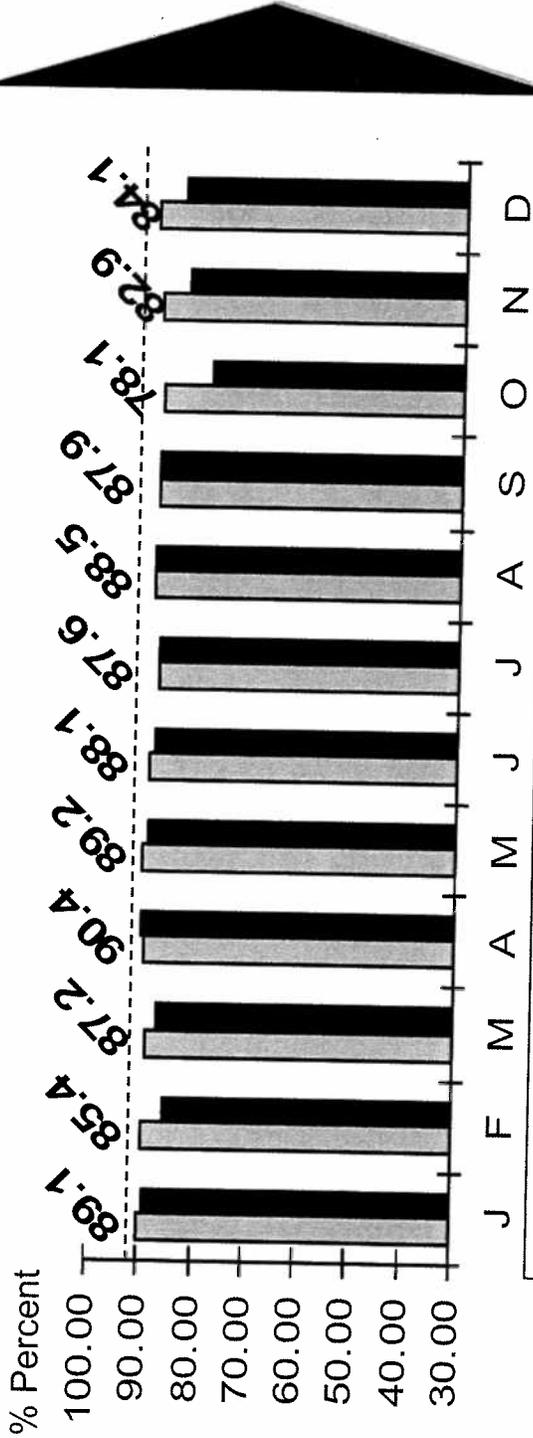
Berlin-Wheeler



GOAL: 92% or better overall satisfaction rating
First Quarter: The goal was not met for first quarter. The question regarding car seats was 61.54%, the question regarding members being called prior to transportation was 77.79%, which together brought down the overall percentage.
Second Quarter: The goal was not met for second quarter. The question regarding car seats was 61.8%, the question regarding members wheelchairs was 77.88%, which together brought down the overall percentage. The survey is being looked at for third quarter.
Third Quarter: The goal was not met for third quarter. The question regarding car seats was 56.76%, the question regarding wheelchairs was 41.30%, the question regarding members being called prior to transportation was 75.74%. These percentages combined brought down the overall average. The QMC felt the survey questions were misleading. The survey has been revised for 2006.
Fourth Quarter: The goal was not met. The questions regarding car seats and wheelchairs continue to bring down the overall percentages. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.

MEMBER SATISFACTION W/ SERVICE ASSESSMENT BOOK OF BUSINESS

2004
2005



GOAL: 92% or better overall satisfaction rating

First Quarter: The goal was not met for first quarter. The overall percentage was 87%. The question regarding car seats had an average of 69.62%. The question asking if the member was contacted prior to transportation had an average of 83.11%. The question regarding wheelchair transport had an average of 89.73. These questions have been changed during first quarter, because they were not worded correctly.

Second Quarter: The goal was not met for second quarter. The overall percentage was 89%. The question regarding car seats had an average of 64.75%. The question asking if the member was contacted prior to transportation had an average of 81.84%. The question regarding wheelchair transport had an average of 80.52%. The car seat question is being looked at for third quarter.

Third Quarter: The goal was not met for third quarter. The overall percentage was 88%. The car seat question had an average of 62.98%. The wheelchair question had an average of 74.70%. The QMC felt the survey questions were misleading. The survey questions have been changed and will go into effect on January 2006.

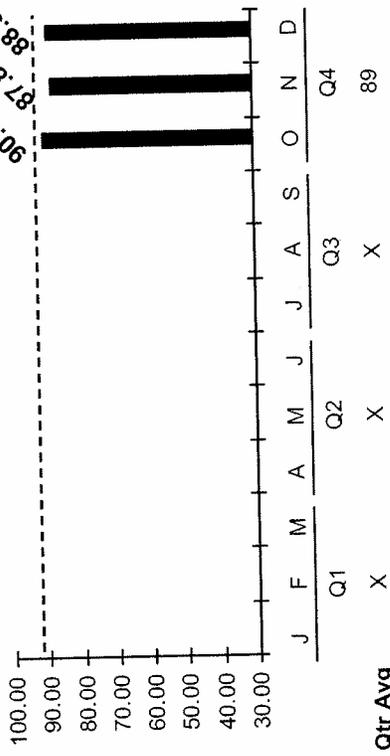
Fourth Quarter: The goal was not met for fourth quarter. The overall percentage was 82%. The questions regarding car seats and wheelchairs continue to bring down the overall percentages. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.

MEMBER SATISFACTION WITH VEHICLE ASSESSMENT (cont.)

2004
 2005

% Percent

Philadelphia



GOAL: 92% or better overall satisfaction rating

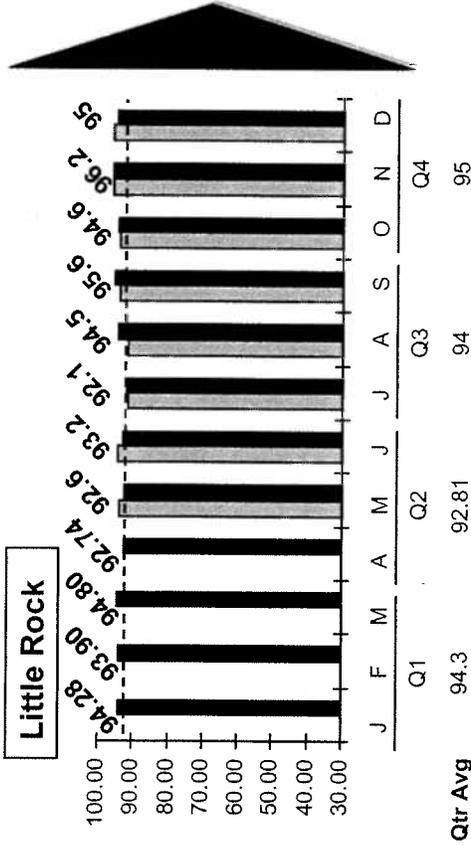
Fourth Quarter: The goal was not met for fourth quarter. Philadelphia started in October. MTM is providing continuous education for Philadelphia providers.

Qtr Avg

Q1 X Q2 X Q3 X Q4 89

MEMBER SATISFACTION WITH VEHICLE ASSESSMENT (cont.)

2004
 2005



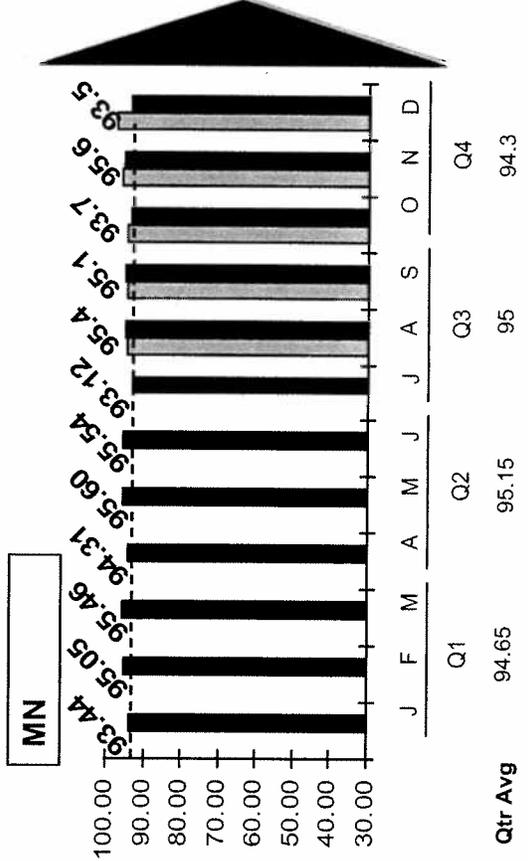
GOAL: 92% or better overall satisfaction rating

First Quarter-The goal was met for first quarter.

Second Quarter-The goal was met for second quarter.

Third Quarter-The goal was met for third quarter.

Fourth Quarter-The goal was met for fourth quarter.



GOAL: 92% or better overall satisfaction rating

First Quarter-The goal was met for first quarter.

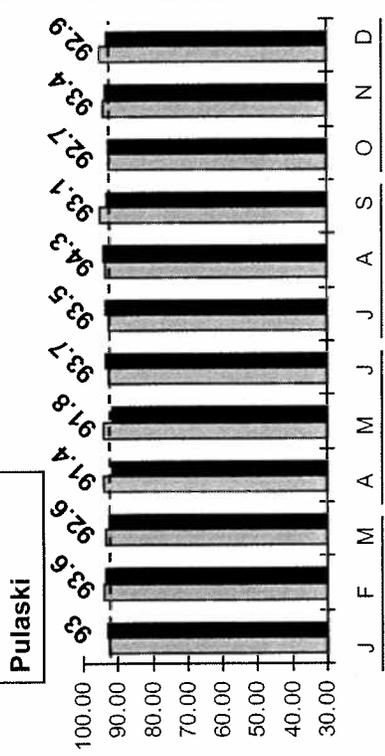
Second Quarter-The goal was met for second quarter.

Third Quarter-The goal was met for third quarter.

Fourth Quarter-The goal was met for fourth quarter.

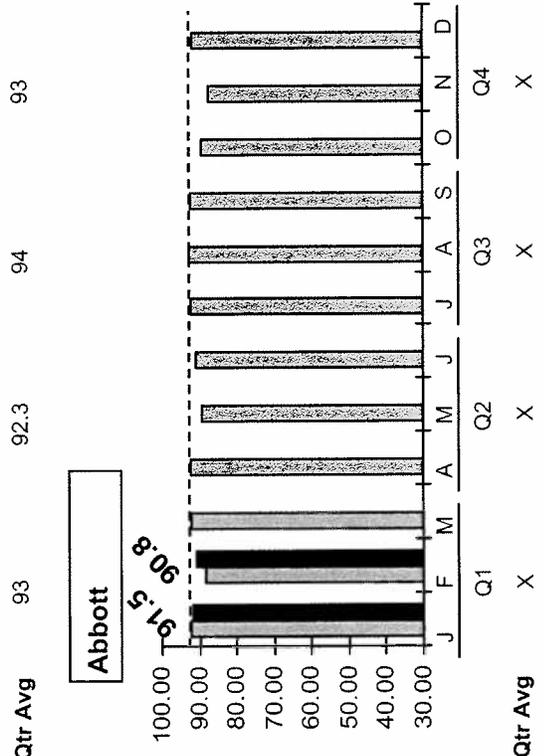
MEMBER SATISFACTION WITH VEHICLE ASSESSMENT (cont.)

2004
 2005



GOAL: 92% or better overall satisfaction rating

First Quarter-The goal was met for first quarter.
Second Quarter-The goal was met for second quarter.
Third Quarter-The goal was met for third quarter.
Fourth Quarter-The goal was met for fourth quarter.



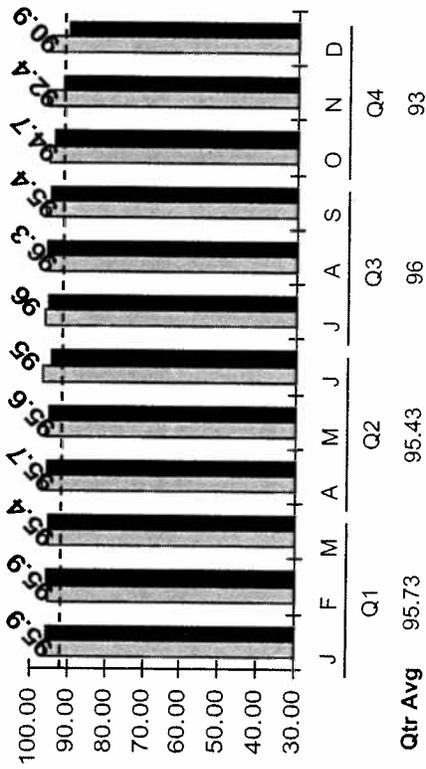
GOAL: 92% or better overall satisfaction rating

First quarter was not measured. MTM no longer has a relationship with Abbott.

MEMBER SATISFACTION WITH VEHICLE ASSESSMENT

2004
2005

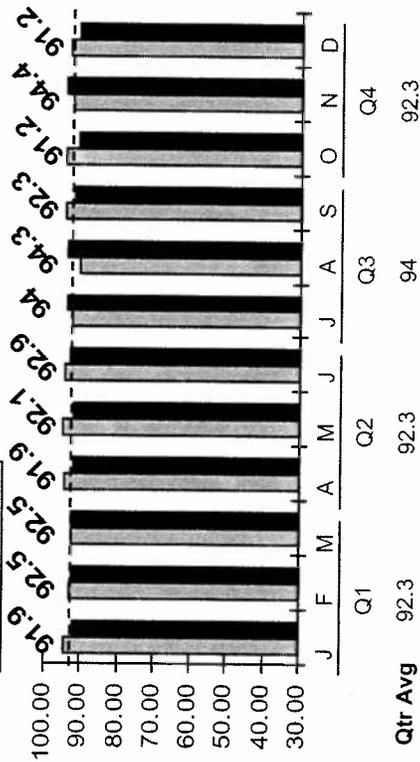
Lake St. Louis



GOAL: 92% or better overall satisfaction rating

First Quarter-The goal was met for first quarter.
Second Quarter-The goal was met for second quarter.
Third Quarter-The goal was met for third quarter.
Fourth Quarter-The goal was met for fourth quarter.

Berlin-Wheeler

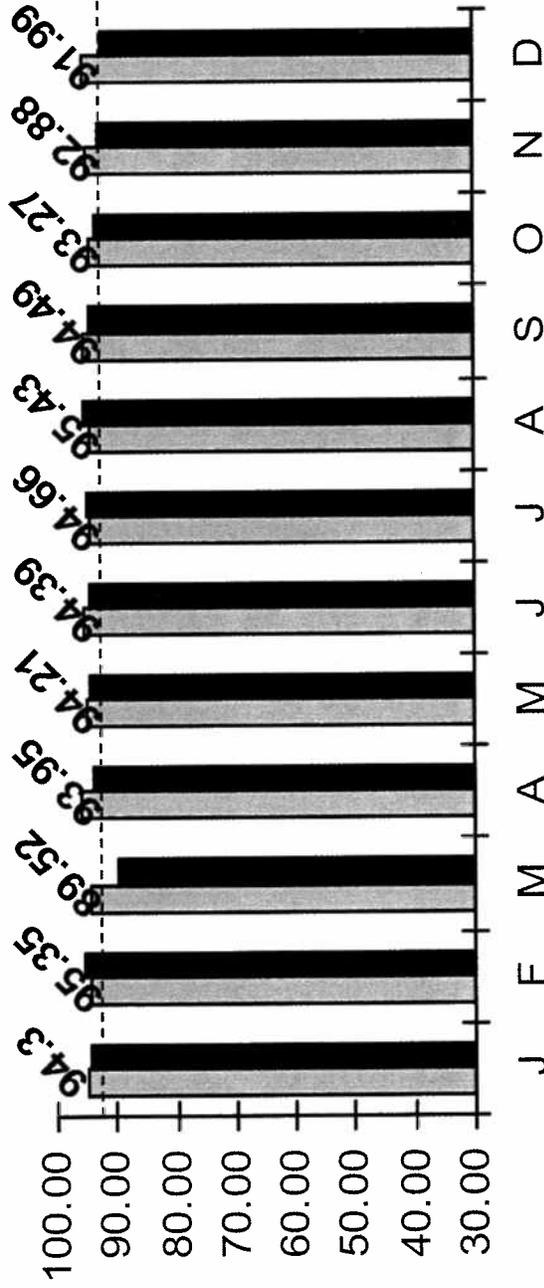


GOAL: 92% or better overall satisfaction rating

First Quarter-The goal was met for first quarter.
Second Quarter-The goal was met for second quarter.
Third Quarter-The goal was met for third quarter.
Fourth Quarter-The goal was met for fourth quarter.

MEMBER SATISFACTION W/ VEHICLE ASSESSMENT BOOK OF BUSINESS

2004
2005



GOAL: 92% or better overall satisfaction rating

First Quarter-The goal was met for first quarter with a rate of 93%.

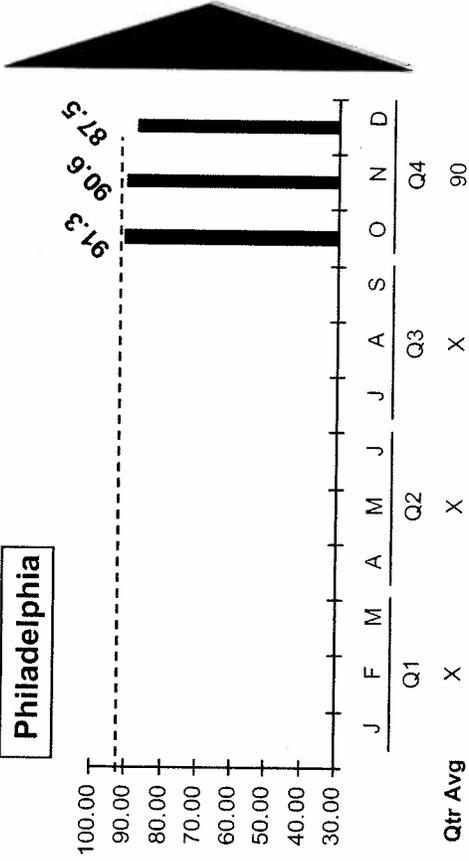
Second Quarter-The goal was met for second quarter with a rate of 94.2%.

Third Quarter-The goal was met for third quarter with a rate of 94.86%.

Fourth Quarter-The goal was met for third quarter with a rate of 93%.

MEMBER SATISFACTION WITH DRIVER ASSESSMENT (cont.)

2004
2005

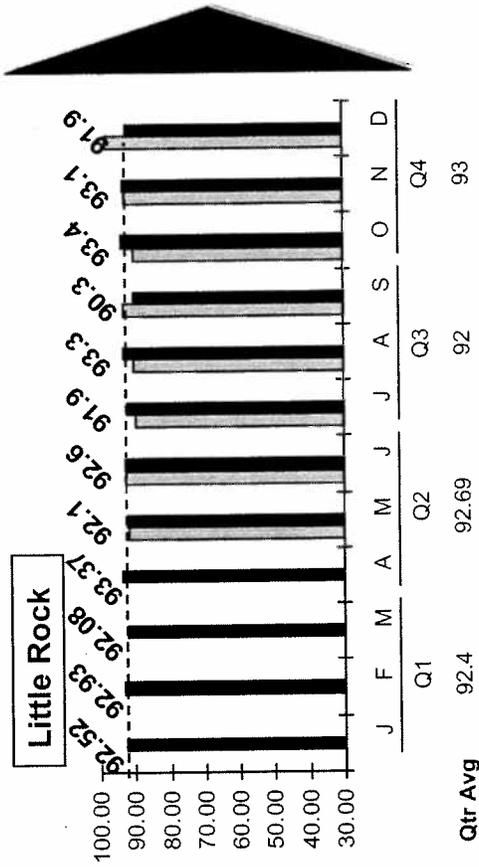


GOAL: 92% or better overall satisfaction rating

Fourth Quarter- The goal was not met for fourth quarter. Philadelphia started in October. The question regarding driver ID brought down the overall percentage. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.

MEMBER SATISFACTION WITH DRIVER ASSESSMENT (cont.)

2004
 2005



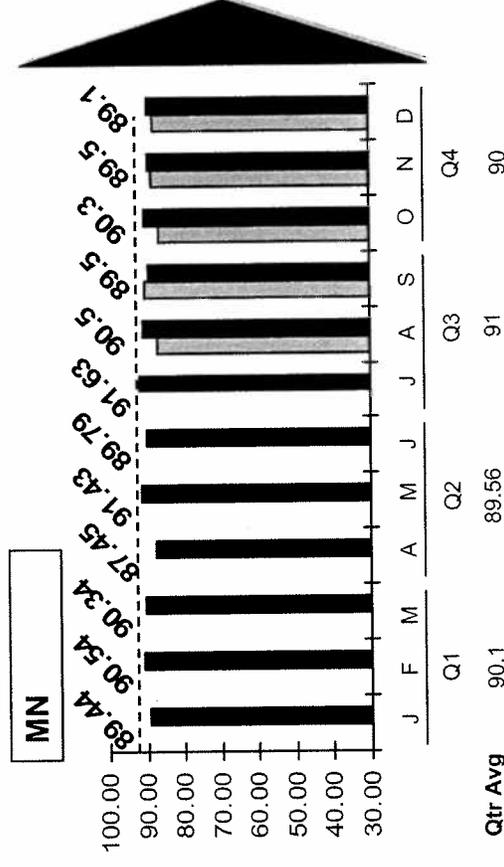
GOAL: 92% or better overall satisfaction rating

First Quarter: The goal was met for first quarter.

Second Quarter: The goal was met for second quarter.

Third Quarter: The goal was met for third quarter.

Fourth Quarter: The goal was met for fourth quarter.



GOAL: 92% or better overall satisfaction rating

First Quarter: The goal was not met for first quarter. The question regarding driver ID was 62.75%, which brought down the overall percentage. Education letters were sent to the providers during first quarter.

Second Quarter: The goal was not met for second quarter. The question regarding driver ID was 61.83%, which brought down the overall percentage.

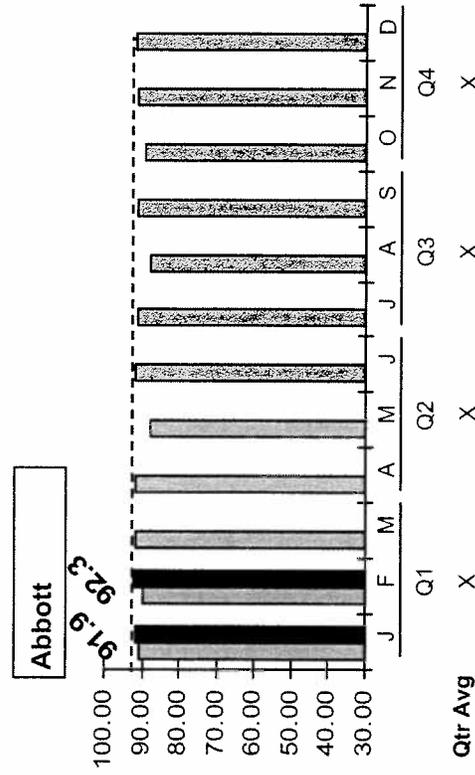
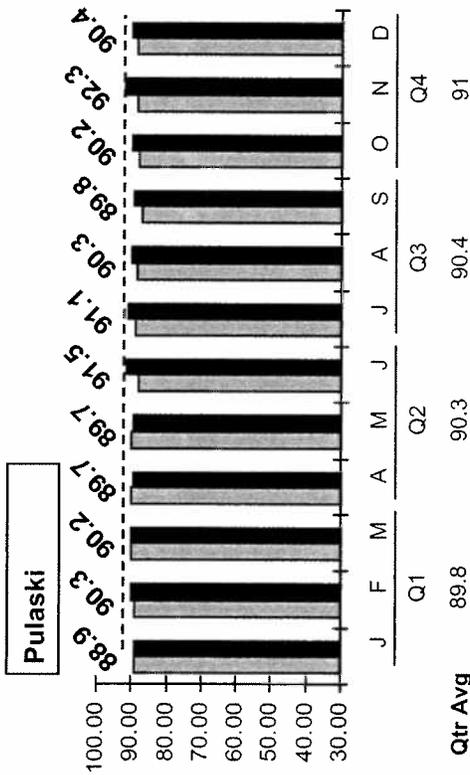
Third Quarter: The goal was not met for third quarter. The question regarding driver ID was 63.73%, which brought down the overall percentage. Action: A letter will be sent again to all providers educating them on the requirements of having driver identification, such as badges. Area liaison will also perform on street observations in Minnesota.

Fourth Quarter: The goal was not met for fourth quarter. The question regarding driver ID still remains to bring down the overall average. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.

MEMBER SATISFACTION WITH DRIVER ASSESSMENT (cont.)

2004
 2005

% Percent



GOAL: 92% or better overall satisfaction rating

First Quarter-The goal was not met for first quarter. The question regarding driver ID was 57.75%, which brought down the overall percentage. Education letters were sent to the providers during first quarter.

Second Quarter-The goal was not met for second quarter. The question regarding driver ID was 61.3%, which brought down the overall percentage.

Third Quarter- The goal was not met for third quarter. The question regarding driver ID was 59.80%, which brought down the overall percentage. Action: A letter will be sent to all providers educating them on the requirements of having driver identification, such as badges.

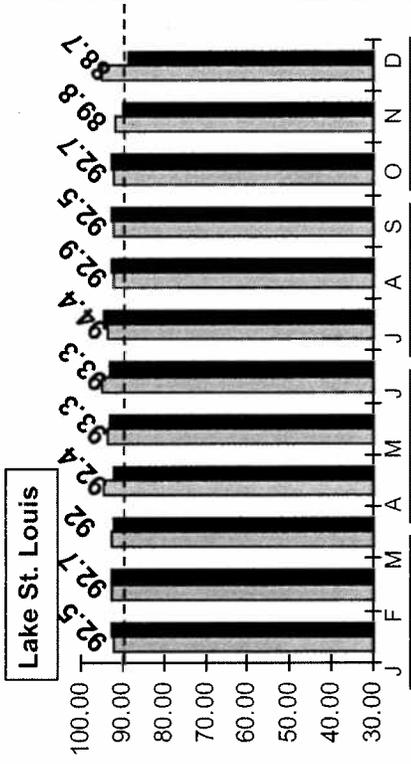
Fourth Quarter-The goal was not met for fourth quarter. The question regarding driver ID still remains to bring down the overall average. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.

GOAL: 92% or better overall satisfaction rating

First quarter was not measured. MTM no longer has a relationship with Abbott.

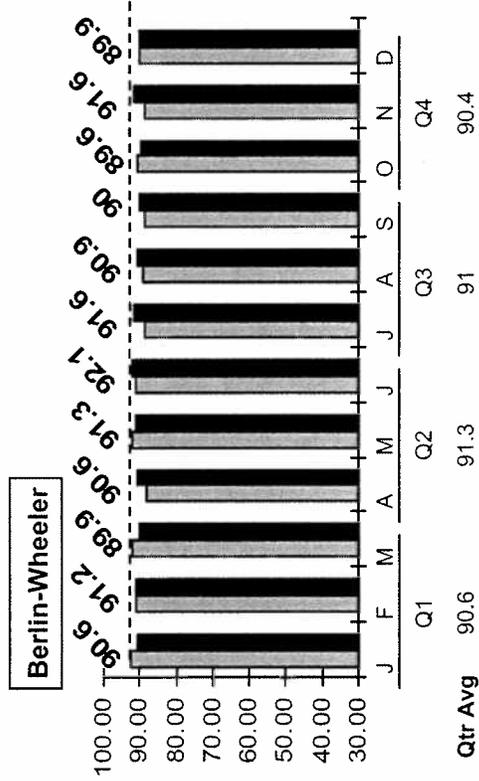
MEMBER SATISFACTION WITH DRIVER ASSESSMENT

2004
 2005



GOAL: 92% or better overall satisfaction rating

First Quarter: The goal was met for first quarter.
Second Quarter: The goal was met for second quarter.
Third Quarter: The goal was met for third quarter.
Fourth Quarter: The goal was not met for fourth quarter. The question regarding driver ID still remains to bring down the overall average. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.



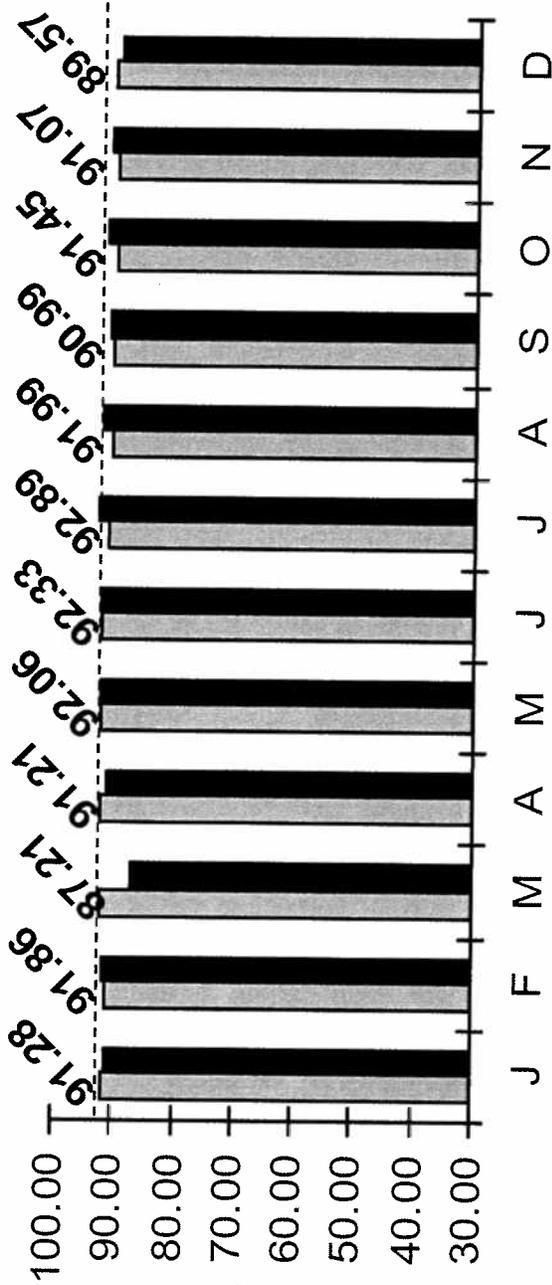
GOAL: 92% or better overall satisfaction rating

First Quarter: The goal was not met for first quarter. The question regarding driver ID was 59.64%, which brought down the overall average. Education letters were sent to the providers in first quarter.
Second Quarter: The goal was not met for second quarter, however, the rate has increased since quarter 1. The question regarding driver ID was 65.01%, which brought down the overall average.
Third Quarter: The goal was not met for third quarter. The rate has stayed consistent each quarter. The question regarding driver ID still remains low at 61.47%. Action: A letter will be sent to all providers educating them on the requirements of having driver identification, such as badges.
Fourth Quarter: The goal was not met for fourth quarter. The question regarding driver ID still remains to bring down the overall average. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.

MEMBER SATISFACTION W/ DRIVER ASSESSMENT BOOK OF BUSINESS

% Percent

2004
2005



GOAL: 92% or better overall satisfaction rating

First Quarter-The goal was not met for first quarter. The rate for the overall driver assessment was 90.11%. The question regarding driver ID was 63.94%, which brought down the overall average. Education letters were sent to the providers in first quarter regarding changes in the requirement for photo ID and car logo. Additionally, customer satisfaction survey questions related to car seat availability was changed.

Second Quarter-The goal was met for second quarter. The rate for the overall driver assessment was 92%.

Third Quarter-The goal was met for third quarter with a 92%

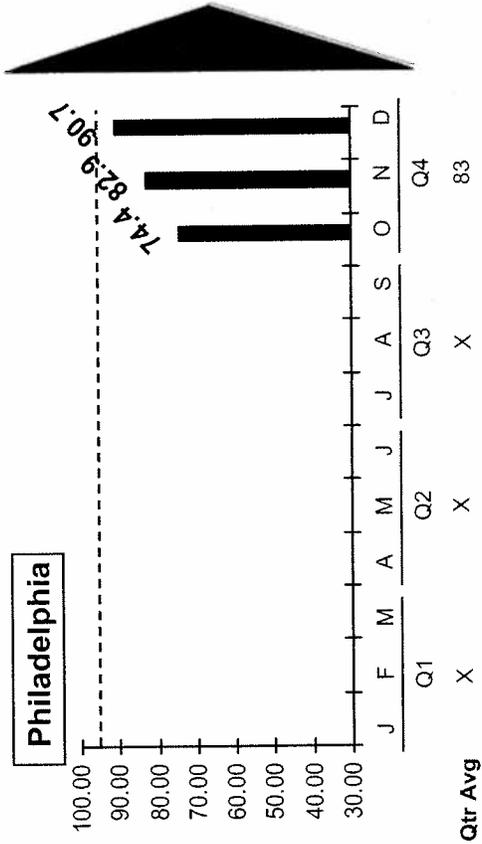
Fourth Quarter-The goal was not met for fourth quarter with a rate of 91%. The question regarding driver ID still remains to bring down the overall average. The survey was found to be misleading, so it has been revised for 2006. We hope to see an improvement in the survey numbers.

MEMBER SATISFACTION WITH CUSTOMER SERVICE (cont.)

2004
 2005

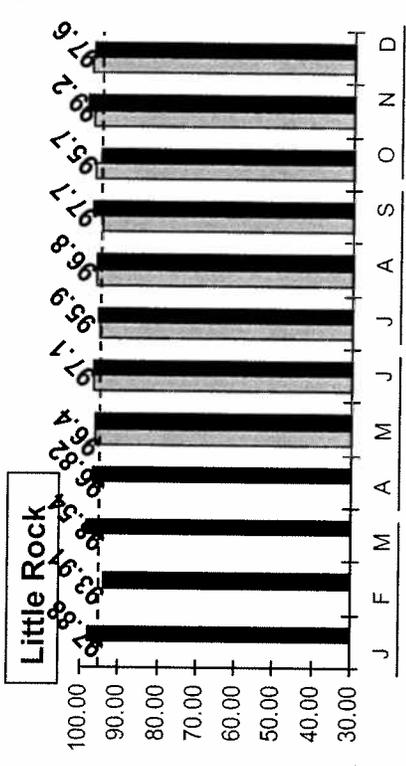
GOAL: 95% or better overall satisfaction rating

Fourth Quarter-The goal was not met for fourth quarter. The contract with Philadelphia started in October. Even though the goal was not met, the numbers continue to increase each month.



MEMBER SATISFACTION WITH CUSTOMER SERVICE (cont.)

2004
 2005



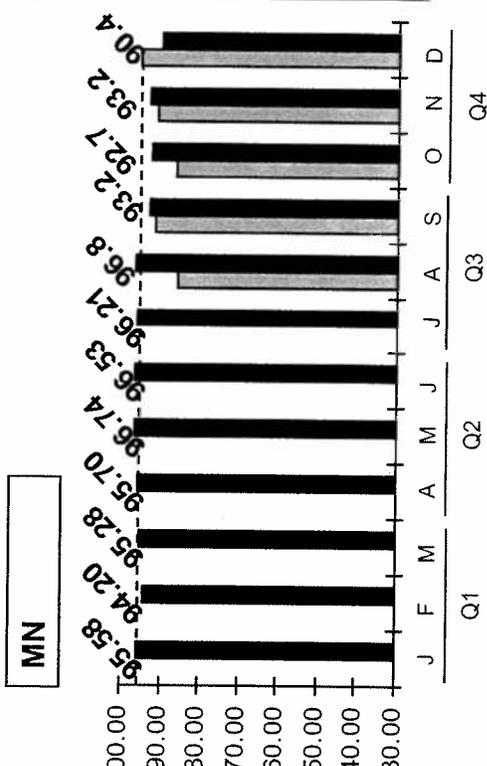
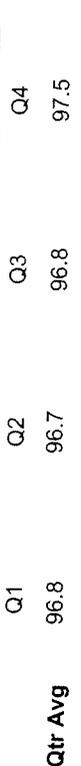
GOAL: 95% or better overall satisfaction rating

First Quarter-The goal was met for first quarter.

Second Quarter-The goal was met for second quarter.

Third Quarter-The goal was met for third quarter.

Fourth Quarter-The goal was met for fourth quarter.



GOAL: 95% or better overall satisfaction rating

First Quarter-The goal was met for first quarter.

Second Quarter-The goal was met for second quarter.

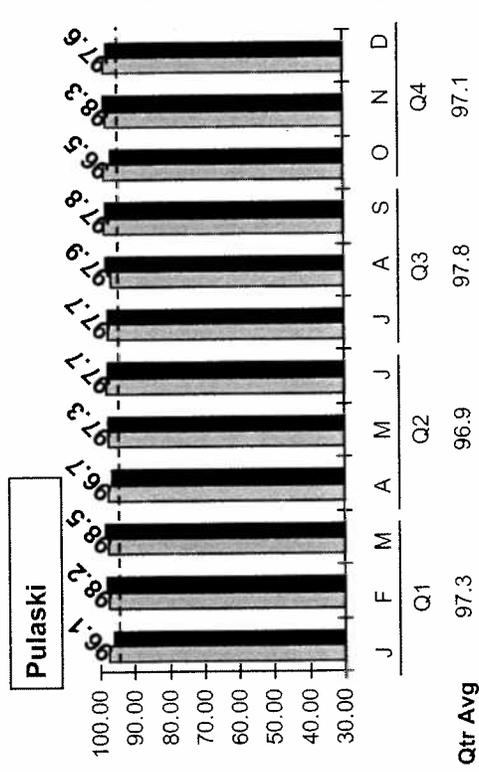
Third Quarter-The goal was met for third quarter.

Fourth Quarter-The goal was not met for fourth quarter. The MN CSC has been experiencing staffing issues, which may be a result in the lower percentage for 4th quarter.



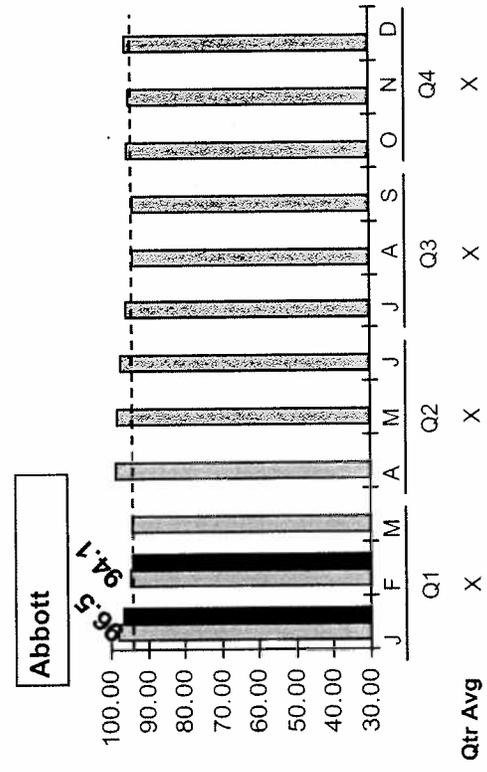
MEMBER SATISFACTION WITH CUSTOMER SERVICE (cont.)

2004
 2005



GOAL: 95% or better overall satisfaction rating

First Quarter-The goal was met for first quarter.
Second Quarter-The goal was met for second quarter.
Third Quarter-The goal was met for third quarter.
Fourth Quarter-The goal was met for fourth quarter.



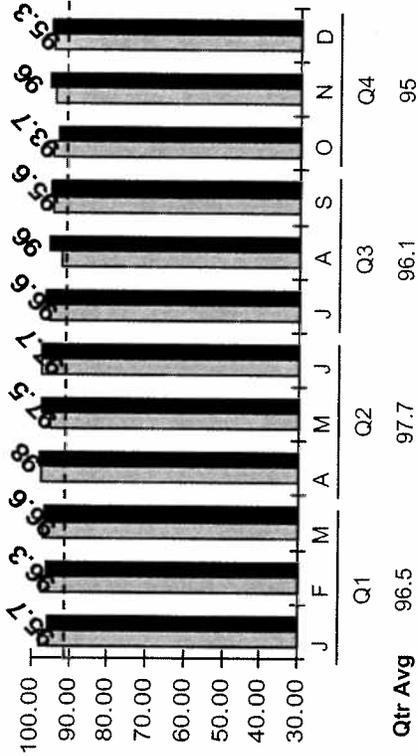
GOAL: 95% or better overall satisfaction rating

First quarter was not measured. There is no longer a business relationship between MTM and Abbott.

MEMBER SATISFACTION WITH CUSTOMER SERVICE

2004
 2005

Lake St. Louis



GOAL: 95% or better overall satisfaction rating

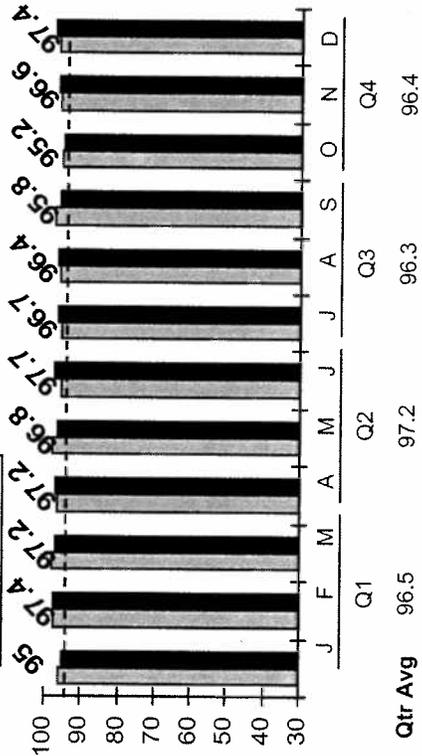
First Quarter-The goal was met for first quarter.

Second Quarter-The goal was met for second quarter.

Third Quarter-The goal was met for third quarter.

Fourth Quarter-The goal was met for fourth quarter.

Berlin-Wheeler



GOAL: 95% or better overall satisfaction rating

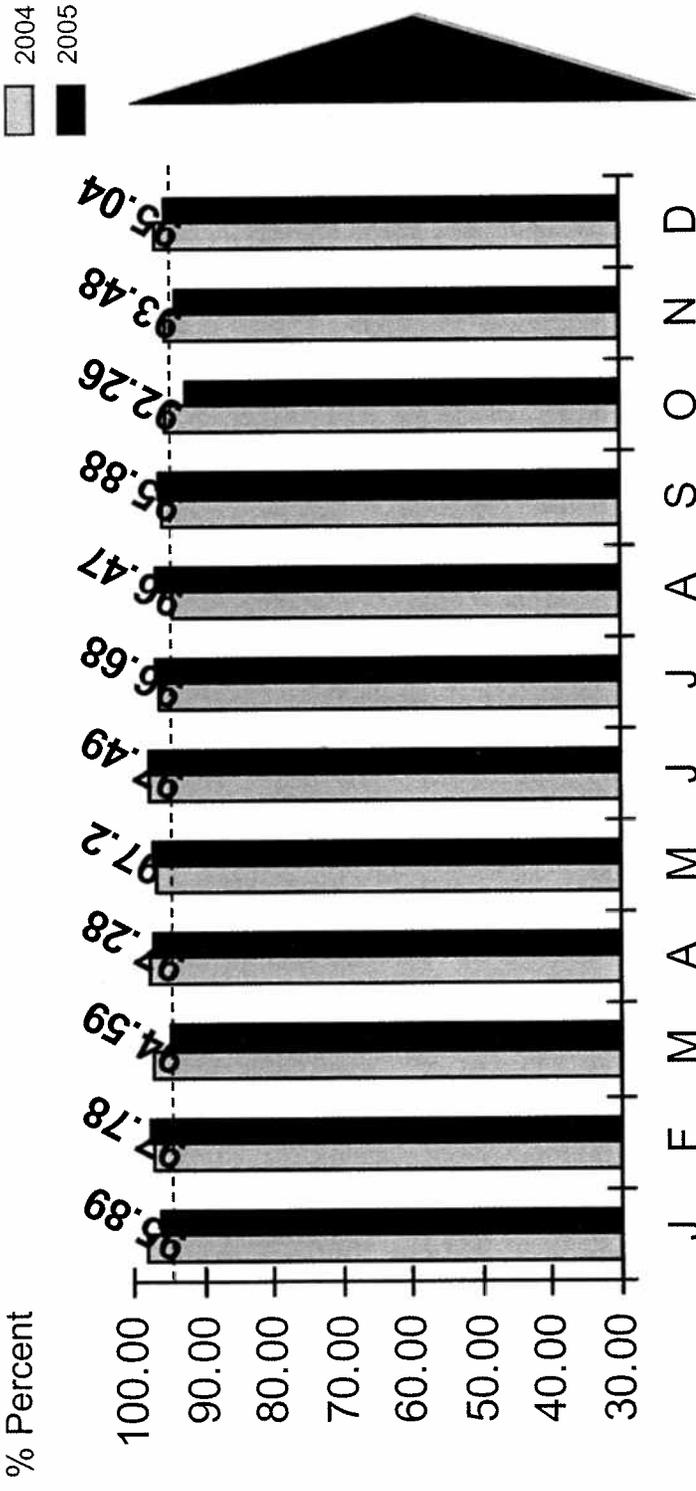
First Quarter-The goal was met for first quarter.

Second Quarter-The goal was met for second quarter.

Third Quarter-The goal was met for third quarter.

Fourth Quarter-The goal was met for fourth quarter.

MEMBER SATISFACTION W/CUSTOMER SERVICE BOOK OF BUSINESS



GOAL: 95% or better overall satisfaction rating

First Quarter-The goal was met for first quarter with a rate of 96%.

Second Quarter-The second quarter goal was met with a rate of 97%.

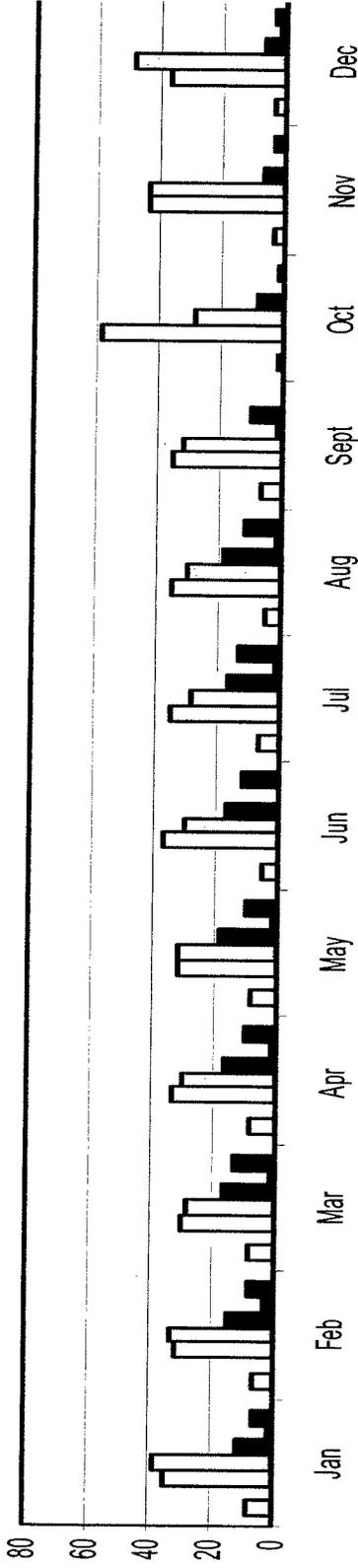
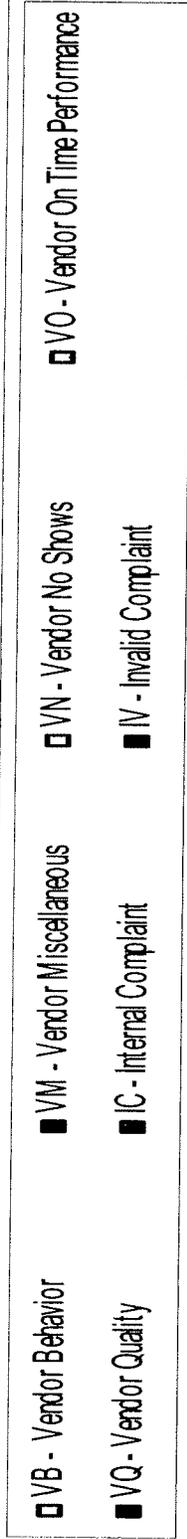
Third Quarter-The third quarter goal was met with a rate of 96%.

Fourth Quarter-The fourth quarter goal was met with a rate of 94%.

COMPLAINTS BY REASON

% Percent

2005

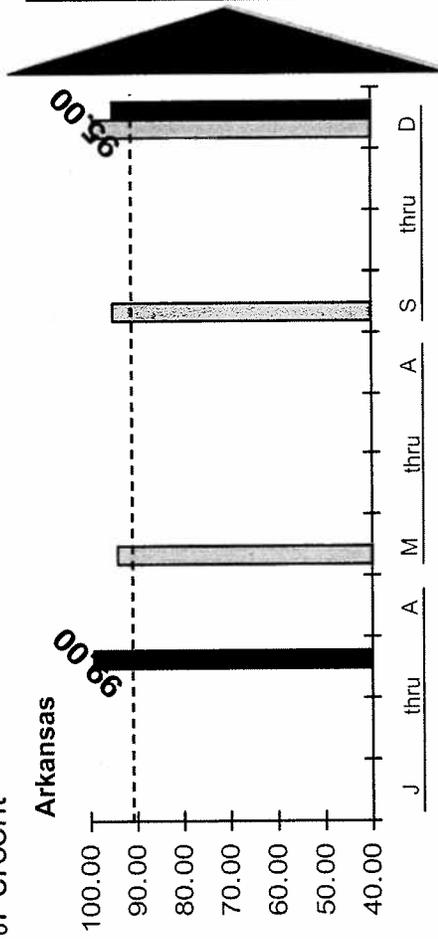
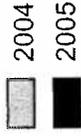


GOAL: TBD after benchmarking

First Quarter-Vendor On Time Performance is highest complaint for first quarter with a rate of 33.8%.
Second Quarter-Vendor No Shows is the highest complaint rate for second quarter with a rate of 33.4%.
Third Quarter-Vendor No Shows remain to be the highest complaint for third quarter with a rate of 35%.
Fourth Quarter-Vendor No Shows continues to be the highest complaint for fourth quarter with a rate of 46%. The number did increase in October due to the start of Philadelphia. We have since added more Philadelphia providers to the Network, so the vendor no shows did decrease in Nov and Dec and we hope to see this number continue to decrease in 2006.

CUSTOMER SERVICE AUDITS (cont.)

%Percent



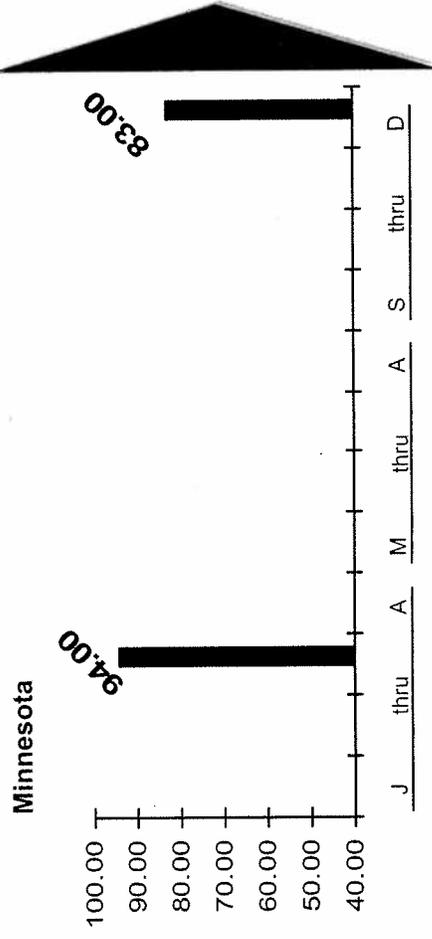
Goal: 95% or better average per quarter on CSR performance evaluations

First Quarter-The goal was met for first quarter.

Second Quarter-There were no audits completed for 2nd quarter. Audits are conducted three times a year.

Third Quarter-Third quarter audit will be conducted in December.

Fourth Quarter-The fourth quarter goal was met.



Goal: 95% or better average per quarter on CSR performance evaluations

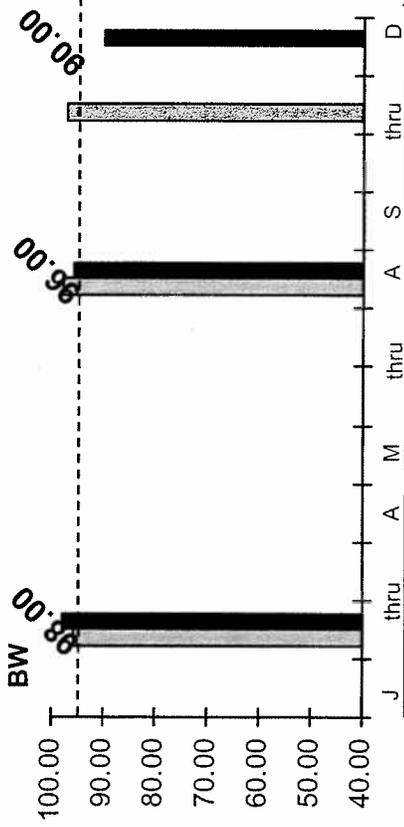
First Quarter-The goal was not met for first quarter due to training needs. Action: Continuous training and education is occurring within the Minnesota Customer Service Center.

Second Quarter-There were no audits completed for 2nd quarter. Audits are conducted three times a year.

Third Quarter-Third quarter audit will be conducted in December.

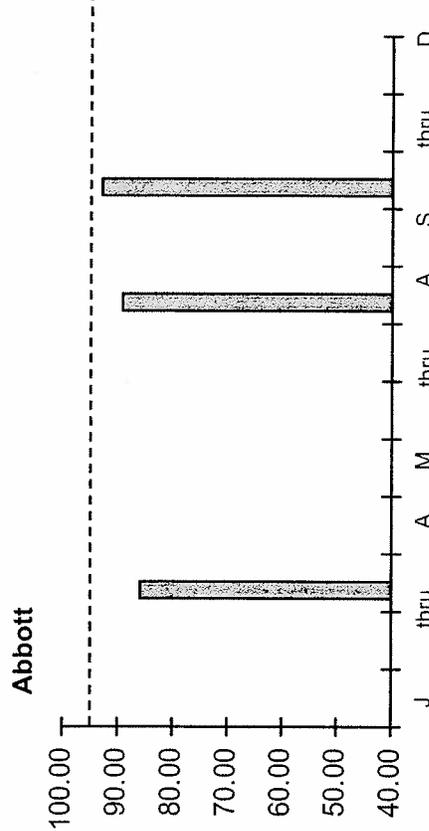
Fourth Quarter-The goal was not met for fourth quarter. Jeanne will now be managing the MN Customer Service Center to help improve the quality standards.

CUSTOMER SERVICE AUDITS (cont.)



GOAL: 95% or better average per quarter on CSR performance evaluations

First Quarter-Goal was met for first quarter.
Second Quarter-There were no audits completed for 2nd quarter. Audits are conducted three times a year.
Third Quarter-Goal was met for third quarter.
Fourth Quarter-The fourth quarter goal was not met. Berlin Wheeler has received education about their call performance, so we should hopefully see an improvement in the future.

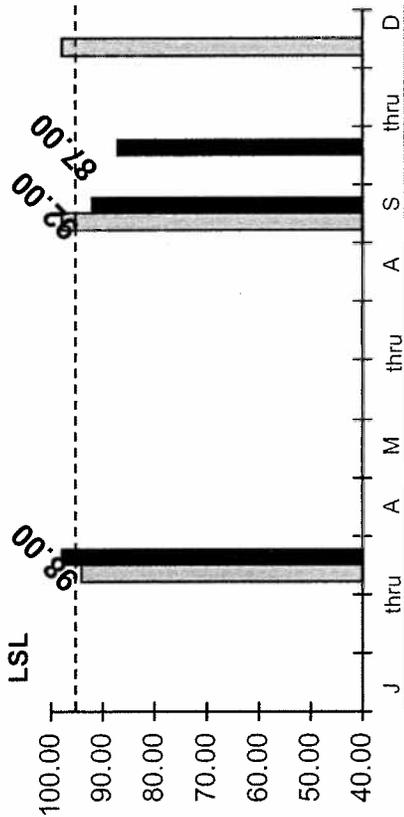


GOAL: 95% or better average per quarter on CSR performance evaluations

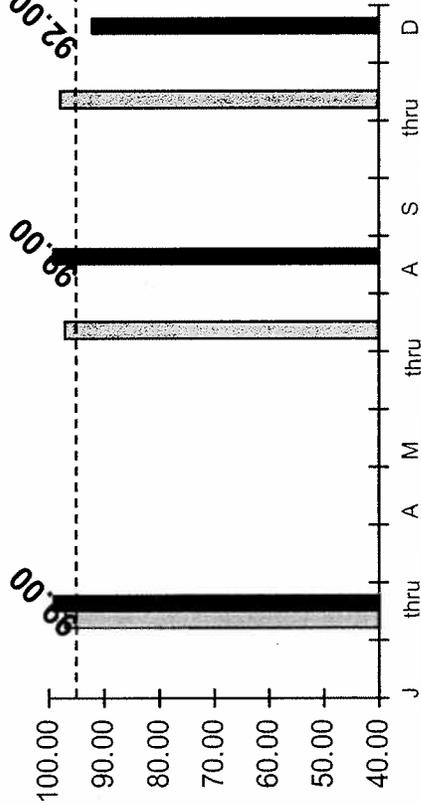
-There is no longer a business relationship between MTM and Abbott as of April, therefore, performance evaluations will no longer be conducted. There was not a performance evaluation for first quarter.

CUSTOMER SERVICE AUDITS

% Percent



Pulaski



2004
2005

GOAL: 95% or better average per quarter on CSR performance evaluations

First Quarter-Goal was met for first quarter.

Second Quarter-There were no audits completed for 2nd quarter. Audits are conducted three times a year.

Third Quarter-Goal was not met for third quarter.

The overall quality as far as tone of voice, saying good morning and afternoon were a result of lower scores. The LSL CSC is being monitored more closely for quality improvement.

Fourth Quarter-The goal was not met for fourth quarter. Lack of education for new CSRs as to what was looked at for the call evaluations. The QM Auditor has gone over the evaluations with new CSRs.

GOAL: 95% or better average per quarter on CSR performance evaluations

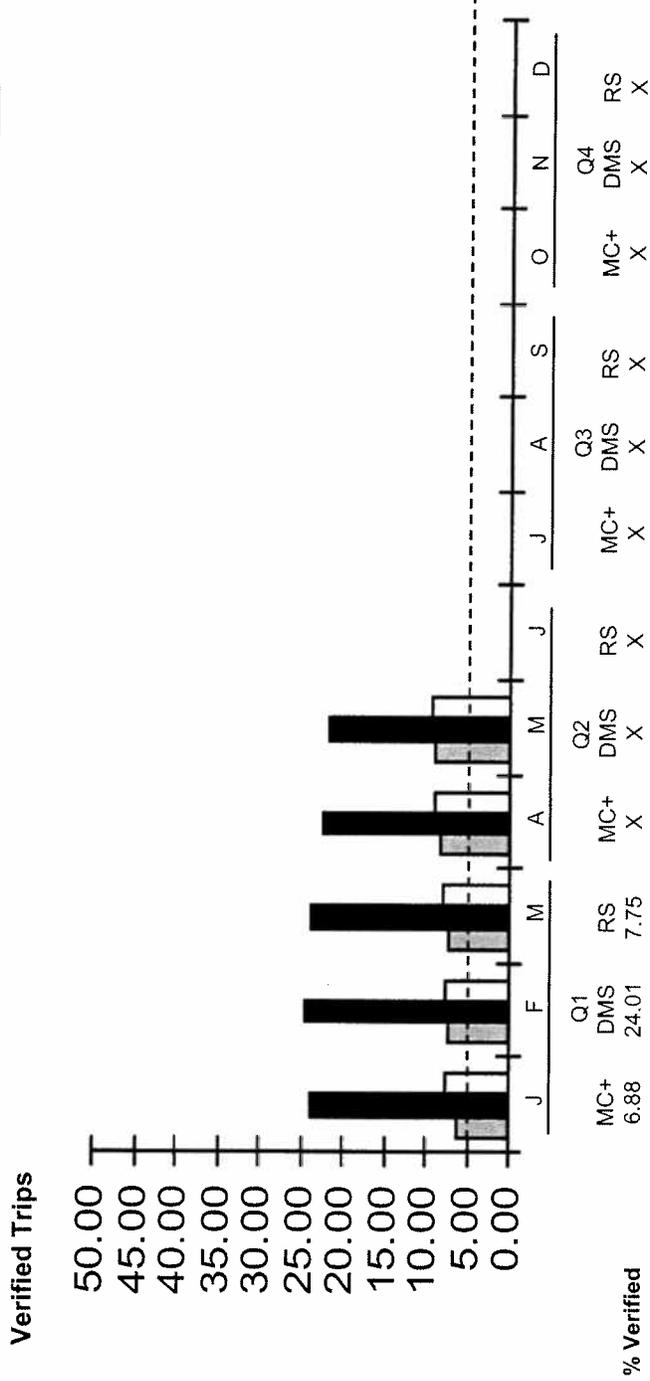
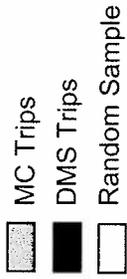
First Quarter-Goal was met for first quarter.

Second Quarter-There were no audits completed for 2nd quarter. Audits are conducted three times a year.

Third Quarter-Goal was met for third quarter.

Fourth Quarter-The goal was met for fourth quarter.

VERIFIED TRIPS % Percent



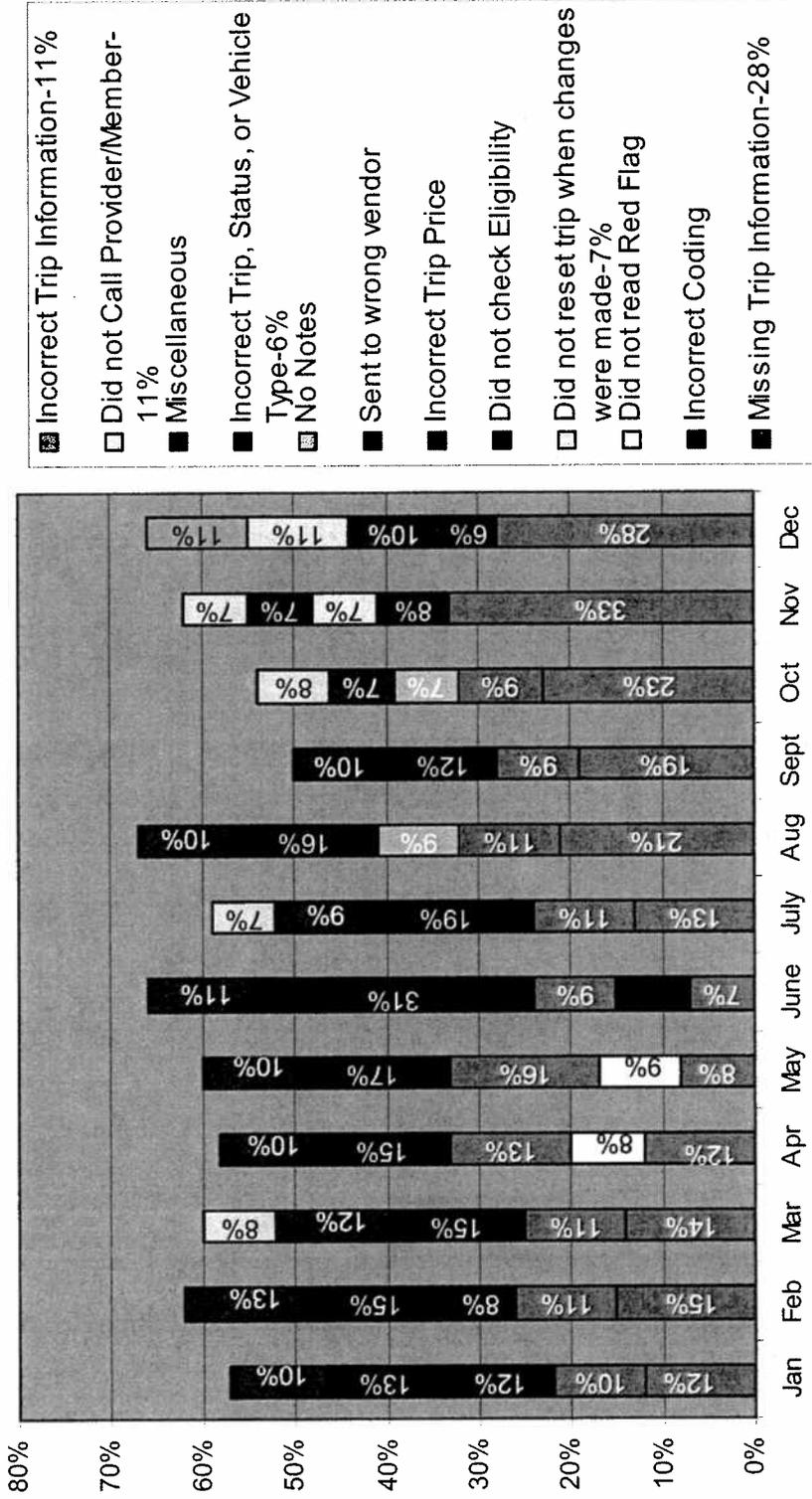
GOAL: 5% of trips are verified

First Quarter-Quarter 1 goal was met for verification. Greater than 5% of trips were verified.

Second Quarter-

Third Quarter-

TOP 5 OPERATOR ERRORS



Top 5 OE's (Trending)

First Quarter-Incorrect Trip, Status, or Vehicle Type is the highest error rate at 14.3% for first quarter.

Second Quarter-Incorrect Trip, Status, or Vehicle Type remains to be the highest error rate at 21% for second quarter.

A report is being pulled to address the high error rate for this category.

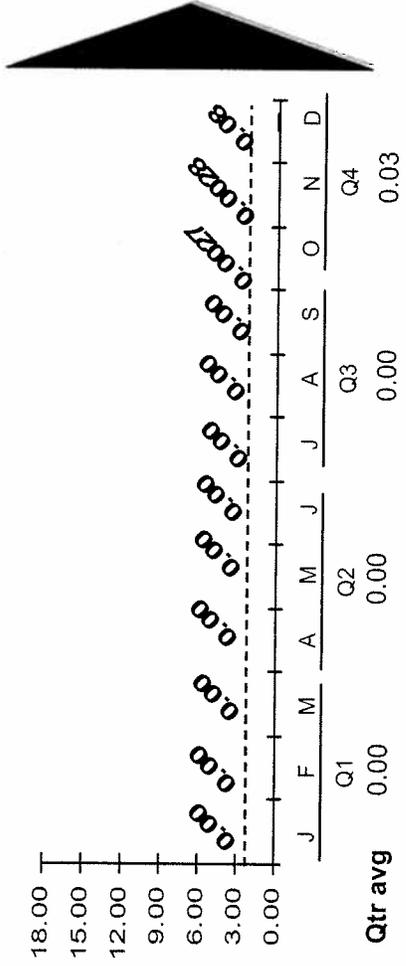
Third Quarter-Missing Trip Information is the highest error rate for third quarter at 17.6%.

Fourth Quarter-Missing Trip information continues to be the highest error rate with a rate of 28%.

Operator Error Rate % Percent

2004
2005

Operator Errors



GOAL: 2% or less error rate

First Quarter-The goal was met. Error rates for first quarter are less than .5%.

Second Quarter-The goal was met for second quarter. Error rates for second quarter are less than .5%.

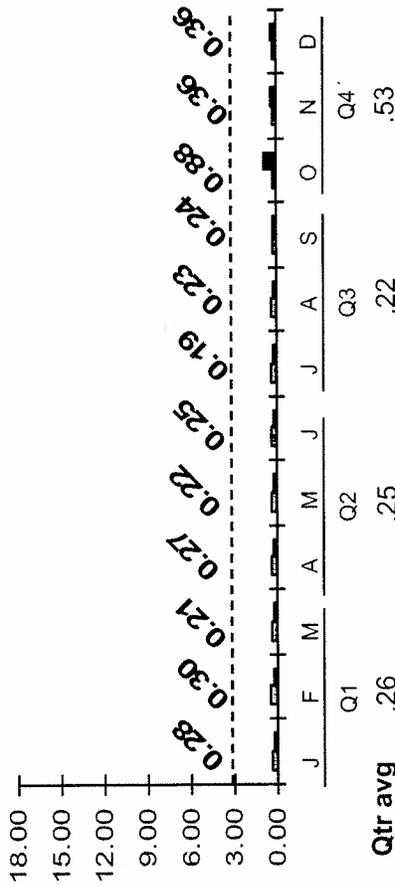
Third Quarter-The goal was met for third quarter. Error rates for third quarter remain to be less than .5%.

Fourth Quarter-The goal was met for fourth quarter. Error rates for fourth quarter continue to be less than .5%.

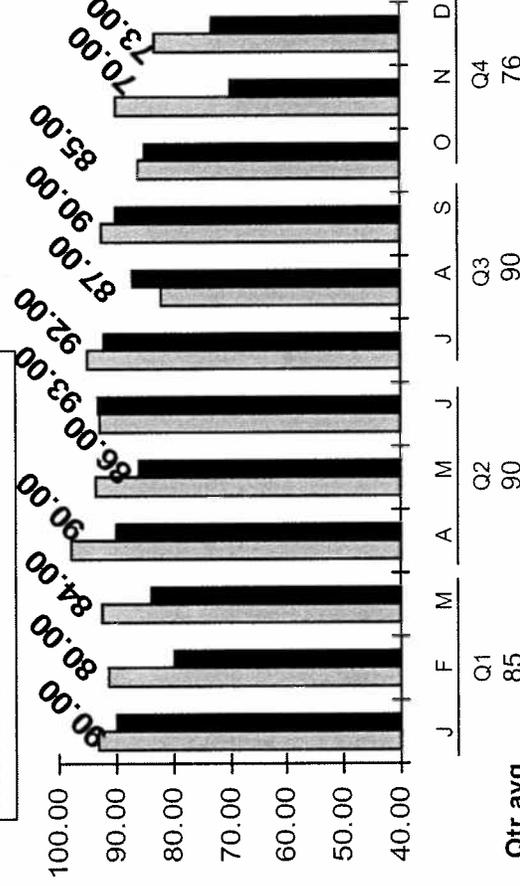
COMPLAINTS BY TRIP AND RESOLUTION RATE

2004
2005

Overall Complaint Rate



Resolution Rate



GOAL: 3% or less overall complaint rate

First Quarter-The overall complaint rate for first quarter is well below the 3% threshold. The goal was met.

Second Quarter-The second quarter goal was met. The complaint rate has slightly decreased.

Third Quarter-The third quarter goal was met. The overall complaint rate has remained consistent over the three quarters.

Fourth Quarter-The fourth quarter goal was met. The overall complaint rate increased slightly due to the start up of Philadelphia in October, but still remains well below the goal.

GOAL: 92% of all complaints will be resolved per client contract

First Quarter-The goal was not met. One problem may be that providers are not getting penalized for being non compliant with timely response information needed to resolve complaints. Action: Enforce liquidated damages within new contracts.

Second Quarter-The goal was not met for second quarter. The resolution rate is increasing as we have met the goal for the month of June. QM remains on a corrective action plan for this indicator. The resolution rate continues to be monitored.

Third Quarter-The goal was not met for third quarter. We are not compliant, because there has not been any consequences and action plans are not working. Action: Enforce liquidated damages across all book of business.

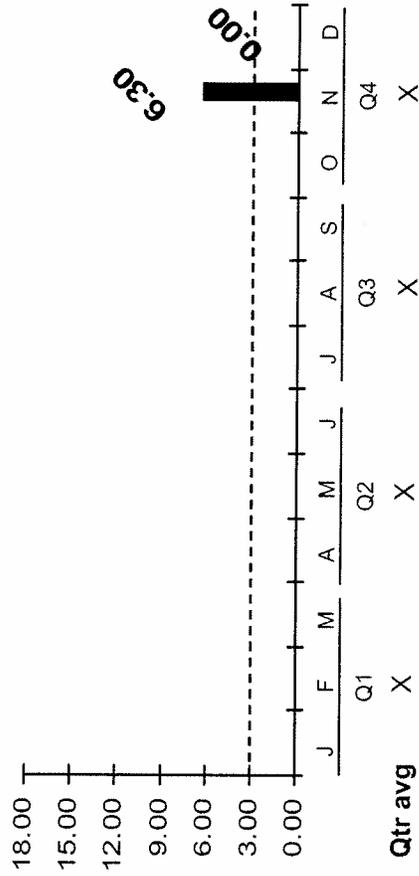
Fourth Quarter-The goal was not met for fourth quarter. We are not compliant, because there has not been any consequences and action plans are not working. Action: Liquidated damages will be enforced for certain areas in 2006.

COMPLAINT RATE BY STATE (cont.)

% Percent

2005

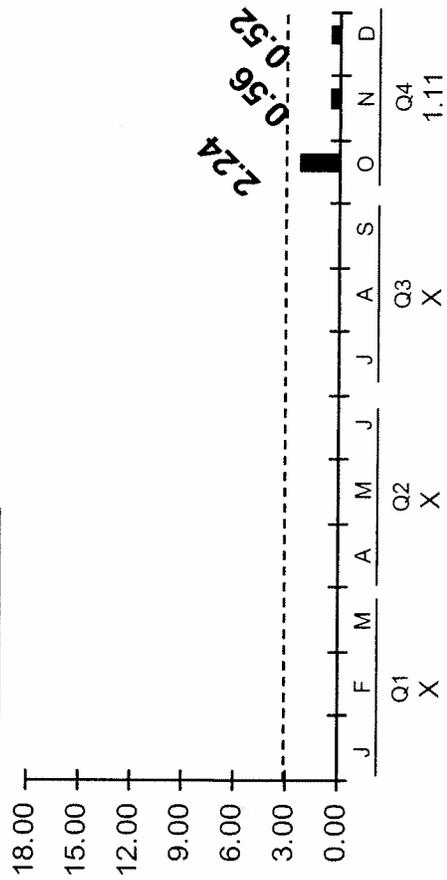
UHC



GOAL: 3% or less complaint rate

Fourth Quarter-Not able to measure a full quarter for UHC.

Philadelphia



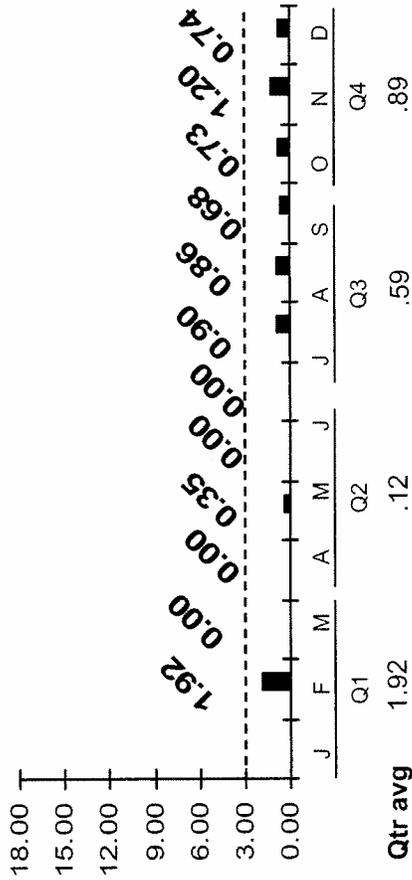
GOAL: 3% or less complaint rate

Fourth Quarter-The fourth quarter goal was met. Philadelphia started in October. The complaint rate has decreased each month.

COMPLAINT RATE BY STATE (cont.)

2005

TEXAS



GOAL: 3% or less complaint rate

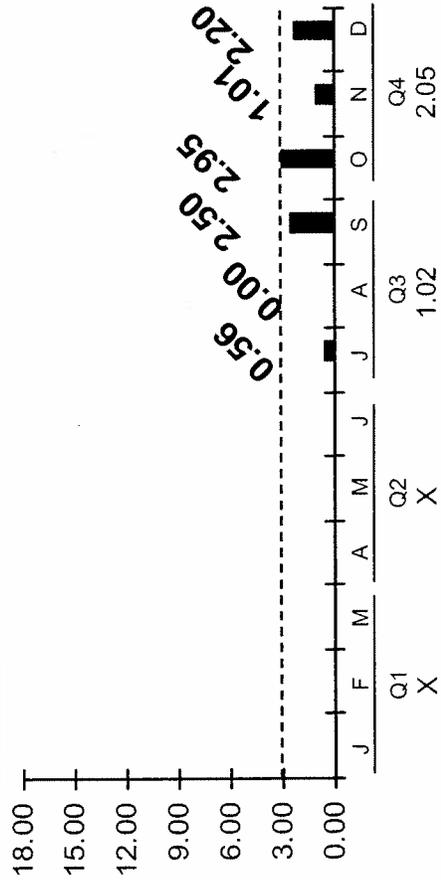
First Quarter-The goal was met. The contract between MTM and Evercare Choice in Texas started in February. There was only one complaint in February, but there were very few trips set up.

Second Quarter-The second quarter goal was met. Texas complaint rate has decreased since 1st quarter.

Third Quarter-The third quarter goal was met.

Fourth Quarter-The fourth quarter goal was met.

MASSACHUSETTES



GOAL: 3% or less complaint rate

Third Quarter-The third quarter goal was met.

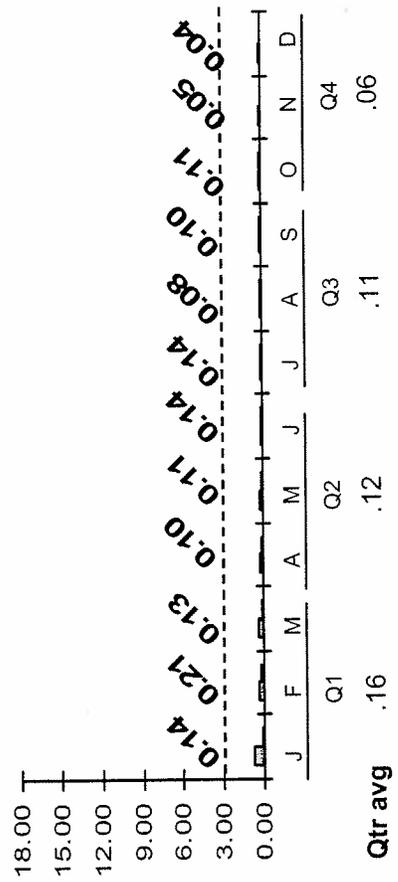
Fourth Quarter-The fourth quarter goal was met. MA has very few trips, therefore, the complaint number has a higher rate.

COMPLAINT RATE BY STATE (cont.)

% Percent

2004
2005

AR



GOAL: 3% or less complaint rate

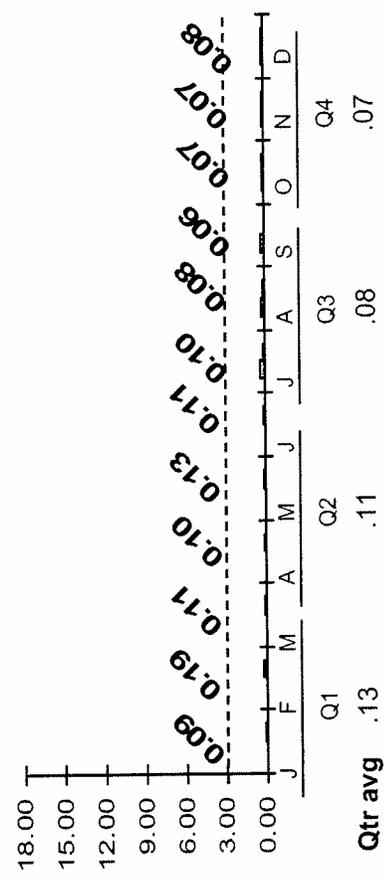
First Quarter-The first quarter goal was met. The Arkansas complaint rate is the second lowest rate.

Second Quarter-The second quarter goal was met. The AR complaint rate has decreased slightly since 1st quarter.

Third Quarter-The third quarter goal was met. The AR complaint rate has decreased each quarter.

Fourth Quarter-The fourth quarter goal was met. The AR complaint rate continued to decrease each quarter.

MN



GOAL: 3% or less complaint rate

First Quarter-The first quarter goal was met. Minnesota has the lowest complaint rate.

Second Quarter-The second quarter goal was met. Minnesota continues to have the lowest complaint rate.

Third Quarter-The third quarter goal was met. Minnesota remains the lowest complaint rate.

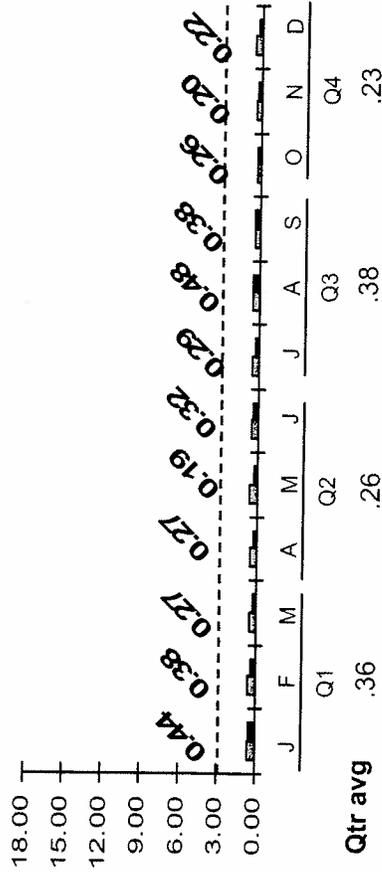
Fourth Quarter-The goal was met for fourth quarter.

COMPLAINT RATE BY STATE (cont.)

% Percent

2004
2005

VA



GOAL: 3% or less complaint rate

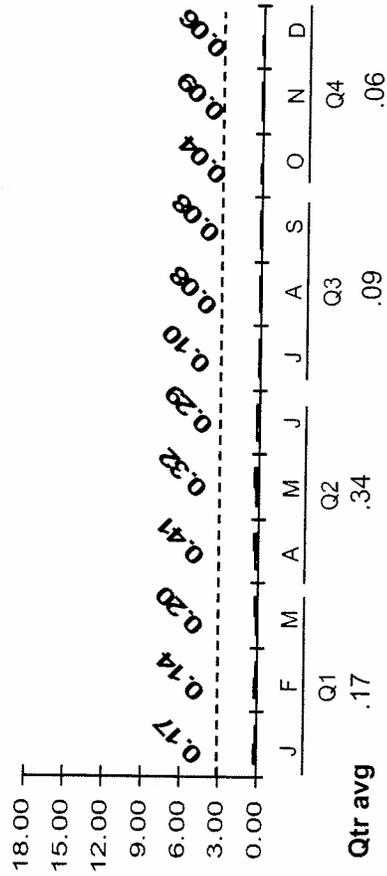
First Quarter-The first quarter goal was met. The Virginia complaint rate continues to decrease each month.

Second Quarter-The second quarter goal was met. The VA complaint rate has decreased since 1st quarter.

Third Quarter-The third quarter goal was met.

Fourth Quarter-The fourth quarter goal was met.

NY



GOAL: 3% or less complaint rate

First Quarter-The first quarter goal was met. New York remains to have one of the lowest complaint rates.

Second Quarter-The second quarter goal was met. The NY complaint rate has increased slightly, however, still remains well below the goal.

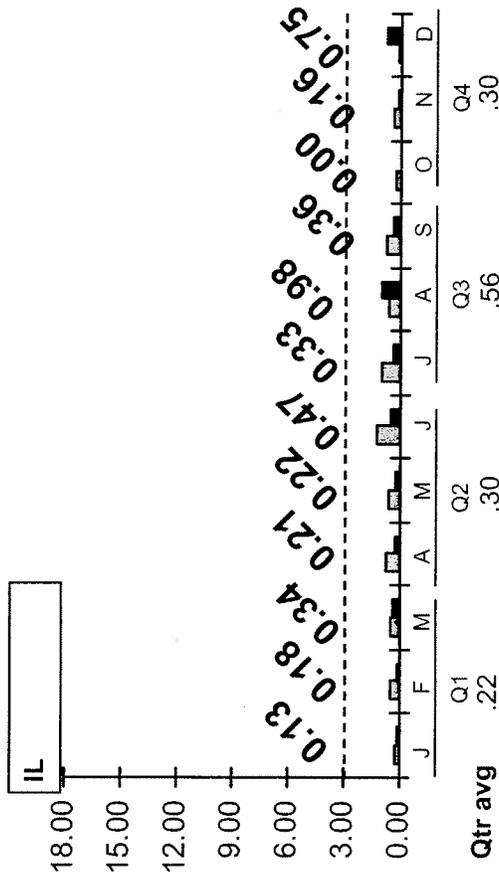
Third Quarter-The goal was met.

Fourth Quarter-The goal was met for fourth quarter.

COMPLAINT RATE BY STATE (cont.)

% Percent

2004
2005



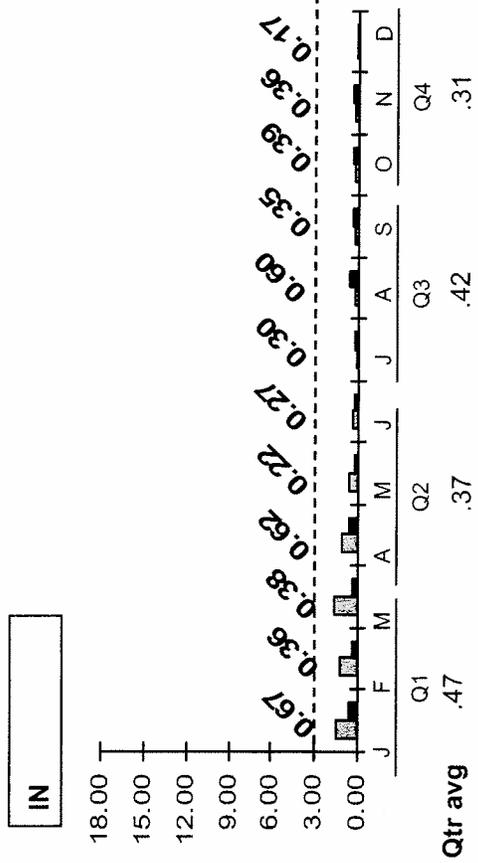
GOAL: 3% or less complaint rate

First Quarter-The first quarter goal was met. The Illinois complaint rate has slightly increased each month, however, it remains well below the 3% threshold.

Second Quarter-The second quarter goal was met. The complaint rate has increased slightly since first quarter.

Third Quarter-The third quarter goal was met.

Fourth Quarter-The fourth quarter goal was met.



GOAL: 3% or less complaint rate

First quarter-The first quarter goal was met. The Indiana complaint rate has decreased since January.

Second Quarter-The second quarter goal was met. The Indiana complaint rate has decreased since first quarter.

Third Quarter-The third quarter goal was met.

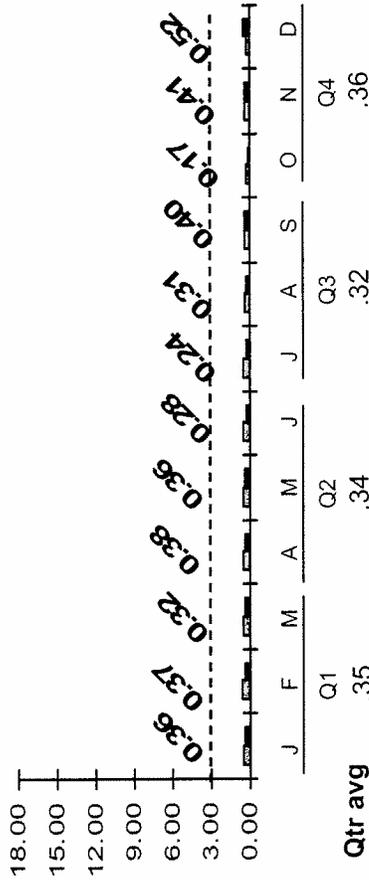
Fourth Quarter-The fourth quarter goal was met.

COMPLAINT RATE BY STATE

% Percent

2004
2005

MO



GOAL: 3% or less complaint rate

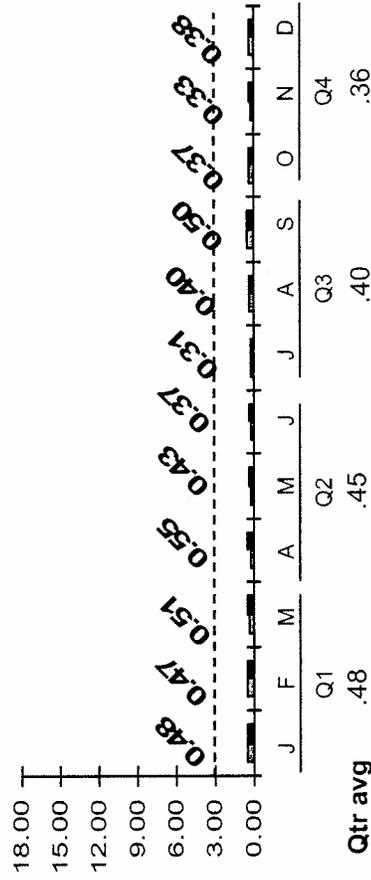
First Quarter-The first quarter goal was met. The complaint rate for Missouri remains consistent.

Second Quarter-The second quarter goal was met. The complaint rate is slightly below first quarter.

Third Quarter-The third quarter goal was met.

Fourth Quarter-The fourth quarter goal was met.

MI



GOAL: 3% or less complaint rate

First Quarter-The first quarter goal was met. The complaint rate for MI remains consistent each month.

Second Quarter-The second quarter goal was met. The complaint rate is decreasing.

Third Quarter-The third quarter goal was met. The complaint rate continues to decrease.

Fourth Quarter-The fourth quarter goal was met. The complaint rate continued to slightly decrease each quarter.

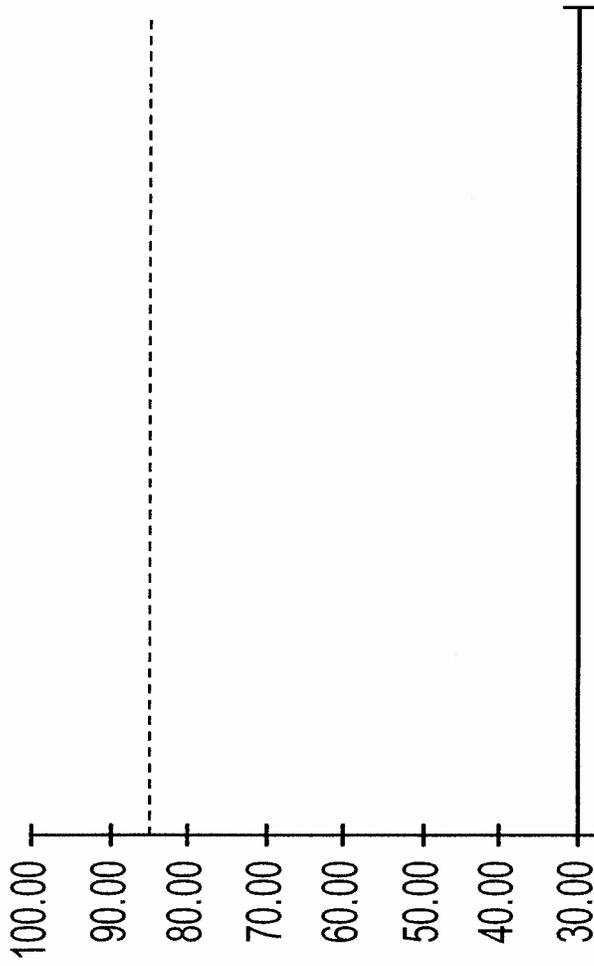
QUALITY MANAGEMENT QMC METRICS



CLIENT SATISFACTION

% Percent

2004
2005



GOAL: 85% or better Client Satisfaction with MTM

Not measured for first quarter.
Surveys are sent twice a year.

Surveys mailed week of Thanksgiving.

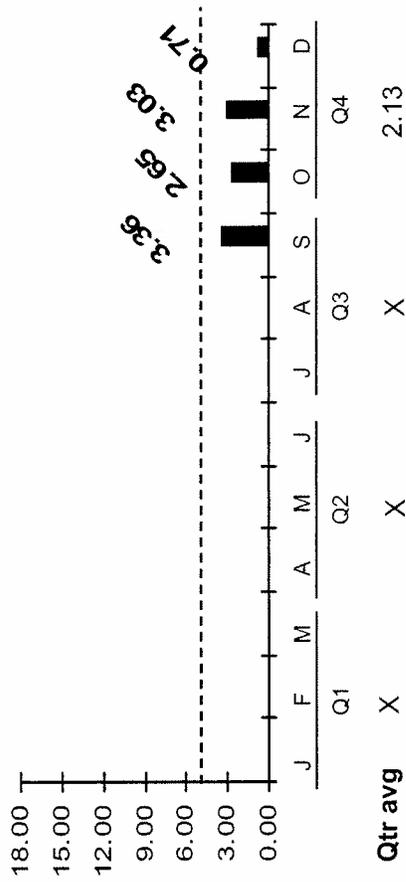
Received a very poor response rate (less than 5%). Suggest revising survey with change in staff both at MTM and with clients and resubmit during Q1 2006.

MEMBER NO SHOWS (cont.)

% Percent

2004
2005

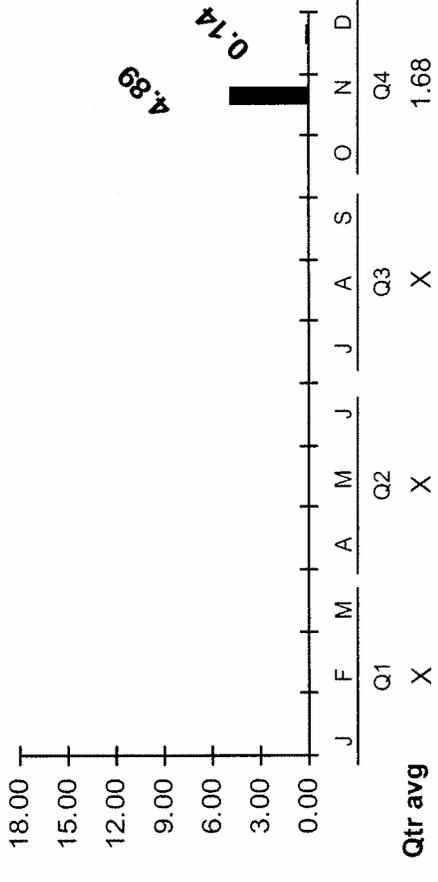
MA



GOAL: 5% or less

First Quarter
Second Quarter
Third Quarter - Goal met. Plan is new.
Fourth Quarter- Goal met.

PA



GOAL: 5% or less

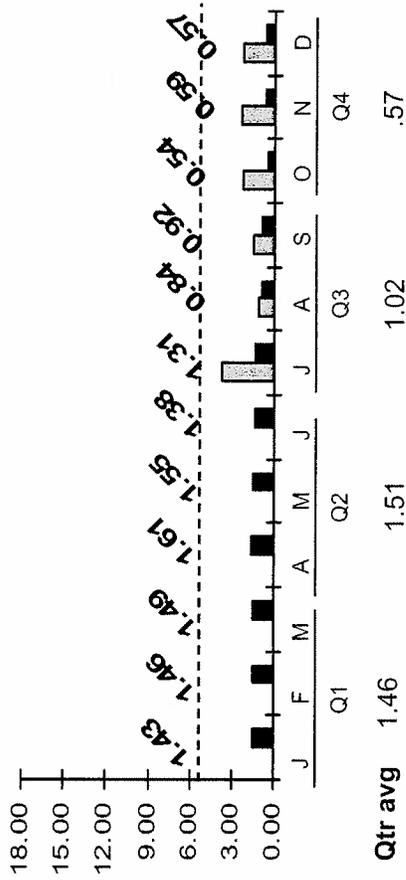
Fourth Quarter- Goal met. The trend shows a big improvement in no shows from November to December.

MEMBER NO SHOWS (cont.)

% Percent

2004
2005

MN



GOAL: 5% or less

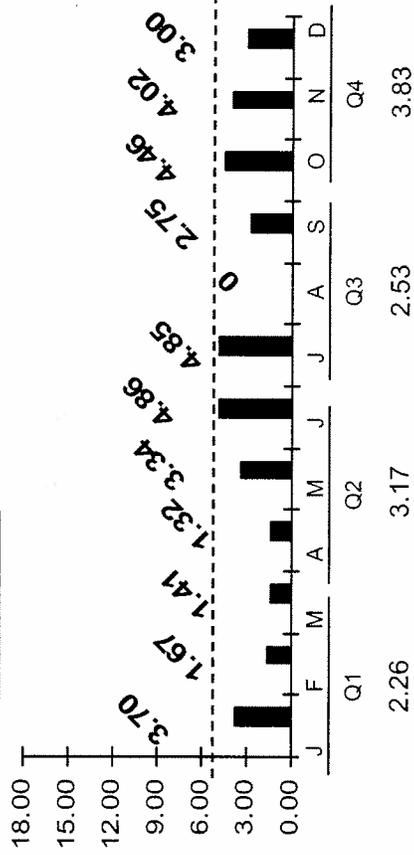
First Quarter- Goal met.

Second Quarter- Goal met. Slight increase but overall member no shows consistently falls well below goal.

Third Quarter- Goal met.

Fourth Quarter- Goal met. No shows continue to decrease each quarter.

TX



GOAL: 5% or less

First Quarter- Goal met. Medicare population who are consistently compliant.

Second Quarter- Goal met. We saw a considerable increase in no shows in June. Account Manager working with client to work with member no show report.

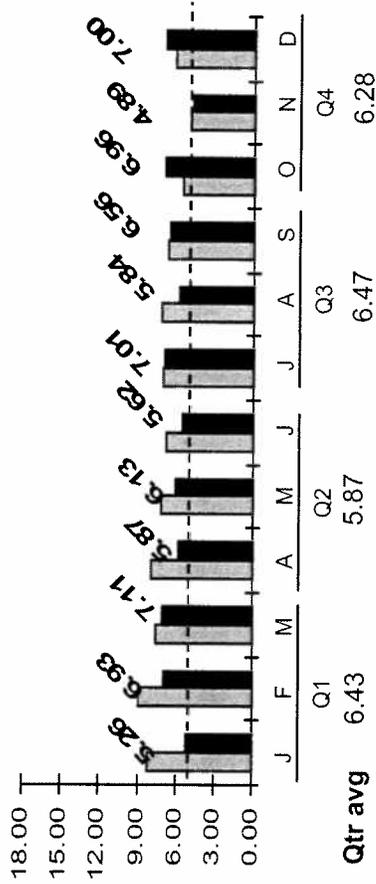
Third Quarter- Goal met.

Fourth Quarter- Goal met. The no shows increased from Q3, but remain consistently compliant.

MEMBER NO SHOWS % Percent

2004
2005

MO- MEDICAID Health Plans



GOAL: 5% or less

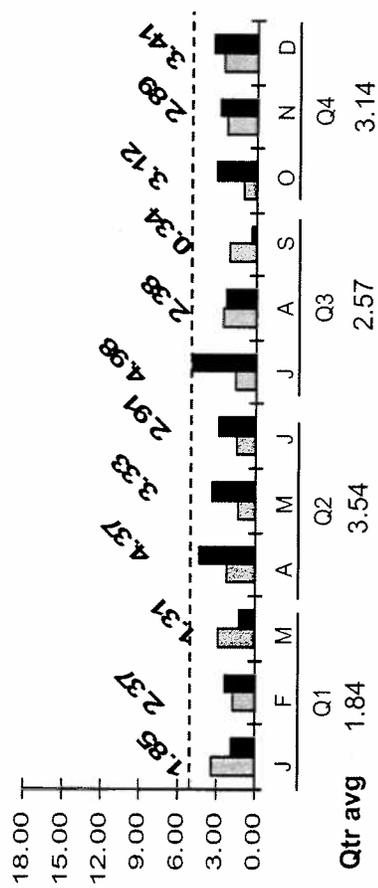
First Quarter – Did not meet goal. Only a few MC+ plans are working with their members to reduce no shows.

Second Quarter – Did not meet goal. Slightly lower than Q1. Still only a few MC+ plans working with the member no show report.

Third Quarter – Did not meet goal. MC+ plans are not working report as hard as they were. Client Services will continue to work with them.

Fourth Quarter – Did not meet goal. MC+ plans are still not working with their No Show report. Client Services will continue to work with them.

MO- MEDICARE Health Plans



GOAL: 5% or less

First Quarter – Goal met. Clientele of Medicare plans are consistently compliant.

Second Quarter – Goal met. Slightly up in April because of GHP trips. Working with each Medicare client to remain under 5%.

Third Quarter – Goal met. Members are consistently compliant.

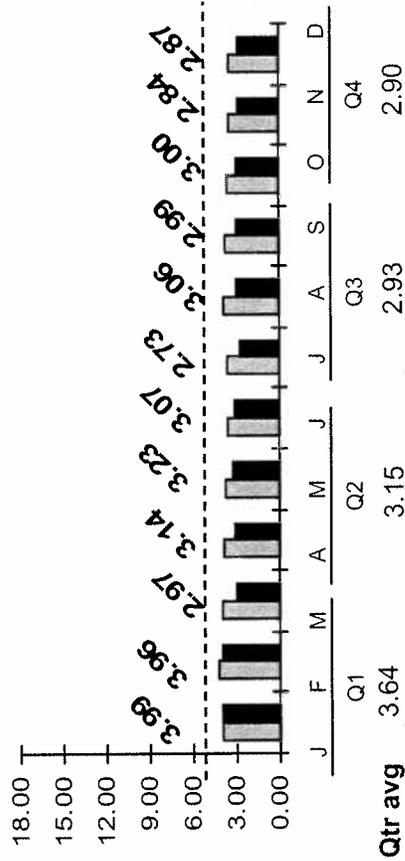
Fourth Quarter – Goal met. Slightly up from 3rd quarter, but still consistently compliant.

MEMBER NO SHOWS (cont.)

% Percent

2004
2005

VA



GOAL: 5% or less

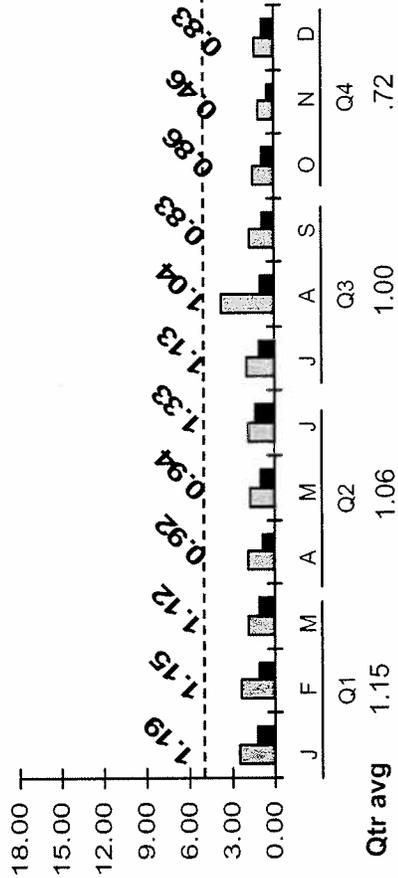
First Quarter- Goal met. No shows for Optima consistently below goal.

Second Quarter- Goal met. Optima consistently works with the member no show report to keep their numbers low.

Third Quarter- Goal met.

Fourth Quarter- Goal met. No shows continue to decrease each quarter.

NY



GOAL: 5% or less

First Quarter- Goal met. Allegany County has program that helps reduce no shows by putting responsibility back on the recipient to call the transportation provider.

Second Quarter- Goal met. Consistently well below the goal.

Third Quarter- Goal met.

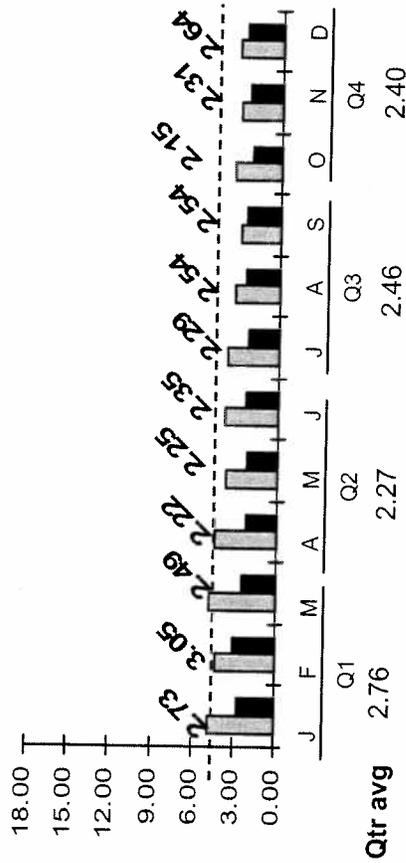
Fourth Quarter- Goal met. The no shows continue to decrease each quarter.

MEMBER NO SHOWS

% Percent

2004
2005

AR



GOAL: 5% or less

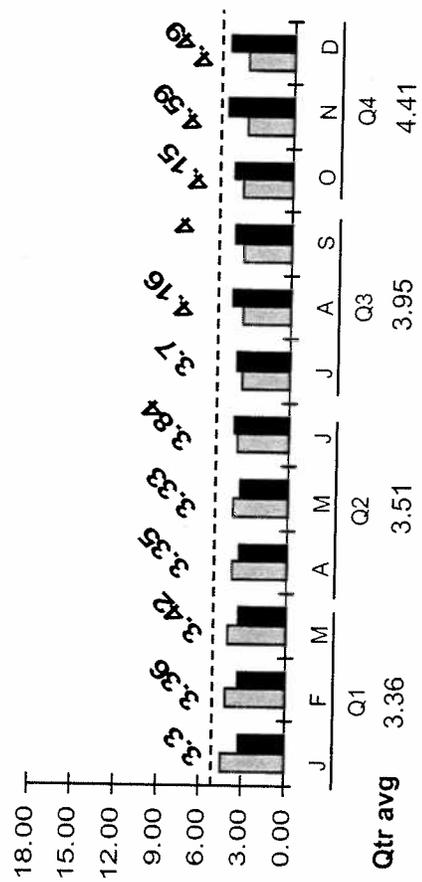
First Quarter- Goal met. Recipients consistently remain complaint with no shows.

Second Quarter- Goal met. AR consistently meets the no show goal.

Third Quarter- Goal met.

Fourth Quarter- Goal met.

MI



GOAL: 5% or less

First Quarter- Goal met. MI clients work with their members and consistently meet no show goal.

Second Quarter- Goal met. MI saw a slight increase in Q2 across all MI book of business but still remains below goal.

Third Quarter- Goal met. Slightly up from Q2 which will be addressed in next quarterly meetings.

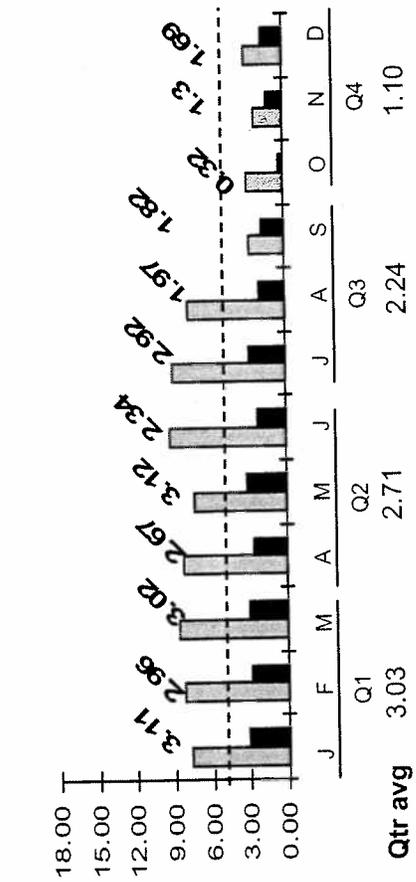
Fourth Quarter- Goal met. Slightly up from Q3. Client Services will continue to work with the Michigan plans on lowering their member no shows.

MEMBER NO SHOWS (cont.)

% Percent

2004
2005

IL



GOAL: 5% or less

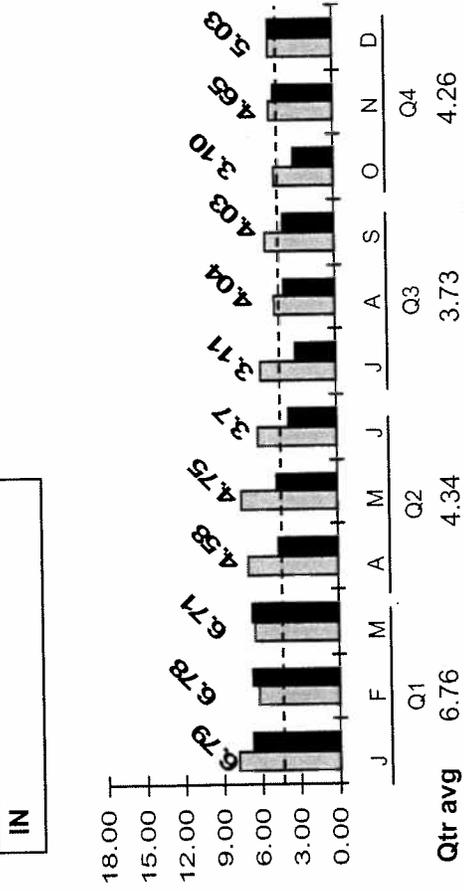
First Quarter- Goal met. Harmony IL has worked with their members to reduce no shows and expansion area has become steady.

Second Quarter- Goal met. HAR consistently monitors their no shows and works with members that are abusing this.

Third Quarter- Goal met. Drop due to HAR moving out of expansion counties.

Fourth Quarter- Goal met. HAR continues to work with their members utilizing the No Show report.

IN



GOAL: 5% or less

First Quarter- Goal not met. Lowest quarterly average since program began.

Second Quarter- Goal met. This is the first time since MTM has been operating in IN that the goal has fallen below 5%. This number reflects a combination of all IN contracts. SCH has contributed to the met goal due to their close monitoring of their members.

Third Quarter- Goal met. Each plan working with their members and using No Show report.

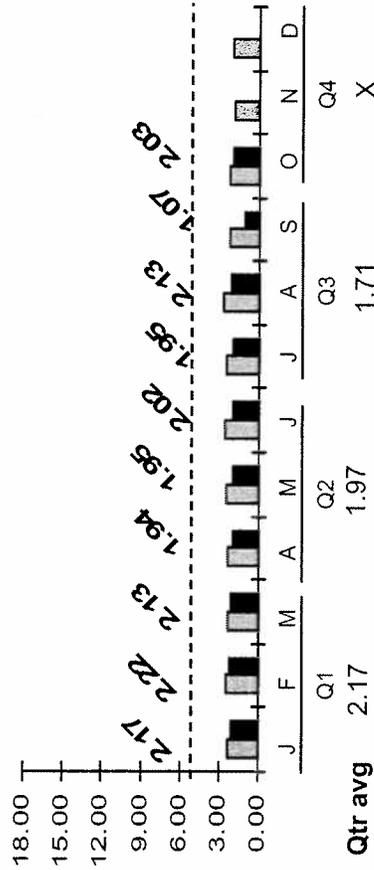
Fourth Quarter- Goal met. No shows did increase slightly from Q3. Client Services will continue to work with the Indiana plans on lowering their member no shows.

MEMBER NO SHOWS

% Percent

2004
2005

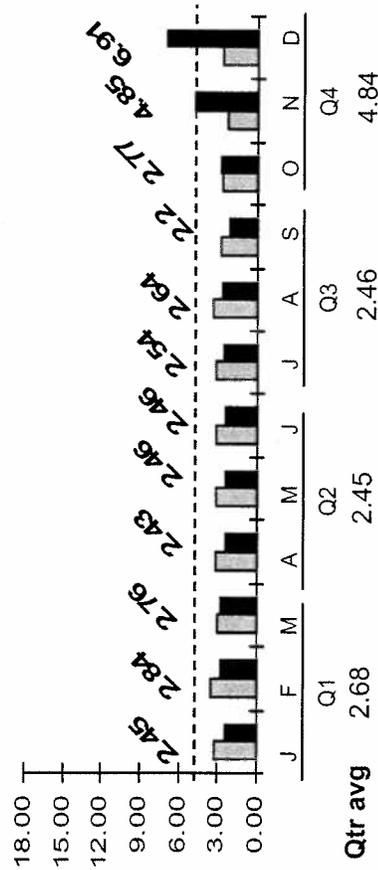
MO- DMS



GOAL: 5% or less

First Quarter- Goal met. DMS consistently meets and exceeds goal.
Second Quarter - Goal met.
Third Quarter- Goal met.
Fourth Quarter-Goal met for October. Unable to complete trend due to the loss of DMS.

MO- ALL



GOAL: 5% or less

First Quarter - Goal met. Due to Medicare and DMS, no shows are below goal.
Second Quarter - Goal met. This is due to DMS and Medicare plans.
Third Quarter- Goal met. DMS and Medicare plans contribute to goal. MC+ plans need to re-focus on no shows.
Fourth Quarter- Goal met. Numbers increased in November and December due to the loss of DMS. MC+ plans are not working with the member no show report.

CLIENT SERVICES QMC METRICS



HOW TO #3

ENTERING A NEW MEMBER/RECIPIENT FILE

MEMBER UPDATES/ADDITIONS SCREEN

- Press **F11** to confirm address in system
 - If address shows an error or invalid message, reconfirm entire address, make updates as necessary and press **F11** (See HOW TO #14- Cleansing An Address)
 - If address still shows an error or invalid message, type **Y** in "Address Override" Field at the top of screen

Session A - [24 x 80]

File Edit Transfer Appearance Communication Assist Window Help

PrtScn Copy Paste Send Recv Display Color Map Record Stop Play Quit Clipbrd Support Index

08:33:59 WAMSGANR

MTM Updated 5/17/04
MEMBER UPDATES/ADDITIONS Updated 05172004
By WAMSGANR

MTM Member #: AAA00323015
Address Override: _ (Y/)

Medical #: 111111111 Health Care ID: _____ Insur Cd: 0050
Coverage Began: 00000000 DEPARTMENT OF MEDICAL SERV

CES (NEMT) MDDYYYY

Last Name: TEST First: TEST Mi:
Address: 1125 WHARF ST STE 25 City: LAKE SAINT LOUIS St: MO
Zip: 63367 +4: 2919 County Cd: 183 SAINT CHARLES
ADDRESS NOT ON STREET
Phone: 5736868177 Alt Phone: 8888888888

DOB: 11111911 Sex: E Eligibility Status A/D Effective Date: _____
MDDYYYYY MDDYYYYY

Last name,First name : TEST,TEST

F1 =PLAN Selection List **F3** =RETURN **F10** =Member Change History
F11 =UPDATE/ADD Member **F20** (SHFT 8)=Reset Info **F13** =Verify Address

MO a MW 07/014

Connected to remote server /host 69400 using port 23

HOW TO #3

ENTERING A NEW MEMBER/RECIPIENT FILE

MEMBER UPDATES/ADDITIONS SCREEN

- Enter Street Address in "Address" Field
- Enter City in "City" Field
- Enter State in "St" Field
- Enter Zip Code in "Zip" Field

Session A - [24 x 80]
File Edit Transfer Appearance Communication Assist Window Help

PrtScrn Copy Paste Send Recv Display Color Map Record Stop Play Quit Clipbrd Support Index

15:55:43 WAMSGANR 5/14/04

MTM
MEMBER UPDATES/ADDITIONS

Updated 02272004
By HAUSERR

MTM Member #: 0000323015
Address Override: _ (Y/)

Medical #: 111111111 Health Care ID: _____ Insur Cd: 0050
Coverage Began: 00000000 DEPARTMENT OF MEDICAL SERVI
CES (NEMT) MMDDYYYY

Last Name: TEST First: TEST Mi.
Address: 125 WHARF ST STE 25 City: LAKE SAINT LOUIS St: MO
Zip: 63367 +4: 1303 County Cd: 183 SAINT CHARLES

Phone: 5736868177 Alt Phone: 8888888888

DOB: 11111911 Sex: E Eligibility Status A/D A Effective Date: _____
MMDDYYYY MMDDYYYY

Last name,First name : TEST,TEST

F1 =PLAN Selection List **F3** =RETURN **F10** =Member Change History
F11 =UPDATE/ADD Member **F20** (SHFT 8)=Reset Info **F13** =Verify Address

MA a MW 07/014

Connected to remote server/host AS400 using port 23

HOW TO #3

ENTERING A NEW MEMBER/RECIPIENT FILE

MEMBER UPDATES/ADDITIONS SCREEN

- Enter Last Name in "Last Name" Field
- Enter First Name in "First" Field
- Enter Middle Initial in "Mi" Field

Session A - [24 x 80]

File Edit Transfer Appearance Communication Assist Window Help

PrtScrn Copy Paste Send Recv Display Color Map Record Stop Play Quit Clipbrd Support Index

15:55:43 WAMSGANR 5/14/04

MTM Updated 02272004

MEMBER UPDATES/ADDITIONS By HAUSERR

MTM Member #: 0000323015
 Address Override: _ (Y/)

Medical #: 111111111 Health Care ID: _____ Insur Cd: 0050
 Coverage Began: 00000000 DEPARTMENT OF MEDICAL SERV

CES (NEMT) MDDYYYY

Last Name: TEST First: TEST Mi: _
 Address: 125 WILSON ST STE 25 City: LAKE SAINT LOUIS St: MO
 Zip: 63367 +4: 1303 County Cd: 183 SAINT CHARLES

Phone: 5736868177 Alt Phone: 8888888888

DOB: 11111911 Sex: E Eligibility Status A/D A Effective Date: _____
MDDYYYY MDDYYYY

Last name,First name : TEST,TEST

F1 =PLAN Selection List **F3** =RETURN **F10** =Member Change History
F11 =UPDATE/ADD Member **F20** (SHFT 8)=Reset Info **F13** =Verify Address

MO a MW 07/014

Connected to remote server/host AS400 using port 23

HOW TO #3

ENTERING A NEW MEMBER/RECIPIENT FILE

MEMBER UPDATES/ADDITIONS SCREEN

- Enter Medicaid Number in "Medical #:" Field
- Press **Tab** here and after every field hereafter
- Enter Health Plan ID Number in "Health Care ID:" Field, if applicable (see Account Information)
- Enter Insurance Code in "Insur Cd:" Field
 - If Insurance Code is unknown, Tab to "Insur Cd:" Field and Press **F1**
 - See INSURANCE PLAN SELECTION LIST SCREEN

Session A - [24 x 80]

File Edit Transfer Appearance Communication Assist Window Help

PrtScn Copy Paste Send Recv Display Color Map Record Stop Play Quit Clipbrd Support Index

15:55:43 WAMSGANR 5/14/04

MTM Updated 02272004

MEMBER UPDATES/ADDITIONS By HAUSERR

MTM Member #: 0000323015
 Address Override: _ (Y/)

Medical #: 111111111 Health Care ID: _____ Insur Cd: 0050
 Coverage Began: 00000000 DEPARTMENT OF MEDICAL SERVI
 CES (NEMT) MDDYYYY

Last Name: TEST First: TEST Mi: _
 Address: 125 WHARF ST STE 25 City: LAKE SAINT LOUIS St: MO
 Zip: 63367 +4: 1303 County Cd: 183 SAINT CHARLES

Phone: 5736868177 Alt Phone: 8888888888

DOB: 11111911 Sex: E Eligibility Status A/D A Effective Date: _____
 MDDYYYYY MDDYYYYY

Last name,First name : TEST,TEST

F1 =PLAN Selection List **F3** =RETURN **F10** =Member Change History
F11 =UPDATE/ADD Member **F20** (SHFT 8)=Reset Info **F13** =Verify Address

MW a MW 07/014

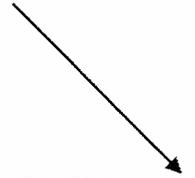
Connected to remote server/host AS400 using port 23

HOW TO #2

LOGGING OFF MTM NET MANAGEMENT SYSTEM

SIGN ON SCREEN

- Click the **Xn** the upper right corner of the screen



Session A - [24 x 80]

File Edit Transfer Appearance Communication Assist Window Help

PrtScrn Copy Paste Send Recv Display Color Map Record Stop Play Quit Clipbrd Support Index

Sign On

System : S105D7CM
Subsystem : QINTER
Display : LSL128

User : _____
Password : _____
Program/procedure : _____
Menu : _____
Current library : _____

-----> **** Attention **** <-----

Important Reminder! What you see is private information.
Disclosure of any information to unauthorized persons will
result in sanctions.

-----> **** Attention **** <-----

(C) COPYRIGHT IBM CORP. 1980, 2002.

M0 a 06/053

Connected to remote server/host AS400 using port 23

HOW TO #2

LOGGING OFF MTM NET MANAGEMENT SYSTEM

MENU SCREEN

- Type **90**
- Press **Enter**

Session A - [24 x 80]

File Edit Transfer Appearance Communication Assist Window Help

PrtScrn Copy Paste Send Recv Display Color Map Record Stop Play Quit Clipbrd Support Index

MTMSSMNU MTM SUPERVISOR MENU for ST LOUIS

Select one of the following:

1. Member/Trip Search Screen	10. View Vendor Fax/Phn# List
2. Work W/Interactive Addr Verification	11. Gas Check Preview Program
3. Work With Zip/City	12. Display Fax Status
4. MONITOR FAX SCREEN	
5. Work With Vendor Temporary Closed	15. Edit Trip Pickup Times
6. Release Trip if not Really in Use	
7. Quick Trip Edit	
8. Trip Query	
9. Request Reimbursment Report	90. Sign Off

50. MONITOR ACTIVE SESSIONS

51. See HPLSL OUTQ (C) Copyright Berlin-Wheeler, Inc. 1997-1999

52. See HPPGR OUTQ (C) Copyright Innovative Services, LLC. 1999-2000

Selection or command
===> _____

F3=Exit F4=Prompt F9=Retrieve F12=Cancel

MA a MW 20/007

Connected to remote server/host AS400 using port 23

HOW TO #2

LOGGING OFF MTM NET MANAGEMENT SYSTEM

DATABASE LOOKUP REQUEST SCREEN

- Press F7

Session A - [24 x 80]

File Edit Transfer Appearance Communication Assist Window Help

PrtScr Copy Paste Send Recv Display Color Map Record Stop Play Quit Clipbrd Support Index

ATC080RQ **Data Base Lookup Request** 5/14/04 15:54:26

Type For Search by

1. Name (a)
2. State (a) / City (b) / Name (d)
3. Phone (a)
4. Health care ID# (a)
5. Medicaid # (a)
6. Trip# (a)
- Type selection from list

Type Beginning Search Data

a b d

F7 = EXIT **F8** =Add Member

MA a MW 16/00

Connected to remote server/host AS400 using port 23

HOW TO #1

LOGGING INTO MTM NET MANAGEMENT SYSTEM

MENU SCREEN

- Type 1
- Press **Enter**

Session A - [24 x 80]

File Edit Transfer Appearance Communication Assist Window Help

PrintScreen Copy Paste Send Recv Display Color Map Record Stop Play Quit Clipbrd Support Index

MTMSSMNU MTM SUPERVISOR MENU for ST LOUIS

Select one of the following:

1. Member/Trip Search Screen
2. Work W/Interactive Addr Verification
3. Work With Zip/City
- 4. MONITOR FAX SCREEN**
5. Work With Vendor Temporary Closed
6. Release Trip if not Really in Use
7. Quick Trip Edit
8. Trip Query
9. Request Reimbursement Report
10. View Vendor Fax/Phn# List
11. Gas Check Preview Program
12. Display Fax Status
15. Edit Trip Pickup Times
90. Sign Off

50. MONITOR ACTIVE SESSIONS

51. See HPLSL OUTQ (C) Copyright Berlin-Wheeler, Inc. 1997-1999

52. See HPPGR OUTQ (C) Copyright Innovative Services, LLC. 1999-2000

Selection or command
===> _____

F3=Exit F4=Prompt F9=Retrieve F12=Cancel

MA a MW 20/007

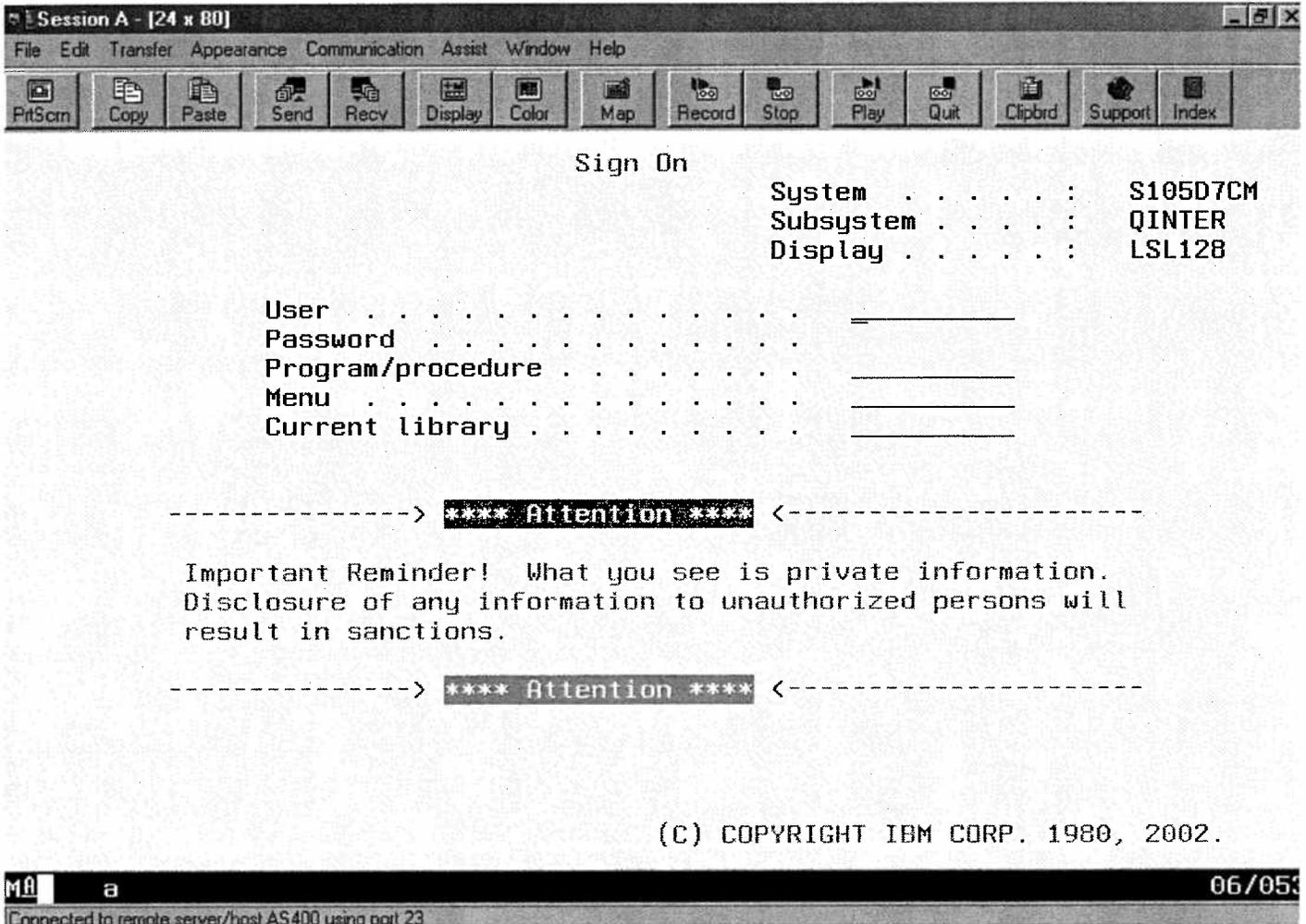
Connected to remote server/host AS400 using port 23

HOW TO #1

LOGGING INTO MTM NET MANAGEMENT SYSTEM

SIGN ON SCREEN

- Type User ID in "User" field
- Press **Tab**
- Type Password in "Password" field
- Press **Enter**



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Attachment J Training Education Plan Presentation

MTM's Recipient Education Plan provides helpful information and resources as it relates to recipient rights, responsibilities and HIPAA requirements associated with providing NET program services. The attachment provided as a part of this response is an overview of the content to be included in MTM's recipient plan. This plan will be further customized to meet the District's requirements and submitted to the COTR for review and approval within 30 days from contract award. MTM's overall Training and Education Plan Presentation incorporates our Recipient Education Plan which will include the following:

1. Recipient Training Materials
2. NET Program Overview
3. Recipient Rights and Responsibilities
4. HIPAA Guidelines
5. Eligibility for Transportation Services
6. Who to Call
7. How to Schedule a Ride
8. Appropriate Advance Notice
9. Hours of Operation/Holidays
10. Covered and Non-covered Services
11. Trip Denial Process
12. Complaints and Grievances
13. Frequently Asked Questions
14. Key Contacts

MTM will ensure all written materials for District Medicaid recipients are in an easily understood language and format. We will work cooperatively with the District to determine the needs of Medicaid recipients. We will make all written recipient notices available in specific alternative formats necessary, such as large font or Braille for the visually impaired.

It is our practice to develop written informational and educational material for recipients on eligibility for transportation services, how to access transportation services, recipient rights, and key contacts for all inquiries and issues. Prior to dissemination, all materials will be presented to COTR for approval including any correspondence developed by MTM intended for a recipient, authorized representative or a medical provider.

Properly informed recipients and their representatives are critical. Regardless of the high quality of the transportation program, there is little value if there is minimal use, and the health care of the individuals suffers. Through proper education, MTM ensures the NET program starts up smoothly, with recipient confidence, and improved access to health care services.

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MTM Staff Training and Education Plan

MTM Staff Training consists of several separate manuals. Below is a listing of those Manuals. Once awarded the contract MTM will provide the District with these manuals. Not all manuals are used by every employee; this is intended to provide a broad overview of training MTM offers its employees.

1. Human Resource Employment Handbook
2. Customer Service Center Manual
3. Quality Management Training
4. Supervisory Training
5. Program Managers Quarterly Meetings
6. Area Liaison Quarterly Meetings

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt	-		
		Full-time	X		
		Part-time	-		
		Location	Missouri		
		Origination Date	1/05/04		
Job Title	President and CEO	Last Revision Date	12/22/05		
Department	Executive				
Reports to	Chairman of the Board	Page	1	OF	2

Job Summary: The President and CEO is responsible for overseeing all functional units of MTM including: Operations, Technology, Finance and Accounting, Legal, Marketing, Sales and Business Development required to deliver and promote MTM's superior transportation management delivery. MTM's primary clients are state and county governments and managed care organization for which we provide transportation services for their Medicaid clients to reach necessary, non-emergency medical services. This position, located in the Lake St. Louis, MO, is responsible for:

- Reporting to the Board of Directors and the Chairman of the Board the status of operations, finances, sales/marketing and any risk issues.
- Developing the corporate strategy and key action items necessary to maintain and enhance MTM's position as a leading company for the deliver of non-emergency transportation.
- Coordinating all the functional units of MTM to ensure key action items and priorities are addressed.
- Instilling a culture of strong work ethics, high performance, ethics, client satisfaction and cost containment through a balance scorecard approach.
- Strategizing, planning and providing creation of innovative solutions for improving MTM's performance.

Primary Duties:

This position primarily focuses on ensuring that all core functional units perform superiorly so that MTM can deliver safe and qualified non-emergency transportation services to our clients, and exceed their expectations. This position is also in charge of:

- Establishing strategies to control costs and improve quality of service delivered.
- Creating and fostering a culture of teamwork, consensus leadership, excellence, pride and continuous improvement.
- Establishing outstanding customer service by maintaining excellent performance in the areas of service quality, cost containment and customer satisfaction.
- Promoting to Executive functional staff how to improve results by defining and directing the implementation of productivity improvement programs and strategies to maintain and enhance profitable operation of the company.
- Ensure quality and customer issues are addressed and monitored.

- Ensuring superior customer satisfaction by operating as the Executive sponsor for all client programs.

Required Background/Education:

- Demonstrated ability to manage through rapid growth.
- Experience directing multiple functional units, specifically sales/marketing, technology and product management.
- Superior project management skills.
- Demonstrated P/L responsibility in managing complex operations.
- Solid interpersonal and team-building skills to effectively communicate with employees.
- Proactive and creative techniques in solving operational problems.
- Bachelor degree required, with MBA or Masters in Operations Management preferred.
- Able to assess the “big picture” quickly
- Enjoys the challenge of focusing on maximizing productivity gains and developing quality improvements.

Required Skills:

1. Strong and visionary leadership skills.
2. Ability to work independently and as a team player, directing the work of others.
3. Excellent strategic and organizational skills.
4. High level of technical competence
5. Impeccable written and oral skills.

Signature: _____
President and CEO

Date: _____

This job description in now way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt	-		
		Full-time	X		
		Part-time	-		
		Location	Missouri		
		Origination Date	11/01/04		
Job Title	Executive Vice President, Government and Community Affairs	Last Revision Date			
Department	Government Affairs				
Reports to	President and CEO	Page	1	OF	2

Job Summary: The Executive Vice President of Government and Community Affairs is responsible for overseeing the procurement, sales and community affairs functions on behalf of MTM. MTM's primary clients are state and county governments and managed care organization for which we provide transportation services for their Medicaid clients to reach necessary, non-emergency medical services. This position, located in the Lake St. Louis, MO, is responsible for:

- Managing the MTM's operational units including Government Affairs, Sales, Client Services and Community Affairs.
- Identifying and prioritizing procurement and sales activities.
- Overseeing client activity to that MTM complies with client contracts.
- Overseeing community activity to ensure that all stakeholders are fully educated on the NET programs.
- Instilling a culture of strong work ethics, high performance, ethics, client satisfaction and cost containment through a balance scorecard approach.
- Strategizing, planning and providing creation of innovative solutions for improving client relations.

Primary Duties:

This position primarily focuses on ensuring that all MTM grows through acquisition of client contracts, remains compliant to client contracts, maintain levels of profitability through client contracts and maintains a good reputation in the communities in which we provide services. This position is also in charge of:

- Planning and directing all aspects of MTM's policies and objectives involving matters of state and government and regulations.
- Oversee sales activities and develop sales strategies.
- Interview and check references on state and local lobbyists.
- Negotiate best prices with lobbyist.
- Work with all lobbyist on MTM legislative and advocacy issues.
- Obtain monthly lobbyist report on state and local legislative or regulatory issues and provide reports to MTM's executive staff.
- Track federal, state and local legislative bills and regulatory issues.

- Identify and build relationships with key players and decision-makers within state agencies, the legislature and advocacy organizations to promote MTM's presence and to educate on MTM's programs.
- Develop issue strategy options with appropriate MTM executives and senior management staff.
- Manage procurement-related activities including tracking procurement opportunities, procurement intelligence, decision-makers profiles, procurement process expertise, procurement schedules and vendor registrations.
- Develop and plan presentations for procurement opportunities.
- Participate in relevant associations and coalitions that will benefit MTM in providing a positive presence.
- Attend appropriate state agency and legislative conferences
- Develop annual Government Affairs Budget

Required Background/Education:

- Demonstrated ability to influence decision makers.
- Knowledge of the legislative processes.
- Extensive industry knowledge, including health care, managed care and transportation.
- Ability to build and maintain good relationships with state agency staff, prospective clients, community agencies and other critical stakeholders.
- Experience interfacing between multiple functional units, specifically operations, technology and product management.
- Demonstrated P/L responsibility.
- Solid interpersonal and team-building skills to effectively communicate with internal and external customers.
- Proactive and creative techniques in solving client problems.
- Bachelor degree required, with MBA or Masters in related area.
- 10 years experience in either the transportation and/or healthcare industries preferred.

Required Skills:

- Strong and visionary leadership skills.
- Ability to work independently and as a team player, directing the work of others.
- Excellent strategic and organizational skills.
- High level of technical competence
- Impeccable written and oral skills.

Signature: _____
 President and CEO

Date: _____

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt	-		
		Full-time	X		
		Part-time	-		
		Location	Missouri		
		Origination Date	12/29/04		
Job Title	Executive Vice President, General Counsel	Last Revision Date	N/A		
Department	Legal				
Reports to	President/CEO and Board of Directors	Page	1	OF	2

Job Summary: The Executive Vice President, General Counsel is responsible for all legal and risk management issues pertaining to the operation and delivery of MTM transportation management services. MTM's primary clients are state and county governments and managed care organizations for which MTM provides transportation services for their Medicaid clients to reach necessary, non-emergency medical services. This position, located in the Lake St. Louis, MO, is responsible for:

- Preparation and review of transportation services contracts with state and local government entities and Managed Care Organizations.
- Preparation and review of contracts with over 300 transportation service provider companies.
- Preparation and review of all contracts with third party subcontractors and suppliers.
- Preparation, amendment and updating of MTM Transportation Provider Guidelines
- Responsible for all liability insurance (Auto liability, General liability, Workers Compensation, Excess Umbrella liability) and Risk Management matters.
- Responsible for obtaining and maintaining all contract performance bonds, payment bonds, and letters of credit from insurance companies and lending institutions.
- Responsible for management and supervision of all claims.
- HIPAA Privacy Officer responsible for compliance with HIPAA and related privacy and security laws and regulations.
- MTM Corporate Secretary responsible for all state corporate registrations and filings; maintaining the minutes and corporate books of MTM.
- Advise and counsel MTM owners and executive management on both strategic initiatives and day-to-day business operations and personnel matters.

Primary Duties:

This position primarily focuses on the legal aspects and implications of the entire business operations of MTM. This position is also in charge of:

- Implementing standardization of MTM Transportation Services Agreements with MTM Clients to promote operational and management efficiencies.
- Implementing standardization of MTM contracts with Transportation Provider companies to promote operational and management efficiencies.
- Implementing standardization of MTM Transportation Provider Guidelines to promote operational and management efficiencies.
- Implementing procedures and policies to reduce risk and control liability insurance costs

Required Background/Education:

- Juris doctorate (JD) degree and licensed to practice law before the Missouri Supreme Court and federal courts.
- A minimum of 10 years experience in corporate and business law. Experience in litigation matters preferred but not required.
- Ability to quickly assimilate complex information and assess the “big picture”.
- Ability to demonstrate sound decision-making judgment.

Required Skills:

- Extensive knowledge of contract law, liability risk laws, Medicaid government laws and regulations, and HIPAA privacy laws and regulations.
- Self-starter who can work independently and as a team player.
- Excellent strategic and organizational skills.
- Proficient written and oral skills.

Signature: _____
President and CEO

Date: _____

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Original: Human Resources

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt	-		
		Full-time	-		
		Part-time	X		
		Location	Missouri		
		Origination Date	2005		
Job Title	Vice President Internal Audit	Last Revision Date			
Department	Executive				
Reports to	President and CEO	Page	1	OF	2

Job Summary: The Vice President of Internal Audits and Operational Reviews is responsible for the internal audit of critical operating functions within MTM, monitoring compliance with regulatory requirements and client contracts, and investigating isolated incidents of difficulties in all areas. All audits and reviews are to conclude with a report of findings and recommendations for resolution of any problems, recommendations for procedural improvements to prevent future recurrences or problems and recommendations for improvement in the accuracy or efficiency of processes.

This position located in the Lake St. Louis, MO office, has direct access to the Board of Directors and is responsible for:

- Reporting risk assessments as well as findings and recommendations resulting from internal audits, operational reviews and incident investigations to the, the Board of Directors and President and CEO.
- Strategizing, planning and providing solutions for improving MTM's performance, increasing the efficiency and/or accuracy of its reports, and decreasing the cost of operational processes.

Primary Duties:

This position primarily focuses on prevention, identification and resolution of operational problems. Performance of these duties is accomplished through:

- Preparing and maintaining functional organizational charts for operational tasks.
- Preparing and maintaining flowcharts of workflow processes.
- Identifying critical areas based on review of regulatory and contract requirements as reported by the MTM Compliance Officer and contract managers.
- Assessing risk through review of Medicaid regulations and specific contract requirements in conjunction with documentation of MTM Policies and Procedures as well as operational workflows and internal controls in place.
- Scheduling the periodic review of MTM Policies and Procedures and documented workflows to verify their completeness, continued existence, reliability and effectiveness for the prevention and detection of errors, irregularities and/or risk.
- Completing a periodic risk assessment based on review of internal controls and reports of incidents of operational difficulties.

- Communicating with management and the Board of Directors on a regular basis to maintain awareness of issues affecting internal controls in place to continue sound business operations and maintain compliance with regulatory and contract requirements.

Required Background/Education:

- Experience in business operations as evidenced by a job history of increasing levels of operational responsibility.
- Evidence of understanding and experience with the business cycle through financial reporting.
- Diversity in industry background and responsibility to provide the ability to work outside the box.
- Demonstrated ability to manage through rapid growth.
- Experience with audits and/or reviews under the supervision of appropriately certified trainers in internal or financial audits.
- Superior project management skills.
- Demonstrated P/L responsibility in managing complex operations.
- Solid interpersonal and team-building skills to effectively communicate with employees, management, other executives and the Board of Directors for MTM and its clients, customers, subcontractors and vendors.
- Proactive and creative problem solving techniques and experience.
- Bachelor degree required, with relevant advanced degree or certification preferred.

Required Skills:

1. Proficiency in the use of software for the gathering, assessing and reporting of data.
2. Ability to assess the “big picture” quickly
3. Ability to work independently and as a team player, directing the work of others.
4. Excellent strategic and organizational skills.
5. Enthusiasm for the challenge of internal controls and problem resolution in a rapidly growing and every changing company like MTM. High level of technical competence
6. Impeccable written and oral skills.

Signature: _____
President and CEO

Date: _____

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<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt			
		Full-time	X		
		Part-time			
		Location	LSL		
		Origination Date	3/26/04		
Job Title	Controller	Last Revision Date	1/6/06		
Department	Accounting and Finance				
Reports to	President & CEO	Page	1	OF	2

Job Summary:

The Controller is responsible for managing the accounting function for MTM, Inc. and associated companies. Areas of responsibilities include: management of operational and financial accounting systems, financial month-end closing, financial reporting and analysis, internal control procedures and compliance with generally accepted accounting principals. Has direct management responsibility for accounting staff.

Essential Job Requirements:

- Manage the month-end financial closing process and financial reporting in accordance with generally accepted accounting principals.
- Provide monthly budget variance and operational analysis of financial results.
- Work closely with departmental managers and provide accounting support and financial analysis of monthly operating results.
- Manage the accounts payable and accounts receivable systems and process.
- Manage the payroll system and process, to include filing of all multiple state payroll taxes.
- Manage the fixed asset system and reporting.
- Prepare and maintain internal control policies and procedures, to include the monthly reconciliation of all balance sheet accounts.
- Make recommendation on continual improvements in quality, efficiency and controls.
- Assist in preparation and analysis of annual operating and capital budgets.
- Assist in coordination of annual independent audits.
- Establish internal departmental goals and objectives. Monitor and report on achievement of annual goals.
- Provide direct supervision of financial analysis and accounting staff.

Required Education:

- Bachelors degree with concentration in Accounting
- CPA or MBA preferred

Required Experience:

- Minimum three to five years of experience in general accounting financial systems (general ledger, payroll, accounts payable, accounts receivable, fixed assets) and operational process.
- Minimum one year payroll system and tax reporting experience.
- Minimum one year supervisory experience.
- Intermediate skills with Microsoft Excel, Access and Word.
- Previous experience with the QuickBooks accounting system is a plus.

Required Skills:

- Good interpersonal and supervisory skills.
- Good written and verbal communication skills.
- Detailed oriented and ethical.
- Effectively organizes and prioritized work of department to achieve established goals.
- Works independently and demonstrates effective problems solving skills.

Signature: _____
President & CEO

Date:

Original: Human Resources
Cc: Department Director
Employee

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt	-		
		Full-time	X		
		Part-time	-		
		Location	Missouri		
		Origination Date	12/09/04		
Job Title	Vice President of Operations	Last Revision Date			
Department	Operations				
Reports to	President and CEO	Page	1	OF	2

Job Summary: The Vice President of Operations is responsible for overseeing the core operational functions required to deliver MTM's superior transportation management delivery. MTM's primary clients are state and county governments and managed care organization for which we provide transportation services for their Medicaid clients to reach necessary, non-emergency medical services. This position, located in the Lake St. Louis, MO, is responsible for:

- Managing the MTM's operational units including Customer Service Center, Transportation Network Management, Quality Management, and Utilization/Case Management.
- Identifying and prioritizing areas of improvement and project managing through completion.
- Instilling a culture of strong work ethics, high performance, ethics, client satisfaction and cost containment through a balance scorecard approach.
- Strategizing, planning and providing creation of innovative solutions for improving operational performance.
- Interfacing with the technology team to design enhancements to MTM's proprietary software for improving operation performance.

Primary Duties:

This position primarily focuses on ensuring that all core operational units perform reliably so that MTM can deliver safe and qualified non-emergency transportation services to our clients, and exceed their expectations. This position is also in charge of:

- Establishing strategies to control costs and improve quality of service delivered.
- Creating and fostering a culture of teamwork, consensus leadership, excellence, pride and continuous improvement.
- Establishing outstanding customer service by maintaining excellent performance in the areas of service quality, cost containment and customer satisfaction.
- Promoting to operational directors how to improve results by defining and directing the implementation of productivity improvement programs and strategies to maintain and enhance profitable operation of the company.
- Ensure quality and customer issues are addressed and monitored.

Required Background/Education:

- Demonstrated ability to manage through rapid growth.
- Experience in the management of outsourced and regional operational centers.
- Experience interfacing between multiple functional units, specifically sales/marketing, technology and product management.
- Superior project management skills.
- Demonstrated P/L responsibility in managing complex operations.
- Solid interpersonal and team-building skills to effectively communicate with employees.
- Proactive and creative techniques in solving operational problems.
- Bachelor degree required, with MBA or Masters in Operations Management preferred.
- 10 years experience in a either the transportation and/or healthcare industries preferred.
- Experience with call center performance, staffing and technology (specifically VOIP) a plus, but not required.
- Able to assess the “big picture” quickly and hit the floor running with strong decision-making abilities.
- Enjoys the challenge of focusing on maximizing productivity gains and developing quality improvements.

Required Skills:

1. Strong and visionary leadership skills.
2. Ability to work independently and as a team player, directing the work of others.
3. Excellent strategic and organizational skills.
4. High level of technical competence
5. Impeccable written and oral skills.

Signature: _____
President and CEO

Date: _____

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Original: Human Resources

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt			
		Full-time	X		
		Part-time			
		Location			
		Origination Date			
Job Title	Project Director	Last Revision Date	1-16-06		
Department	Operations				
Reports to	Senior Director of Operations	Page	1	OF	3

Job Summary: For MTM, a non-emergency transportation management company providing services to States, Counties and Managed Care Organizations for the delivery of their clients to medical appoints, the Project Director acts as the Internal Liaison and Project Manager who works in collaboration with all MTM corporate departments and the Client to ensure MTM is fully compliant with the State/County Medicaid requirements governing non-emergency transportation (NEMT) programs. The Project Director also ensures that individuals receiving MTM services receive the most appropriate, cost-effective delivery of transportation and ancillary services. This is a full-time position reporting to the Senior Director of Operations.

Primary Duties:

- Leads teams of direct reports and non-direct reports to ensure business outcomes and contract goals are defined and met.
- Plans continuously for growth and issue resolution.
- Works effectively through teams in a project management focused approach.
- Works with the Client to follow through on service issues, trouble shooting problems and concerns, complaints and education;
- Reviews service delivery to ensure that the most cost-effective mode of transportation is utilized;
- Manages branch office staff responsibilities (if applicable);
- Acts as a liaison between MTM and external stakeholders to educate on MTM services and ensures customer satisfaction;
- Creates detailed staffing plan (if applicable);
- Maintains a good understanding of the Clients Transportation program rules, regulations and policies;
- Identifies and manages stakeholders' expectations during all phases of the contract;
- Keeps abreast of changes to NET program rules, regulations and policies;
- Acquires a good understanding of State/County, and local climate and issues pertaining to the NET program;
- Active involvement in State/Government programs and transportation related conferences/seminars;

- Provides retrospective analysis of MTM services to ensure appropriate use of services;
- Reports problems or concerns of client to Senior Director, and Executive staff as needed;
- Disseminates educational material to clients as needed;
- Ensures ongoing compliance to MTM's Quality Management Program;
- Gains and maintains in-depth knowledge of MTM *Transportation Guidelines and Vendor Quality Improvement Program*;
- Provides oversight and management of the Customer Service Center;
- Gains and maintains in-depth knowledge of MTM departments;
- Assures good working relationships and high levels of communication among office staff, MTM departments, Client, stakeholders, and other vendors working within the contract;
- Provide updates to MTM Protocols;
- Responsible for building (or assuring building of) requirements documents and Work Plans as needed;
- Provides necessary data and information to MTM staff assisting in the continuous monitoring and coordination of quality management activity; i.e. credentialing, re-credentialing, and quality management;
- Personally participates in the requirements gathering and analysis as needed;
- Provides a weekly status report on accomplishments, issues and concerns;
- Prepares for, coordinate and conduct quarterly in-service with each client;
- Provides ongoing, day-to-day service support to client personnel;
- Establishes rapport with the client representatives and/or personnel;
- Learns and understands all aspects of the program, its benefit parameters and contract;
- Be available as client's key contact for any issues relating to the program;
- Address all issues in a timely manner to the satisfaction of the client and MTM;
- Educate clients on MTM procedures and services;
- Inform clients of new items relating to the NET industry and/or MTM services;
- Present annual plan reviews and work in a consultative manner with clients;
- Ensure all paperwork is complete, up-to-date and correctly filed for each plan;
- Other duties as assigned by Senior Director.
- Regular attendance is required.

Required Education:

- Bachelor's Degree Required
- Certified Project Management Professional or Associate Certification desired (PMI)

Required Experience:

- Management experience required;

- Previous experience working with Medicaid and or State programs preferred.
- Experience working for a managed care health provider preferred.

Required Skills:

- Prior project or contract management experience
- Excellent interpersonal skills and ability to work with a variety of people and job positions;
- Knowledge of managed care, QI and contracting;
- Experience establishing key processes and procedures;
- Ability to acquire in-depth knowledge of MTM operations;
- Experience in operations and management of staff;
- Experience in developing, promoting, and building key relationships with all key stakeholders;
- Data analysis and interpretation skills;
- Problem solving skills;
- Ability to schedule, organize and prioritize multiple tasks;
- Experience supervising and monitoring the delivery of contractual services;
- Knowledge of budgets and cost analysis;
- Excellent communication skills, verbal and written;
- Ability to handle questions and resolve issues in a constructive manner;
- Moderate to advanced computer skills.

Signature: _____
Senior Director of Operations

Date: _____

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Original: Human Resources
Cc: Department Director
Employee

<p style="text-align: center;">Job Description</p> 		Exempt	Yes		
		Non-exempt	N/A		
		Full-time	Yes		
		Part-time	N/A		
		Location	Missouri		
		Origination Date	11/05/01		
Job Title	Quality Manager	Last Revision Date	12/22/05		
Department	Quality Management				
Reports to	Senior Director of Operations	Page	1	OF	2

Job Summary:

The Quality Manager (QM) is responsible for all Quality Management daily operations and for supervision of the Quality Service Coordinators. The primary function is to assure compliance with all MTM Quality Management established protocols and procedures and ensure quality service. The Quality Manager is a salaried, exempt position.

Primary Duties:

- Coordinate all daily activities for the Quality Service Coordinators (QSC) and provide on-going monitoring of the QSC.
- Take and resolve calls and issues which require a supervisor intervention.
- Work closely with the Network Management Department to resolve vendor complaints, issues, and any trip discrepancies. Send notice to Network Management for vendor suspension due to noncompliance.
- Review and analyze weekly/monthly reports before sending to Client.
- Assist the Sr. Director of Operations with interviewing and hiring.
- Oversee staffing and scheduling of QSC to ensure adequate coverage.
- Assist the Sr. Director of Operations in establishing policies and procedures and update or revise as necessary.
- Assume the duties of the Director of Operations in his/her absence.
- Provide feedback and counseling on performance issues with QSC.
- Enforce all MTM established Quality Management protocols and MTM Personnel policies.
- Create weekly agenda for weekly QM staff meetings.
- Track time off (vacation and sick) of nonexempt staff.
- Demonstrate sincere personal commitment to promptness, reliability and quality work.
- Other duties as assigned

Required Education:

- BS or BA in Health related field preferred.

Required Experience:

- Experience in Quality Management preferred.
- Previous experience in a management position preferred.
- Transportation or healthcare experience preferred.

Required Skills:

- Strong knowledge of Continuous Quality Improvement (CQI) Process.
- Knowledge of DMAS/State operations.
- Knowledge of AS400 preferred.

- Strong managerial and communication skills, both written and verbal.
- Computer skills to include Word, Excel, Access, and Power Point preferred.
- Ability to work with multiple situations and handle diverse issues.
- Able to multi-task in a fast paced environment.

Signature: _____
Senior Director of Operations

Date: _____

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Original: Human Resources

<p style="text-align: center;">Job Description</p> 		Exempt	Yes
		Non-exempt	N/A
		Full-time	Yes
		Part-time	N/A
		Location	Missouri
		Origination Date	11/12/03
Job Title	Director of Network Management	Last Revision Date	12/23/05
Department	Network Management		
Reports to	Senior Director of Operations	Page	1 OF 2

Job Summary:

The Director of Network Management is a full-time position reporting to the Senior Director of Operations. The primary function of the Director of Network Management is to oversee and direct all operations and management of the Network Management Department. In addition, this role is responsible for ensuring the integrity and quality of the MTM Network of Vendors.

Primary Duties:

- Coordinate and participate in all annual Vendor meetings.
- Participate in all Vendor Advisory Committee meetings.
- Conduct weekly Network Management meetings.
- Support marketing and sales of the MTM program.
- Participate in orientation for newly acquired Clients.
- Directly supervise and evaluate the Network Management Manager and Vendor Education Liaison/Supervisor.
- Oversight for all Network Management staff and functions.
- On going development and monitoring of the quality of the Network Management Program to ensure MTM is meeting the needs of its Clients.
- Review all Vendor contracts for accuracy and completeness prior to executive management signature(s).
- Provide oversight to the Network Management Credentialing Program to ensure compliance to the MTM program.
- Provide oversight to the Network Management GEO Access Program to ensure an adequate network of qualified Vendors in the MTM network.
- Control the overall trip cost by effective management of the MTM Vendor Network.
- Regular attendance required.
- Report directly to the Senior Director of Operations.
- Work closely with all Directors and Staff.
- Direct management of the Network Management Manager and Vendor Education Liaison/Supervisor.
- Advisory member for MTM Vendor Advisory Committees.
- Active member of the MTM Management Committee.

- Active member of the MTM Quality Improvement Committee.

Required Education:

- Bachelors Degree or higher
- Five years management experience network of providers and external representatives.

Required Experience:

- Extensive HealthCare Management background.
- Extensive Supervisory and Management background.
- Background in program evaluation and improvement.
- Background in staff development.
- Background in contract negotiations.
- Experienced in working with a large and multi-faceted staff.

Required Skills:

- Excellent interpersonal skills and ability to work with and manage a variety of people.
- Excellent communication skills.
- Excellent negotiation and problem solving skills.
- Strong leadership skills.
- Good analytical ability.
- Ability to develop programs.

Signature: _____
Senior Director of Operations

Date: _____

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 Job Description MTM Medical Transportation Management, Inc.		Exempt	Yes
		Non-exempt	NA
		Full-time	Yes
		Part-time	No
		Location	Corporate
		Origination Date	10/1/2002
Job Title	Public Transit Administrator	Last Revision Date	6-26-2006
Department	Network Management		
Reports to	Director of Network Management	Page	1 OF 2

The **Public Transit Administrator** is responsible for overseeing research, evaluation and utilization of public transit and non-profit public entities in regions where MTM provides or seeks to provide NEMT services. The Public Transit Administrator is responsible for maintaining strong public relations through development of regional public transit/entity action teams that address regional healthcare access utilizing state, county, city and regional public transit and non-profit agencies. The **Public Transit Administrator** is a salaried, exempt position.

Primary Duties:

1. Elevate MTM's name and product recognition by developing relationships with State DOTs and State, Regional and National Transit Associations and Transit Industry related associations.
2. Assist in development of business opportunities for MTM with United We Ride and ADA transportation.
3. Monitor, build, and improve provision of NEMT services through appropriate use of Public Transit/Entity services.
4. Oversee the identification of all public transit/entities in targeted regions.
5. Oversee new program implementation in relation to public transit/entity.
6. Oversee development of staff training program for public transit.
7. Identify and oversee corporate compliance with all relative federal, state, city, and regional guidelines pertaining to MTM's usage of public transit
8. Advise MTM on public transit/entity usage for target areas and RFP response.
9. Oversee Public Transit Specialist
10. Other Duties as assigned

Required Education:

1. Bachelors Degree and 14 years experience in public, non-profit transportation field.

Required Experience:

1. Excellent communication skills.
2. Extensive knowledge of Federal and state regulations governing public transit/entity s
3. Experience in administering a non-profit, public transit/entity program.
4. Experience in new product development and implementation.
5. Ability to work independently, with minimal supervision.

6. Experience in conducting providing quarterly and annual reports, program analysis, developing program goals and objectives.
7. Knowledge of MTM NET Management System.
8. Ability to accommodate multi-task projects.
9. Exceptional organizational skills.
10. Knowledge of Provider Network Systems.

Relationships:

1. Reports directly to Director of Network Management at corporate offices in Lake Saint Louis, Missouri.
2. Works with departments on nontraditional coordinated transportation contracts.
3. Work closely with all public transit/entity contacts.
4. Working relationship with Provider Area Liaisons.
5. Working relationship with Network Management Representatives.
6. Working relationship with BSG.

Signature: _____
Department Director

Date: _____

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Original: Human Resources
Cc: Department Director
Employee

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt			
		Full-time	X		
		Part-time			
		Location	Missouri		
		Origination Date	4/9/04		
Job Title	Utilization Care Manager	Last Revision Date	N/A		
Department	Operations				
Reports to	Senior Director of Operations	Page	1	OF	2

Job Summary: The Utilization Care Manger works in collaboration with operations, MTM support departments and transportation providers to ensure the most cost-effective delivery of transportation and ancillary services. The Utilization Care Manger is a full-time position reporting to the MTM VP of Operations and Marketing Sales Director.

Primary Duties:

- Monitor and analyze gatekeeping activities to ensure the most appropriate use of transportation modes were chosen by responsible departments;
- Direct the provision of high quality, appropriate, cost-effective transportation services;
- Organize systematic data collection for analysis and interpretation of transportation and ancillary services and outcomes, including identification of transportation provider patterns;
- Identify cases for Case Management and coordinate and evaluate the needs of the recipient;
- Provide necessary data and information to MTM staff who assist in the continuous monitoring and coordination of quality improvement activity; i.e. credentialing and recredentialing and quality management;
- Manage the Social Services and Customer Service Center functions through providing direct leadership to the directors and managers of these departments, as well as the activities of these departments.
- Provide a prospective, concurrent and retrospective analysis and management of transportation and related services;
- Through the execution of MTM policies and procedures, ensure that recipients receive the appropriate level of transportation and related services at the right time.
- Other duties as assigned.

Required Education: College degree required, nursing degree required.

Required Experience:

- Nursing background required;
- Management experience required; previous experience as a Utilization or Case Management.
- Previous experience working with Medicaid and or State programs required; and
- Experience working for a managed care health plan.

Required Skills:

- In-depth knowledge of Utilization and Case Management ;
- Data analysis and interpretation skills;
- Excellent interpersonal skills;
- In-depth knowledge of managed care, QA, and contracting;
- Problem solving skills;
- Ability to schedule, organize and prioritize multiple tasks;
- Knowledge of budgets and cost analysis;
- Excellent communication skills, verbal and written;
- Moderate to advanced computer skills.

Signature: _____
Department Director

Date: _____

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Original: Human Resources

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt			
		Full-time	X		
		Part-time			
		Location	Missouri		
		Origination Date	04-0504		
Job Title	Director of Business Solutions	Last Revision Date	12/22/05		
Department	Technology				
Reports to	President and CEO	Page	1	OF	2

Job Summary:

This is a key leadership and hands-on position of the Business Solutions group in MTM Technology Organization, responsible for the analysis, architecture and definition of business technology solutions and services for the entire MTM operation.

Primary Duties:

Directing and managing a team of business and data analysts; working with cross-functional teams and subject matter experts in:

- Business systems analysis, planning, conceptualization and architecture
- Business systems software requirements specifications
- Business technology solutions/services identification and specifications
- Business systems testing, documentation, training and education
- Data management, information delivery and analysis
- Business process analysis, benchmarking, modeling and optimization
- Project, quality, efficiency and process management assistance

Required Background/Education:

- Bachelor's degree in computer engineering, or equivalent combination of education and experience
- 10+ years in Information Technology, with 4+ years from major IT organizations
- Hands-on business analysis and software requirements specifications for major complex software applications/products that support critical business process and operations
- Client-server/N-Tier software architecture and e-business technology
- Project management of full life cycle software development with 10+ team members
- Strategy, operational planning and execution
- Transportation and healthcare information technology experiences - strong plus
- Call center, data center, data warehousing, internet services and ERP system experiences - strong plus

Preferred:

- MBA
- Formal requirement and project management methodologies and tools experience
- Department/staff management experience
- Prior software design and programming experience
- Quality and process management and improvement experience

- Entrepreneur/startup experience

Required Skills:

- Data, business logic and business process modeling
- Data analysis, business process analysis and optimization
- Business requirement identification and software requirement specifications
- Business systems solutions conceptualization and design
- Interaction with project stakeholders and cross-functional teams
- Requirement triage, scope management, revision/change management
- Strong written and verbal communication
- Strategy, people and operations

Signature: _____ Date: _____
President and CEO

This job description in no way states or implies that these are the only duties to be performed by the employee occupying this job. Employees may be required to follow other job-related instructions and to perform other job-related duties as requested, subject to all applicable state and federal laws. Certain job functions described herein may be subject to possible modification in accordance with applicable state and federal laws.

Original: Human Resources

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt			
		Full-time	X		
		Part-time			
		Location	LSL		
		Origination Date	10-01-04		
Job Title	Manager of Business Systems	Last Revision Date	1-17-06		
Department	Business Solutions				
Reports to	Director, Business Solutions	Page	1	OF	2

Job Summary:

The Manager of Business Systems is responsible for the analysis, architecture and specifications of effective, efficient and innovative business technology solutions and services, particularly in the form of *business application systems* and *information delivery*, to support, grow and transform the overall MTM business processes and business operations.

Furthermore, the successful candidate will provide *project management services* in the development, promotion, adoption and operations of the business technology solutions and services to achieve maximum business benefits. The successful candidate will participate in *business process management* and *information analysis* as well.

Essential Job Requirements:

This role is expected to provide critical contributions to Business Solution's overall effort in delivering and promoting effective, efficient and innovative technology solutions and strong MTM competitive advantages through:

- Business process analysis, benchmarking, modeling and optimization
- Business systems analysis, planning, conceptualization and architecture
- Business technology solutions/services identification and specifications
- Business systems software requirements specifications
- Business systems testing, documentation, training and education
- Information Analysis and Business Intelligence
- Project, quality, efficiency and process management assistance

This position requires working closely with all groups within Business Solutions and collaborating with all cross-functional teams and subject matter experts across the entire company.

Required Education:

- Bachelor's degree (or equivalent combination of education and experience) in computer engineering or business
- MBA, plus
- PMP Certification, plus

Required Experience:

Required:

- 7+ years in Information Technology, with 3+ years of hands-on experience and proven success track record in business process optimization, business system solution definition, and software requirements specifications in support of critical business process and operations
- Experience of authoring software requirement specifications for large and complex business application systems, preferably using industry best practices, tools and methodologies
- Experience of authoring test plans and conducting testing, preferably using industry best practices, tools and methodologies
- Experience of software development project management, preferably using industry best practices, tools and methodologies through full Software Development Life Cycle (SDLC) project with 8+ team members in Client-server/N-Tier software architecture and e-business technology technical environment
- Healthcare industry and healthcare information technology experiences:
 - Medicare/Medicaid, MCOs, ADA, provider, fraud and abuse management
 - Eligibility verification, HIPPA, claims/reimbursement
 - Case and utilization management, disease and wellness Management

Preferred:

- Transportation and supply chain industry and technology experiences
 - Demand and response transportation, public transit transportation
 - Territory and fleet planning, route building and route optimization
 - Vehicle routing, scheduling and dispatching
 - Geographic Information System (GIS), Global Positioning System (GPS), Automatic Vehicle Location(ACL), Mobile Data Terminal(MDT)
- Call center technology experience with some or all of the following
 - ACD, skills routing IVR
 - CTI, IP Telephony
- Data warehousing, internet services and ERP system experiences
- Supply Chain Management, logistics and resource optimization
- Prior software design, programming, software quality assurance and process and improvement experience
- Entrepreneur/startup experience

Required Skills:

- Business systems solutions conceptualization and design
- Data, business logic and business process modeling
- Data analysis, business process analysis and optimization
- Business requirement identification and software requirement specifications
- Interaction with project stakeholders and cross-functional teams
- Requirement triage, scope management, revision/change management
- Requirement analysis, specification and management methodologies and tools
- Strong analytical skills and strong written and verbal communication

<p style="text-align: center;">Job Description</p> 		Exempt	X		
		Non-exempt			
		Full-time	X		
		Part-time			
		Location	LSL		
		Origination Date	10-25-04		
Job Title	Manager, Technology Operations	Start Date	ASAP		
Department	MTM Technology Organization (MTO)				
Reports to	President and CEO	Page	1	OF	3

Job Summary:

As the leader of the Technology Operations group, the *Manager, Information Technology* is responsible for the overall technology operations for the entire MTM business operations in the following areas: *Data Management, Database Management, Middleware Management, and Business Systems Operations Support.*

This is both a leadership and hands-on technical position.

Primary Duties:

The primary duties include:

- Align the Technology Operations group with MTM business objectives and business requirement in MTM's challenging and dynamic business growth environment
- Enhance Technology Operations group's organizational capabilities and operational excellence through people process, strategy process, technology process and operations process
- Maintain and exceed operations/service level agreement (OLA/SLA)
- Conduct overall *Data Management* for medical transportation management, quality/financial management and information delivery services through:
 - Data Collection and Data Entry
 - Data Extraction, Translation and Loading (ETL) and Data Integration
 - Data Quality, Data Integrity, and Data Backup
 - Data Processing (Medical Eligibility Processing, Claims Processing, Billing, Reimbursement, Re-conciliation, Auditing, etc.)
 - Data/Information Delivery (Ad Hoc Reporting, Batch Reporting, EDI, etc.)
- Conduct *Database Management Administration* for MTM production databases (MS SQL Server, Oracle)
- Conduct *Middleware Management* for MTM production systems (Web/Application Servers, Load Balancers, etc.)
- Ensure and support correct and reliable operations of MTM *Business Systems* and facilitate MTM users to use/operate them correctly, effectively and efficiently through:

- Help/Service Desk
- Systems Production Testing
- Production System Deployment
- Health Monitoring
- etc.
- Assure data/information security and privacy (HIPPA Compliance)

Qualifications

Required Education:

- Bachelor's degree in computer science/engineering, or equivalent combination of education and experience
- Advanced degree - plus

Required Experience:

- 6+ years in Information Technology with a focus on data management and business systems operational support in a mission-critical environment
- Experience with IT service management, operations/service level agreement management
- Proven track record of building and leading customer-oriented and effective technology operations team
- Solid experience in medical/healthcare Electronic Data Interchange (EDI) with standard and non-standard EDI formats, in particular, with ANSI X12 standards
- Medical eligibility data processing, claims/reimbursement data processing
- Experience/Knowledge with Database Administration and Data Reporting

Preferred Experience:

- Middleware experience such as Web Server, Application Server, etc
- Data Modeling, Data warehousing/OLAP experience
- Transportation industry and Information technology experience
- Call center and data center technology and operations experience
- ERP and CRM system experience
- ITIL service delivery and service support framework experience/knowledge

Required Skills:

- Project management, staff management and client services
- Written and verbal communication and impersonal skills
- ANSI X12 (such as 834, 270/271, 837P, etc.)
- IT Service/Help Desk structure, process and tools
- Relational database management systems MS SQL Server, Oracle, MS Access
- Report development tools such as Crystal Report,
- SQL(TSQL, PL/SQL),

Preferred Skills:

- IT service management tools
- Data manipulation/ETL tool(s) such as Data Junction, Informatica, DTS
- Data modeling/design tools such as ERWin, TOAD, etc
- Data mining, data warehousing and business intelligence
- Visual Basic/VBA, stored procedure, and various scripting languages such as Perl, DOS and Unix Shell script
- Internet Information Server(IIS)/Apache
- HTTP, HTML, JavaScript, ASP, XML, SOAP

Signature: _____
Department Director

Date: _____

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Original: Human Resources



MTM

Medical Transportation
Management, Inc.

Sample System Design Manual



Effective Management Resulting in Appropriate Utilization

June 2004

The enclosed information contains business practices, operation and other private information of MTM and is proprietary and highly confidential. This confidential information shall not be disclosed without the express written consent of MTM.

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i. Document History

ii. Referenced Documents

1. Introduction

1.1. Purpose

1.2. Scope

1.3. Assumptions

1.4. Constraints

1.5. Definitions and Terminology

2. Business Processes and Rules

2.1. Call Intake

2.2. Care Management

2.3. Network Management

2.4. Quality Control

2.5. Accounting

2.6. Business Analysis

3. System Modules

3.1. Trip Reservation

3.2. Eligibility Management

3.3. Transportation Provider Assignment

3.4. Transportation Mode Certification

3.5. Program Assignment

3.6. Frequent Flyer Management

3.7. *Recurring Trip Management*

3.8. *Data Management*

3.9. *Interactive Voice Response*

3.10. *Invoice Processing*

3.11. *Complaint Management*

3.12. *Member Management*

3.13. *Routing and Schedule Management*

3.14. *Transportation Provider Management*

3.15. *Mileage Rate Management*

3.16. *Reporting*

3.17. *Electronic Trip Download*

3.18. *File Processing*

4. *Cross Reference Business Process and System Modules*

5. *System Architecture*

5.1. *Topology*

5.2. *System Specification*

5.3. *3rd party Software*

5.4. *Proprietary Algorithms*

5.5. *Growth Requirements*

5.6. *Budget and Bandwidth Quotas*

5.7. *System Test Features*

This document is a sample

Upon award MTM will customize to include all requirements of this program.

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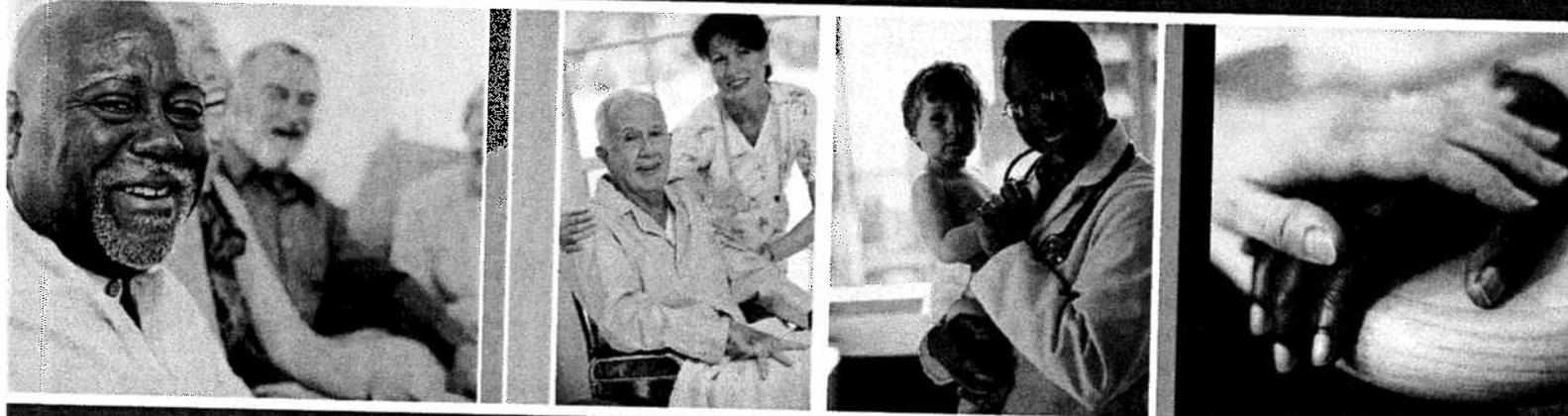


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MTM Attachment R

Customer Service Sample Training Manual



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Table of Contents

MTM HISTORY 2

MTM DEPARTMENTS..... 3

HIPAA GUIDELINES..... 6

OVERVIEW OF CALL INTAKE 8

MTM NET MANAGEMENT SYSTEM 12

CODING 13

PUBLIC TRANSPORTATION GUIDELINES 14

LANGUAGE BARRIERS..... 15

FORMS 16

CLIENT PROTOCOLS 17

CUSTOMER SERVICE FOCUS 18

The Road to Success is Customer Service



MTM History

Founded in 1995, MTM is a corporation and a certified Woman-Owned Business Enterprise (WBE). MTM's corporate offices are located in Lake St. Louis, Missouri. MTM has operations in six (6) Customer Service Centers (call centers), two in the greater St. Louis area, one in Topeka, Kansas, one in Pulaski, Virginia, one in Little Rock, Arkansas, and one in Minneapolis, Minnesota. We currently have 180+ employees; 150 in Lake St. Louis and approximately 30 outside the Lake St. Louis area. Employees outside the Lake St. Louis location are Program Managers and transportation provider liaisons in states where MTM has contracts, and in satellite customer service centers.

MTM takes pride in our eight-year history of managing quality NEMT (Non-emergency Medical Transportation) programs. Our founders were, and continue to be, committed "to making a difference" – in the quality of transportation, to increasing access to healthcare, and in eliminating fraud and abuse. In the first month of operation in 1995, we arranged 38 trips. Today, we arrange 150,000-plus trips per month and serve the transportation needs for approximately 2 million people. We have increased access to healthcare; in many instances providing access where none existed. Quality of NEMT has greatly improved with MTM's insistence on credentialing of transportation providers. Fraud and abuse in MTM managed programs is drastically minimized with our increased emphasis on utilization management and reconciliation of all transportation invoices.

MTM has developed the model upon which NEMT programs are managed and set many of the current industry standards. In a study conducted by the Community Transportation Association of America (CTAA) MTM's model was recognized as a best practice model for NEMT (1997, 2000.) We manage every aspect of non-emergency medical transportation programs, and are recognized as the leader in this industry. We are experts in performing non-emergency transportation.

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MTM Departments

MTM program management model includes the following services:

- Customer Service Centers
- Network Development
- Social Services
- Information Services
- Quality Improvement
- Client Services

Customer Service Centers

The customer service experience begins in the MTM Customer Service Centers. MTM understands that the quality with which a call is answered is often the caller's first impression of the transportation program. MTM takes this responsibility seriously. All calls are handled promptly, skillfully, and courteously.

Each call MTM receives is handled in a professional manner, and each caller receives the highest level of customer service. CSRs (Customer Service Representative) show empathy with the caller's situation and treat the caller with dignity. The CSR clarifies the caller's needs and the appropriate action is taken to meet transportation needs based on client protocols.

The Customer Service Center is responsible for:

- Initial answering of calls
- Eligibility determination
- Trip intake and screening
- Assignment of most appropriate transportation provider
- Screening compliment/complaint calls
- General Questions & Answers
- Trip Verification
- Trip Updates

Network Development

Having access to transportation is vital for clients to improve their health and maintain preventive care. Based on experience, MTM knows that the management of transportation services is complex, time consuming, requires specific skills and the following of a proven process. We have the necessary skills, the proven processes, and the experience to manage the quality of transportation services.

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Network Development is responsible for:

- Provider Recruitment
- Credentialing/Recredentialing of Transportation Providers
- Training and On-going Education
- Improving and Enhancing our Transportation Network
- Provider Turn Backs
- Provider Q & A
- Provider Issues
- Trip Updates

Social Services

Two of MTM's hallmarks of success are treating each member as a person and providing one-on-one assistance. Early in its operations, MTM recognized the need for case management of passengers with special transportation needs. We developed our Social Services department to manage transportation for passengers who need transportation to recurring or complex medical services such as dialysis, behavioral health or specialized trips for medical needs such as chemotherapy.

Social Services is responsible for scheduling, tracking and trending special needs transportation requests including:

- Dialysis
- Mental Health
- Ancillary Services (meals & lodging)
- Nursing Home Transportation
- Urgent Requests

Information Services

A critical component in the delivery of quality service is the availability of specific critical information in a timely and accurate manner. This information allows for the tracking and trending of various aspects of the service which in turn lets MTM and the client make necessary adjustments and changes to the program. Our proven and robust application, MTM NET Management System, allows MTM to produce sophisticated, useful reports containing trip data for Clients.

Information Services is responsible for:

- Client Reporting
- System Operations
- Technical Support

Quality Improvement Department

MTM knows handling, addressing, and resolving service issues are critical to providing high quality service and to achieving a high level of passenger satisfaction. MTM's QI department ensures these calls are handled with sensitivity and empathy. MTM also knows that keeping

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costs as low as possible requires the prevention of fraud and abuse. The QI department constantly monitors and audits service delivery to ensure providers are delivering the services requested and that billing is being done accurately.

Quality Improvement is responsible for:

- Complaint intake, monitoring, and reporting
- Risk Management
- Fraud and Abuse Prevention
- Transportation Provider Review & Discipline
- Customer Service Representative (CSR) Call Monitoring

CSR Call Monitoring occurs regularly to ensure:

- Professional, prompt, and courteous customer service
- Sensitivity to cultural diversity
- Confidentiality of all caller information
- Callers are greeted in an appropriate manner
- Transportation request is properly screened for eligibility and appropriateness

Client Services Department

MTM's Client Services Department is the key contact for all issues relating to a client's transportation program. Clients benefit from having a single point of contact. The assigned account manager is responsible for ensuring all departments within MTM perform according to the contractual requirements. Client Services also ensures the client has direct access to MTM and that any issue that may arise receives prompt attention. In addition, Client Services provides a point of contact for the communication of special requirements and concerns, as well as a link to all other resources within MTM.

Client Services is responsible for:

- Assigning a single contact to each client
- Ensuring MTM Operations meet or exceed client expectations
- Distributing information about the NET Program
- Training and educating major hospitals, clinics, and other medical facilities about the NET Program
- Developing education, cost-savings, and client requested programs

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HIPAA GUIDELINES

The Health Insurance Portability and Accountability Act (HIPAA) of 1996 was created to:

- Protect the privacy and security of health information
- Define standards for electronic submissions
- Improve the efficiency and effectiveness of the healthcare system

HIPAA Objectives

- Secure electronic individual health information across the enterprise
- Deploy national standards for electronic data interchange (EDI) across the industry
- Ensure uniform privacy related to access and distribution of protected health information (PHI)
- Require documentation of organization-wide training and compliance with security and privacy regulations
- Enforcement and Sanctions

Covered Entity (as defined by HHS)

- Health care provider that conducts certain transactions in electronic form
- Health care clearing house or
- Health plan

Business Associate

A person or entity who provides certain functions, activities or services for or to a covered entity involving the use and/or disclosure of PHI

- MTM is a Business Associate to our Clients

Protected Health Information (PHI)

- PHI can be disclosed without consent if used for treatment, payment or operations (TPO)
- Transportation Providers issues: use of "log" sheets with all passengers listed; verbal disclosures, faxes and emails
- Confidentiality Agreements – MTM staff and transportation providers sign

How HIPAA affects the Customer Service Representatives (CSRs):

- CSRs must understand that insurance information and PHI cannot be shared with anyone *unless* it is required for treatment, payment, or operations
- When making outbound calls to physician offices or medical facilities, CSRs cannot ask for information that is not required for treatment, payment, or operations
- MTM is a Business Associate to each of our clients and some health information is required for us to provide medical transportation for our customers so that they receive treatment

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- CSRs encountering office personnel refusing to release information can contact the member/recipient and inform him/her to contact the office personnel

Tips that can help prevent disclosure of personal information:

- Press CTRL + ALT + DELETE to lock system when getting up from workstation. Press CTRL + ALT + DELETE and enter password upon signing back into system.
- Place any paper(s) with names or medical numbers out of open view.
- Shred any paper(s) with names or medical numbers on them. Do not dispose of in the trash.
- Don't include names or medical numbers in a subject line of e-mails, only in the body of the e-mail, if necessary.
- Issues or concerns regarding a member/recipient should not be discussed outside of business or with individuals that do not have a need to know.
- Do not enter any personal information regarding a member/recipient's medical illness or condition in the system *unless* it is necessary information for providing transportation services.
- Do not disclose any personal information, with or without a member/recipient's consent, to any party that does not deal with meeting the transportation request.
- Do not release a medical number over the phone unless it is to a Healthcare Professional.
- If the member/recipient's file states that they have a password, please ask caller for the password before arranging transportation. A password is sometimes used to ensure the member/recipient's safety/privacy.
- Retrieve any printed or copied items with names or medical numbers immediately.

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OVERVIEW OF CALL INTAKE

Calls will normally fall under one of the following categories:

- Request a trip
- Mileage Reimbursement
- Public Transportation
- Demand/Response Transportation
- Update/Change a trip
- Add a trip (i.e. pharmacy)
- Compliment/Complaint

CALL TO REQUEST A TRIP

- Answer the phone call appropriately
- Locate the member/recipient in the system or add the member/recipient to the system
- Verify eligibility
- Complete a series of intake questions in the system to determine:
 - Appointment is a covered service
 - Provider accepts the recipient's insurance
 - Type of transportation needed
 - Determine any special needs (i.e. wheelchair, assistance, additional passengers, etc)
 - Assign a transportation provider or leave in a wait/cancel/deny status

WAIT/CANCEL/DENY

Common Reasons for Leaving a trip in a Wait Status

- Member/Recipient did not have all transportation field information
- Medical Provider needs to fax MTM a form (Urgency, Public Transportation, etc)

Common Reasons to Cancel a Trip

- Member/Recipient canceled transportation request
- Member/Recipient no showed
- Transportation Provider no showed
- MTM canceled due to misinformation or computer problems
- Trip information changed and required cancellation and reset

Common Reasons to Deny a Trip

- Member/Recipient is ineligible
- Medical Provider does not accept member/recipient's insurance
- Medical service is not covered
- Medical Provider is not the closest provider

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CALL TO UPDATE A TRIP

Determine type of update necessary:

- Updating and Refreshing a scheduled trip
 - Can be done if any of the following updates are being made AND scheduled transportation provider can accommodate
 - Appointment Time Update
 - Address Update*
 - Phone Number Update*
 - Passenger Update
 - Car Seat Update
 - Crutches/Walker/Cane Update
 - Pregnancy Update
 - Appointment Reason Update
 - Trip Type (Round Trip, One Way, etc)
- * If these updates are permanent, update the member/recipient's main file
- Canceling and Resetting a scheduled trip
 - Original trip must be canceled and reset if any of the following updates are being made OR if transportation provider can no longer accommodate a trip due to an update
 - Appointment Date Update
 - Transportation Provider Update
 - Vehicle Type Update

CALL TO ADD A TRIP

Check scheduled trip to determine which transportation provider was awarded the trip

- Contact transportation provider to guarantee accommodation
 - If transportation provider accepts:
- Document name of individual at transportation provider's office that
 - accepted
 - Reset additional legs with new Trip Types
- If transportation provider declines:
 - Document name of individual at transportation provider's office who
 - declined
 - Cancel trip
 - Set as multi-leg with new Trip Types and continue trip process by
 - locating another transportation provider

CALL TO REPORT A COMPLAINT/COMPLIMENT

- Listen to the caller's comments
- Apologize for any inconvenience/Thank them for the compliment
- Ask caller if they would like to register a formal complaint/compliment
 - If yes, transfer the call to the Quality Improvement Department
 - If no, document comments and caller's decline of transfer

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The following is a sample script of a basic call intake. Call intake scripts will be updated to match each client's specific protocols and procedures.

"Good Morning/Afternoon/Evening, thank you for calling Health Plan/Insurance Name Transportation, my name is CSR Name, how can I help you?" The CSR listens to the caller and determines what service or assistance is needed. "I'll need to enter your file to help you today, do you have your Medical ID number available?"

After obtaining member/recipient's Medical ID number, their profile is pulled up in the computer system. The caller is then asked to confirm the member/recipient's address and phone number.

If the caller does have his/her Medical ID number, the file is entered using the member/recipient's name. The caller is then asked to confirm the home address, phone number, and date of birth.

If it is the caller's first time requesting transportation, they are asked, "How do you normally get to your appointments?"

Based on the answer to this question, the CSR may ask additional questions or immediately offer a transportation solution.(i.e. the answer is, "I normally ride the bus, but I can no longer afford to buy the bus ticket." The CSR would inform the caller that we would be happy to send the bus tickets and moves on the next appropriate question)

"Are you aware of our mileage reimbursement program?"

If the answer is yes, "Would you like to request mileage reimbursement today?"

If the answer is no, CSR explains, "If you have a vehicle or know someone who could take you to your appointments, we are able to reimburse your expenses at \$ per mile. Would you like to request mileage reimbursement today?"

"When is your appointment?" CSR obtains date and time of appointment.

"What doctor or facility are you going to?" CSR obtains the name of the doctor or facility.

"Do you have the phone number to the doctor's office/facility?" CSR obtains the phone number and attempts to find the destination address.

If the destination address is found, it is verified with the caller. If it is not, the CSR asks "Do you have the address to that doctor's office/facility?"

"What type of doctor/facility is Name of doctor/facility?" CSR verifies the member/recipient is going to a doctor/facility that accepts the member/recipient's insurance and is going for a service covered by that insurance.

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Are you in wheelchair?"

If yes, "Are you able to transfer in and out of a vehicle or do you need a wheelchair lift van?"

"Do you use crutches, walker, or a cane?"

"Will anyone go with you to your appointment?" If yes, "Does he/she also have an appointment?"

If additional passenger is a small child, CSR asks "Do you have a car seat or do you need one provided?"

"Do you need any assistance in or out of the vehicle?"

If member/recipient qualifies for public transportation use, CSR states, "I am showing that you live in an area with a bus line and are within walking distance of a bus stop. You will be receiving your tickets in the mail and if you have not received them the day prior to your appointment, please call us back and we will check on them."

Member/recipients must utilize public transportation if it is an option and member/recipient meets all requirements. For any medical reasons preventing member/recipient from utilizing public transportation, a Public Transportation Verification Form would need to be faxed to the doctor for confirmation. Refer to Public Transportation Guidelines.

If public transportation is not an option or the member/recipient does not meet the criteria, a transportation provider is selected and the member/recipient is given the transportation provider's name and phone number.

The trip information (date, time and addresses) is then read back to the member/recipient for verification.

"Do you have any other appointments you would like to schedule with us today?"

"Is there anything else I can help you with?"

"Thank you for calling Health Plan/Insurance Name Transportation, have a great day."



MTM NET MANAGEMENT SYSTEM

To be inserted upon award of contract

SUMMARY:

Illustrated manual for MTM, Inc.'s transportation management system.

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CODING

To be inserted upon award of contract

SUMMARY:

Listings and definitions of coding used in the MTM NET Management System.

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PUBLIC TRANSPORTATION GUIDELINES

The following are reasons to not utilize public transportation:

- Member/Recipient's file states that public transportation cannot be used
- Member/Recipient lives more than $\frac{3}{4}$ of a mile from a bus stop
- Destination address is more than $\frac{3}{4}$ of a mile from a bus stop
- Member/Recipient is unable to physically get to the bus stop
- Member/Recipient has a 30-day or younger child
- Member/Recipient has more than two (2) children under the age of five (5) per adult
- Member/Recipient is in the third trimester of pregnancy or has a high risk pregnancy
- Member/Recipient has a medical condition preventing public transportation use (may be verified with physician)
- Severe inclement weather
- Member/Recipient is over age
- Trip would require more than two (2) transfers

NOTE: These are guidelines for determining if the member/recipient can refuse public transportation. Public transportation is always offered when available. If after public transportation is offered, member/recipient states he/she is unable to use public transportation due to one of the reasons listed above, an alternate mode of transportation can be arranged. Check client specific protocols for information concerning additional disqualifications.



LANGUAGE BARRIERS

RELAY CALLS

Relay calls are placed by a TTY user through a Communications Assistant. Standard TTY Relay Service is for people who are deaf, hard of hearing or speech disabled and wish to communicate with a hearing person who uses a standard telephone.

If you receive a relay call, the information given is being referred to you through the Communications Assistant (Relay Operator). Wait for the Communications Assistant's instruction as to when to interject with appropriate trip intake questions. When the member/recipient has completed typing their answer/question, the Communications Assistant will relay the information to you and say "okay" when finished. The CSR should respond and say "okay" when finished. The entirety of the trip will be completed using this process.

All Users:	711
TTY Users:	1-800-855-2880
Voice Users:	1-800-855-2881

AT&T Spanish Relay Service

TTY Spanish:	1-800-855-2884
Voice Spanish:	1-800-855-2885

AT&T Speech-to-Speech Service

English STS:	1-800-229-5746
Spanish STS:	1-866-260-9470

AT&T LANGUAGE LINE

MTM has an account with the AT&T Language Line. When a CSR gets a caller that does not speak English and there are no multi-lingual CSRs who speak that language, the CSR should call the AT&T Language Line.

Phone Number: 1-800-523-1786
 Account Number:
 4 Digit Personal Account Number: Your extension

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FORMS

To be inserted upon award of contract

SUMMARY:

Samples of all forms used during the call intake/trip scheduling process.

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MTM Attachment R

CLIENT PROTOCOLS

To be inserted upon award of contract

SUMMARY:

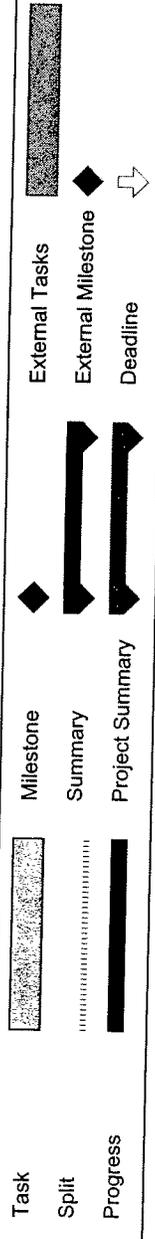
All client specific guidelines, documents, maps, etc.



CUSTOMER SERVICE FOCUS

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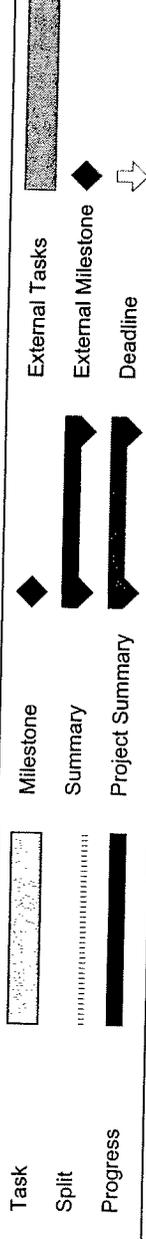
ID	Task Name	Duration	Predecessors	April
1	The District Turn Over Plan Overview	91.38 days	0	
2	Operations/Alaina Macia	60 days		
3	Submit Operations Manual to the District/New Broker	60 days		
4	Submit Public Transportation Policies/Procedures to the District/New Broker	60 days		
5	Submit Notification Outreach Information to the District/New Broker	60 days		
6	Submit Recipient Education Plan to the District/New Broker	60 days		
7	Submit Final Staffing Plan	60 days		
8	Submit Disaster Recovery Plan to the District/New Broker	60 days		
9	Submit Transportation Manual to the District/New Broker	60 days		
10	Development of Required Deliverables/Operation Team: led by Kim Shields	60 days		
11	Verify all Deliverable have been submitted to Program Manager	60 days		
12	Human Resources/Patsy Heavey	60 days		
13	Provide Complete Staffing Number to the District	60 days		
14	Technology Infrastructure & Operation/ John Rotert	60 days		
15	Offer Hosting Website Information to the District	60 days		
16		60 days		
17	Network Development/ Tom Sweeney	60 days		
18	Submit Driver List to the District or New Broker	60 days		
19	Quality Improvement/Grecia Ibbas	60 days		
20	Provider Copies of all Records relating to the District Members	60 days		
21	Utilization Management/Cynthia Harvey	60 days		
22	Contact All Facilities to give effect dates of service termination from MTM	60 days		
23	Provide District all recurring trips from facilities	60 days		
24	Provide the District with names of current vendors assigned to all recurring trips prior to termination	60 days		
25	Accounting/Randall Baum	60 days		
26	Close out general ledger and payroll for account	60 days		
27	Complete trip reconciliation for all outstanding claims	60 days		
28	Submit final bill to the District	60 days		
29	Pay final payments to all transportation providers	60 days		
30	Recipient IT Services/Alison Whitelaw	60 days		
31	Submit final reporting requirements	60 days		
32	Submit final eligibility files and transportation records for recipients	60 days		



Project: Minnesota Gant chart
Date: Wed 6/14/06

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ID	Task Name	Duration	Predecessors	April
1	The District Implementation Work Plan Overview	91.38 days		
2	Operations/Alaina Macla	60 days		
3	Execute recipient education plan for The District contract	45 days		
4	Execute recipient initial education notices for The District contract	45 days		
5	Execute recipient application for service process for The District contract	45 days		
6	Execute plan for handling urgent care for The District contract	45 days		
7	Execute denial process/documents for The District contract	45 days		
8	Execute computerized recipient worksheet for The District contract	45 days		
9	Verify and Submit to District for Approval readiness of central office operations	60 days		
10	Verify and Submit to District for Approval readiness of scheduling process	60 days		
11	Verify and Submit to District for Approval readiness of denial process	60 days		
12	Verify and Submit to District for Approval readiness of quality assurance procedures	60 days		
13	Verify and Submit to District for Approval readiness of appeal process	60 days		
14	Verify all Service Agreements have been signed/available	60 days		
15	Verify vehicle inspection reports complete/available	60 days		
16	Verify driver information complete/available	60 days		
17	Verify all reporting procedures are in place	60 days		
18	Verify all claims and data procedures and hook-up with State are operational	60 days		
19	Verify any other items deemed necessary by STATE are completed	60 days		
20	Submit TSP Plan to the District	60 days		
21	Submit TPSA Template for Approval	60 days		
22	Submit Vehicle Inspection/Monitoring Process for Approval	60 days		
23	Submit Driver/Attendee Inspection/Monitoring Process for Approval	60 days		
24	Submit Operations Manual for Approval	60 days		
25	Initiate Independent Audit Findings	60 days		
26	Submit Public Transportation Policies/Procedures for Approval	60 days		
27	Submit Transportation Provider Training/Education Plan	60 days		
28	Submit Training Materials for TP Training	60 days		
29	Submit TP Training Education Evaluation Tool	60 days		
30	Submit Notification Outreach Information for Approval	60 days		
31	Submit Recipient Education Plan for Approval	60 days		
32	Submit Recipient Intake Worksheet for Approval	60 days		



Project: Minnesota Gant chart
Date: Wed 6/21/06

ID	Task Name	Duration	Predecessors	April
33	Submit Gatekeeping Policies for Approval	60 days		
34	Submit Complaint Policies for Approval	60 days		
35	Submit Final Staffing Plan	60 days		
36	Submit Staff Training/Education Plan	60 days		
37	Submit Customer Service Center Training Plan for Approval	60 days		
38	Submit Continuing Staff Training Plan for Approval	60 days		
39	Submit Staff evaluation tool	60 days		
40	Submit Disaster Recovery Plan for Approval	60 days		
41	Submit Transportation Manual for Approval	60 days		
42	Submit Quality Assurance Plan for Approval	60 days		
43	Submit Turnover Plan for Approval	60 days		
44	Submit Final Implementation Plan	60 days		
45	Development of Required Deliverables/Operation Team: led by Kim Shields	45 days		
46	Train The District Project Manager	30 days		
47	Update operational guide for Call Center	20 days		
48	Customize operational procedures manual	10 days		
49	Customize quality assurance plan	20 days		
50	Customize plan for handling backup services	20 days		
51	Customize appeals and complaints process	20 days		
52	Verify disaster recovery plan	20 days		
53	Customize record retention system	20 days		
54	Customize driver report format	20 days		
55	Customize vehicle report format	20 days		
56	Customize detailed report of transportation services format	20 days		
57	Customize accident and moving violation report format	20 days		
58	Create Recipient Education Plan	30 days		
59	Create Recipient Education Notices	30 days		
60	Customize telephone system report format	45 days		
61	Human Resources/Patsy Heavey	50 days		
62	Run ads for staff	30 days		
63	Hire Project Director	15 days		
64	Hire Supervisory Staff	15 days		

Project: Minnesota Gant chart
Date: Wed 6/21/06

Task Milestone External Tasks

Split Summary External Milestone

Progress Project Summary Deadline

Page 2

ID	Task Name	Duration	Predecessors	April
65	Hire Support Staff	15 days		
66	Organize training sessions for all new hires	45 days		
67	Verify that staffing is in compliance with RFP and proposal	30 days		
68	Property Management/Doug Polster	45 days		
69	Locate, rent/buy business and Regional location	30 days		
70	Finalize site design	10 days		
71	Order furniture and contract with office build out firm	10 days		
72	Supervise build out and installation of furniture	45 days		
73	Ensure all necessary working requirements are completed	10 days		
74	Technology Infrastructure & Operation/ John Rotert	90 days		
75	Order hardware, software, communication link, & telephony systems	10 days		
76	Contract for installation	45 days		
77	Receive & inventory equipment	60 days		
78	Ensure multilingual capabilities	30 days		
79	Install/test WAN and IP Networking	30 days		
80	Build/install network infrastructure	30 days		
81	Configure LAN, servers, user accounts	30 days		
82	Install desktop computers and telephone components	30 days		
83	Install Videoconferencing Equipment	30 days		
84	Verify computer and telephone systems are fully operational	45 days		
85	Create Internet Website for the District	60 days		
86	Create Internet Request for Service Process	30 days		
87	Network Development/ Tom Sweeney	90 days		
88	Development of Model Service Agreement	10 days		
89	Develop Vehicle Inspection/Monitoring Process	10 days		
90	Develop Driver/Attendant Inspection/Monitoring Process	10 days		
91	Develop Non-compliance Activity Report	30 days		
92	Develop Public Transportation Policies and Procedures	30 days		
93	Develop Transportation Provider Training/Education Plan	30 days		
94	Customize Transportation Provider Manual	60 days		
95	Develop Training Education Evaluation Tool	60 days		
96	Development NET Service Advisory Committees	90 days		

Project: Minnesota Gant chart
Date: Wed 6/21/06

Task

Split

Progress

Milestone

Summary

Project Summary

External Tasks

External Milestone

Deadline

ID	Task Name	Duration	Predecessors	April
97	Recruit transportation providers	30 days		
98	Verify transportation providers, vehicles & drivers meet all RFP requirements	40 days		
99	Signing of all Transportation Service Agreements	45 days		
100	Educate transportation service providers, drivers, and attendants on MTM policies and procedures	60 days		
101	Customize plan for handling backup service	45 days		
102	Ensure complete transportation coverage of service areas	45 days		
103	Customer Service Center/Jeanne Schalloff	90 days		
104	Customize customer service training program	60 days		
105	Train on Program Changes Supervisors	60 days		
106	Train on Program Changes Customer Service Representatives	60 days		
107	Create Application for Service Process	30 days		
108	Customize Plan for Handling Urgent Care	30 days		
109	Customize Computerized Recipient Worksheet	30 days		
110	Customer Service Center staff hired and training complete.	45 days		
111	Customize CSC Training Manual	45 days		
112	Develop Continuing Staff Training Plan	90 days		
113	Develop Evaluation Tool	60 days		
114	Customer Gatekeeping Procedures	30 days		
115	Quality Improvement/Grecia Ibbas	60 days		
116	Customize quality assurance plan	60 days		
117	Train on Program Changes Quality Assurance Coordinators and Compliance Auditors	45 days		
118	Ensure IT has complaint format in system	30 days		
119	Ensure IT has denial letters in system	30 days		
120	Customize appeal and complaint process	10 days		
121	Customize Record Retention System	30 days		
122	Implement and test all processes	45 days		
123	Utilization Management/Cynthia Harvey	60 days		
124	Modify LON Guidelines level 1 & level 2	45 days		
125	UCM contact facilities in The District	30 days		
126	UCM request all recurring trips from facilities	60 days		
127	UCM enter recurring trips into MTM's proprietary software solution	30 days		
128	UCM ensure there are transportation provider assigned to all recurring trips prior to start-up	30 days		

 Task
 Split
 Progress
 Milestone
 Summary
 Project Summary
 External Task
 External Milestone
 Deadline

Project: Minnesota Gant chart
 Date: Wed 6/21/06

ID	Task Name	Duration	Predecessors	April
129	UCM test all procedures in place to assure operational readiness	60 days		
130	Accounting/Randall Baum	60 days		
131	Setup general ledger and payroll for account	60 days		
132	Review trip reconciliation process	60 days		
133	Finalize Trip Reconciliation Process	60 days		
134	Set up payable systems for payment to subcontractors	60 days		
135	Recipient IT Services/Alison Whitelaw	60 days		
136	Acquire and test Eligibility Files and Communication Links	45 days		
137	Test connectivity and access	15 days		
138	Program Medical Provider File	30 days		
139	Program Eligibility formats and test process	15 days		
140	Transmit/Receive test files	15 days		
141	Test Encounter/Remittance Process	15 days		
142	Verify that computer system is fully operational	45 days		
143	Customize Disaster Recovery Plan	60 days		
144	Program system to e-mail trips	60 days		
145	Customize Report to meet all requirements	60 days		
146	Ensure System Interface with the District	20 days		

Project: Minnesota Gant chart
Date: Wed 6/21/06

Task Split Progress

Milestone Summary Project Summary

External Tasks External Milestone Deadline

Page 5

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J. 3

J.4

FIRST SOURCE EMPLOYMENT AGREEMENT

Contract Number: POHC-2006-R-0010

Contract Amount: _____

Project Name: MTM, Inc

Project Address: 16 Hawk Ridge Drive, Lake St. Louis, MO 63367 Ward: _____

Nonprofit Organization: (Yes) _____ (No) X

This First Source Employment Agreement, in accordance with D. C. Law 14-24, D.C. Law 5-93, and Mayor's Order 83-265 for recruitment, referral, and placement of District of Columbia residents, is between the District of Columbia Department of Employment Services, hereinafter referred to as DOES, and MTM, Inc, hereinafter, referred to as EMPLOYER. Under this Employment Agreement, the EMPLOYER will use DOES as its first source for recruitment, referral, and placement of new hires or employees for the new jobs created by this project and will hire 51% District of Columbia residents for all new jobs created, as well, as 51% of apprentices employed in connection with the project shall be District residents registered in programs approved by the District of Columbia Apprenticeship Council.

I. GENERAL TERMS

- A. The EMPLOYER will use DOES as its first source for the recruitment, referral and placement of employees.
- B. The EMPLOYER shall require all contractors and subcontractors, with contracts totaling \$100,000 or more, to enter into a First Source Employment Agreement with DOES.
- C. DOES will provide recruitment, referral and placement services to the EMPLOYER subject to the limitations set out in this Agreement.
- D. DOES participation in this Agreement will be carried out by the Office of the Director, with the Office of Employer Services, which is responsible for referral and placement of employees, or such other offices or divisions designated by DOES.

- E. This Agreement shall take effect when signed by the parties below and shall be fully effective for the duration of the contract and any extensions or modifications to the contract.
- F. This Agreement shall not be construed as an approval of the EMPLOYER'S bid package, bond application, lease agreement, zoning application, loan, or contract/subcontract.
- G. DOES and the EMPLOYER agree that for purposes of this Agreement, new hires and jobs created (both union and nonunion) include all EMPLOYER'S job openings and vacancies in the Washington Standard Metropolitan Statistical Area created as a result of internal promotions, terminations, and expansions of the EMPLOYER'S workforce, as a result of this project, including loans, lease agreements, zoning applications, bonds, bids, and contracts.
- H. For purposes of this Agreement, apprentices as defined in D.C. Law 2-156 are included.
- I. The EMPLOYER shall register an apprenticeship program with the D.C. Apprenticeship Council for construction or renovation contracts or subcontracts totaling \$500,000 or more. This includes any construction or renovation contract or subcontract signed as the result of, but is not limited to, a loan, bond, grant, Exclusive Right Agreement, street or alley closing, or a leasing agreement of real property for one (1) year or more.
- J. All contractors who contract with the Government of the District of Columbia to perform information technology work with a single contract or cumulative contracts of at least \$500,000, let within any twelve (12) month period shall be required to register an apprenticeship program with the District of Columbia Apprenticeship Council.
- K. The term "information technology work" shall include, but is not limited to, the occupations of computer programmer, programmer analyst, desktop specialist, technical support specialist, database specialist, network support specialist, and any other related occupations as the District of Columbia Apprenticeship Council may designate by regulation.

II. RECRUITMENT

A. The EMPLOYER will complete the attached Employment Plan, which will indicate the number of new jobs projected, salary range, hiring dates, and union requirements. The EMPLOYER will notify DOES of its specific need for new employees as soon as that need is identified.

- B. Notification of specific needs, as set forth in Section II.A. must be given to DOES at least five (5) business days (Monday - Friday) before using any other referral source, and shall include, at a minimum, the number of employees needed by job title, qualification, hiring date, rate of pay, hours of work, duration of employment, and work to be performed.
- C. Job openings to be filled by internal promotion from the EMPLOYER'S current workforce need not be referred to DOES for placement and referral.
- D. The EMPLOYER will submit to DOES, prior to starting work on the project, the names, and social security numbers of all current employees, including apprentices, trainees, and laid-off workers who will be employed on the project.

III. REFERRAL

DOES will screen and refer applicants according to the qualifications supplied by the EMPLOYER.

IV. PLACEMENT

- A. DOES will notify the EMPLOYER, prior to the anticipated hiring dates, of the number of applicants DOES will refer. DOES will make every reasonable effort to refer at least two qualified applicants for each job opening.
- B. The EMPLOYER will make all decisions on hiring new employees but will in good faith use reasonable efforts to select its new hires or employees from among the qualified persons referred by DOES.
- C. In the event DOES is unable to refer the qualified personnel requested, within five (5) business days (Monday - Friday) from the date of notification, the EMPLOYER will be free to directly fill remaining positions for which no qualified applicants have been referred. Notwithstanding, the EMPLOYER will still be required to hire 51% District residents for the new jobs created by the project.
- D. After the EMPLOYER has selected its employees, DOES will not be responsible for the employees' actions and the EMPLOYER hereby releases DOES, and the Government of the District of Columbia, the District of Columbia Municipal Corporation, and the officers and employees of the District of Columbia from any liability for employees' actions.

V. TRAINING

DOES and the EMPLOYER may agree to develop skills training and on-the-job training programs; the training specifications and cost for such training will be mutually agreed upon by the EMPLOYER and DOES and set forth in a separate Training Agreement.

VI. CONTROLLING REGULATIONS AND LAWS

- A. To the extent this Agreement is in conflict with any labor laws or governmental regulations, the laws or regulations shall prevail.
- B. DOES will make every effort to work within the terms of all collective bargaining agreements to which the EMPLOYER is a party.
- C. The EMPLOYER will provide DOES with written documentation that the EMPLOYER has provided the representative of any involved collective bargaining unit with a copy of this Agreement and has requested comments or objections. If the representative has any comments or objections, the EMPLOYER will promptly provide them to DOES.

VII. EXEMPTIONS

- A. Contracts, subcontracts or other forms of government-assistance less than \$100,000.
- B. Employment openings the contractor will fill with individuals already employed by the company.
- C. Job openings to be filled by laid-off workers according to formally established recall procedures and rosters.
- D. Suppliers located outside of the Washington Standard Metropolitan Statistical Area and who will perform no work in the Washington Standard Metropolitan Statistical Area.

VIII. AGREEMENT MODIFICATIONS, RENEWAL, MONITORING, AND PENALTIES

- A. If, during the term of this Agreement, the EMPLOYER should transfer possession of all or a portion of its business concerns affected by this Agreement to any other party by lease, sale, assignment, merger, or otherwise, the EMPLOYER as a condition of transfer shall:
 - 1. Notify the party taking possession of the existence of the EMPLOYER'S Agreement.
 - 2. Notify the party taking possession that full compliance with this Agreement is required in order to avoid termination of the project.

3. EMPLOYER shall, additionally, advise DOES within seven (7) business/calendar days of the transfer. This advice will include the name of the party taking possession and the name and telephone of that party's representative.
 - B. DOES shall monitor EMPLOYER'S performance under this Agreement. The EMPLOYER will cooperate in DOES' monitoring effort and will submit a Contract Compliance Form to DOES monthly.
 - C. To assist DOES in the conduct of the monitoring review, the EMPLOYER will make available payroll and employment records for the review period indicated.
 - D. If additional information is needed during the review, the EMPLOYER will provide the requested information to DOES.
 - E. With the submission of the final request for payment from the District, the EMPLOYER shall:
 1. Document in a report to the Contracting Officer its compliance with the requirement that 51% of the new employees hired by the project be District residents; or
 2. Submit a request to the Contracting Officer for a waiver of compliance with the requirement that 51% of the new employees hired by the project be District residents and include the following documentations:
 - a. Material supporting a good faith effort to comply;
 - b. Referrals provided by DOES and other referral sources; and
 - c. Advertisement of job openings listed with DOES and other referral sources.
 - F. The Contracting Officer may waive the requirement that 51% of the new employees hired by the project be District residents, if the Contracting Officer finds that:
 1. A good faith effort to comply is demonstrated by the contractor;
 2. The EMPLOYER is located outside the Washington Standard Metropolitan Statistical Area and none of the contract work is performed inside the Washington Standard Metropolitan Statistical Area;
The Washington Standard Metropolitan Statistical Area includes the District of Columbia, the Virginia Cities of Alexandria, Falls Church, Manassas, Manassas Park, Fairfax, and Fredericksburg; the Virginia Counties of Fairfax, Arlington, Prince William, Loudon, Stafford, Clarke, Warren, Fauquier, Culpeper, Spotsylvania, and King George; the Maryland Counties of Montgomery, Prince Georges, Charles, Frederick, and Calvert; and the West Virginia Counties of Berkeley and Jefferson.

- 3. The EMPLOYER enters into a special workforce development training or placement arrangement with DOES; or
 - 4. DOES certifies that insufficient numbers of District residents in the labor market possess the skills required by the positions created as a result of the contract.
- G. Willful breach of the First Source Employment Agreement by the EMPLOYER, or failure to submit the Contract Compliance Report, or deliberate submission of falsified data, may be enforced by the Contracting Officer through imposition of penalties, including monetary fines of 5% of the total amount of the direct and indirect labor costs of the contract.
- H. Nonprofit organizations are exempted from the requirement that 51% of the new employees hired on the project be District residents.
- I. The EMPLOYER and DOES, or such other agent as DOES may designate, may mutually agree to modify this Agreement.
- J. The project may be terminated because of the EMPLOYER'S non-compliance with the provisions of this Agreement.

Dated this July day of 12 2006

Signed: _____

Department of Employment Services

Alaina Macia'
Signature of Employer

MTM, Inc.
Name of Company

16 Hawk Ridge Drive, Lake St. Louis MO 63367
Address

(636) 561-5686 Ext. 5503
Telephone

amacia@mtm-inc.net
email

J.5

K.1 – K.8

**SECTION K
REPRESENTATIONS, CERTIFICATIONS AND OTHER
STATEMENTS OF OFFERORS**

K.1 AUTHORIZED NEGOTIATORS

The offeror represents that the following persons are authorized to negotiate on its behalf with the District in connection with this request for proposals: (list names, titles, and telephone numbers of the authorized negotiators).

Alaina Macia, President/CEO (636) 561-5686 Ext. 5503

K.2 TYPE OF BUSINESS ORGANIZATION

K.2.1 The offeror, by checking the applicable box, represents that

It operates as:

a corporation incorporated under the laws of the State of: Mo _____,

an individual,

a partnership,

a nonprofit organization, or

a joint venture.

If the offeror is a foreign entity, it operates as:

an individual,

a partnership,

a nonprofit organization,

a joint venture, or

a corporation registered for business in _____
(Country)

K.3 CERTIFICATION AS TO COMPLIANCE WITH EQUAL OPPORTUNITY OBLIGATIONS

Mayor's Order 85-85, "Compliance with Equal Opportunity Obligations in Contracts", dated June 10, 1985 and the Office of Human Rights' regulations, Chapter 11, "Equal Employment Opportunity Requirements in Contracts", promulgated August 15, 1986 (4 DCMR Chapter 11, 33 DCR 4952) are included as a part of this solicitation and require the following certification for contracts subject to the order. Failure to complete the certification may result in rejection of the offeror for a contract subject to the order. I hereby certify that I am fully aware of the content of the Mayor's Order 85-85 and the Office of Human Rights' regulations, Chapter 11, and agree to comply with them in performance of this contract.

Offeror MTM, Inc. Date 7-12-06

Name Alaina Macia Title President / CEO

Signature Alaina Macia

Offeror has X has not participated in a previous contract or subcontract subject to the Mayor's Order 85-85.

Offeror has X has not filed all required compliance reports, and representations indicating submission of required reports signed by proposed subcontractors.

K.4 BUY AMERICAN CERTIFICATION

The offeror hereby certifies that each end product, except the end products listed below, is a domestic end product (See Clause 23 of the SCP, "Buy American Act"), and that components of unknown origin are considered to have been mined, produced, or manufactured outside the United States.

NA EXCLUDED END PRODUCTS

NA COUNTRY OF ORIGIN

K.5 DISTRICT EMPLOYEES NOT TO BENEFIT CERTIFICATION

Each offeror shall check one of the following:

No person listed in Clause 13 of the SCP, "District Employees Not To Benefit" will benefit from this contract.

The following person(s) listed in Clause 13 may benefit from this contract. For each person listed, attach the affidavit required by Clause 13 of the SCP.

K.6 CERTIFICATION OF INDEPENDENT PRICE DETERMINATION

Each signature of the offeror is considered to be a certification by the signatory that:

The prices in this contract have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any offeror or competitor relating to:

those prices

the intention to submit a contract, or

the methods or factors used to calculate the prices in the contract.

The prices in this contract have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before contract opening unless otherwise required by law; and

No attempt has been made or will be made by the offeror to induce any other concern to submit or not to submit a contract for the purpose of restricting competition.

Each signature on the offer is considered to be a certification by the signatory that the signatory;

Is the person in the offeror's organization responsible for determining the prices being offered in this contract, and that the signatory has not participated

and will not participate in any action contrary to subparagraphs (a)(i) through (a)(iii) above; or

Has been authorized, in writing, to act as Agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(i) through (a)(iii) above:

Alaina Macia, President and CEO
(insert full name of person(s) in the organization responsible for determining the prices offered in this Contract and the title of his or her position in the offeror's organization);

1. As an authorized Agent, does certify that the principals named in subdivision (b)(ii) have not participated, and will not participate, in any action contrary to subparagraphs (a)(i) through (a)(iii) above; and
 2. As an Agent, has not participated, and will not participate, in any action contrary to subparagraphs (a)(i) through (a)(iii) above.
- c. If the offeror deletes or modifies subparagraph (a)(2) above, the offeror must furnish with its offer a signed statement setting forth in detail the circumstances of the disclosure.

K.7 TAX CERTIFICATION

Each offeror must submit with its offer, a sworn Tax Certification Affidavit, incorporated herein as Attachment J.5.

K.8 CERTIFICATION REGARDING A DRUG-FREE WORKPLACE (JULY 1990)

K.8.1 Definitions. As used in this provision:

K.8.1.1 **Controlled substance:** means a controlled substance in schedules I through V of Section 202 of the Controlled Substances Act (21 U.S.C. 812) and as further defined in regulation at 21 CFR 1308.11 - 1308.15.

K.8.1.2 **Conviction:** means a finding of guilt (including a plea of nolo contendere) or imposition of sentence, or both, by any judicial body charged with the

responsibility to determine violations of the Federal or State criminal drug statutes.

- K.8.1.3** **Criminal drug statute:** means a Federal or non-Federal criminal statute involving the manufacture, distribution, dispensing, possession or use of any controlled substance.
- K.8.1.4** **Drug-free workplace:** means the site(s) for the performance of work done by the Contractor in connection with a specific contract at which employees of the Contractor are prohibited from engaging in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance.
- K.8.1.5** **Employee:** means an employee of a Contractor directly engaged in the performance of work under a Government contract. "Directly engaged" is defined to include all direct cost employees and any other Contractor employee who has other than a minimal impact or involvement in contract performance.
- K.8.1.6** **Individual:** means an Offeror/Contractor that has no more than one employee including the Offeror/Contractor.
- K.8.2** By submission of its offer, the Offeror, if other than an individual, certifies and agrees, that it shall no later than 30 calendar days after Contract award (unless a longer period is agreed to in writing, for contracts of 30 calendar days or more performance duration):
- K.8.2.1** Publish a statement notifying such employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition;
- K.8.2.2** Establish an ongoing drug-free awareness program to inform such employees about the following:
- K.8.2.2.1** The dangers of drug abuse in the workplace;
- K.8.2.2.2** The Contractor's policy of maintaining a drug-free workplace;
- K.8.2.2.3** Any available drug counseling, rehabilitation, and employee assistance programs; and
- K.8.2.2.4** The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

- K.8.2.3** Provide all employees engaged in performance of the contract with a copy of the statement required by subparagraph K.8.2.1 of this provision;
- K.8.2.4** Notify such employees in writing in the statement required by subparagraph K.8.2.1 of this provision that, as a condition of continued employment on the contract resulting from this solicitation, the employee will:
- K.8.2.4.1** Abide by the terms of the statement; and
- K.8.2.4.2** Notify the employer in writing of the employee's conviction under a criminal drug statute for a violation occurring in the workplace no later than 5 calendar days after such conviction;
- K.8.2.5** Notify the Contracting Officer in writing within 10 calendar days after receiving notice under subdivision K.8.2.4 2 of this provision, from an employee or otherwise receiving actual notice of such conviction. The notice shall include the position title of the employee; and
- K.8.2.6** Within 30 calendar days after receiving notice under subparagraph K.8.2.4 2 of this provision of a conviction, takes one of the following actions with respect to any employee who is convicted of a drug abuse violation occurring in the workplace:
- K.8.2.6.1** Take appropriate personnel action against such employee, up to and including termination; or
- K.8.2.6.2** Require such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency.
- K.8.2.7** Make a good faith effort to maintain a drug-free workplace through implementation of subparagraphs K.8.2.1 through K.8.2.6 of this provision.
- K.8.3** By submission of its offer, the Offeror, if an individual, certifies and agrees that the Offeror will not engage in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance in the performance of the contract resulting from this solicitation.
- K.8.4** Failure of the Offeror to provide the certification required by paragraphs K.8.2 through K.8.3 of this provision renders the Offeror unqualified and ineligible for award.

K.8.5 In addition to other remedies available to the Government, the certification in paragraphs K.8.2 through K.8.3 of this provision concerns a matter within the jurisdiction of an agency of the United States and the making of a false, fictitious, or fraudulent certification may render the maker subject to prosecution under Title 18, United States Code, Section 3001.

K.8.6 CERTIFICATION REGARDING A DRUG-FREE WORKPLACE

<u>Alaina Macia</u> Authorized Contractor Personnel (Print Name)	President and CEO Title
<u><i>Alaina Macia</i></u> Signature of Authorized Contractor Personnel	<u>7-12-06</u> Date

Cost Saving Summaries

Arkansas NET Program Summary: Because of MTM's experience and quality reputation of providing NET services, Arkansas DHS chose MTM to take over management for three (3) of its twelve (12) NET regions in 2004, three (3) being the maximum number of regions any successful bidder could be awarded. These regions cover the Little Rock, Fayetteville and Northern territories of Arkansas. For this program, MTM provides over 30,000 trips per month to over 150,000 members. Service of this contract began on January 1, 2004. MTM was given twelve (12) working days to implement the program and begin providing services on time. Because of our experience starting large NET programs, we were able to identify the key action items necessary to providing NET services in the allotted timeframe.

The state of Arkansas was looking for a new program manager to take over operation from a failing broker who was providing service in two (2) of the three (3) regions (awarded to MTM), with substandard vehicles, lack of customer service access to arrange transportation, providing little to no accurate data, and subsequently receiving a large number of complaints. This provider was also unable to provide the service under the actuarially sound capitated pricing set by the state. MTM also replaced a not-for-profit, public transit organization. Upon award to MTM, there was scrutiny of DHS' decision to award to an out-of-state, for-profit broker. MTM quickly overcame this scrutiny by providing superior transportation services and reliable and timely customer service at our state-of-the-art Customer Service Center. We also increased available transportation providers paying them a fair rate, enforcing transportation provider performance and quality standards through on-site inspections and verification of insurance, background checks and motor vehicle records, applying a comprehensive quality management program, and implementing several best practice policies and procedures. It is also noteworthy that MTM is the only broker in the state of Arkansas providing accurate encounter data to DHS. All of these improvements have helped DHS alleviate some of the scrutiny of the program from CMS (Centers for Medicare and Medicaid Services) that they were receiving.

As stated previously stated, Roy Jeffus, the Medicaid Director for DHS in Arkansas, is extremely pleased with our performance. MTM is confident that we will expand the number of regions served in Arkansas within the year. This is in part due to our cost-effective management of the program, which has lowered the average per-trip cost in Arkansas from around \$20 per trip to \$14 per trip in less than a year. MTM accomplished this by moving 12% of trips from higher modes of transportation, including sedan and wheelchair, to lower modes of transportation including bus and personal mileage reimbursement. Therefore, MTM took the service in these regions from low quality to high quality and all the while was successful in reducing the costs of the program and operating under the actuarially set capitated rate. It is rarely the case that a service provider can provide higher quality services at a lower price, but MTM's model of controlling utilization of higher modes of transportation has continually yielded cost savings for our clients.

Minnesota NET Program Summary: Minnesota's program for delivering NET services is atypical and requires a little background prior to describing MTM's successful NET operation. In Minnesota, there are two levels of services under the NET program: Access Transportation Services (ATS) and Special Transportation Services (STS). ATS services refer to the services provided to members who have no physical or mental conditions that prevent them from accessing medical treatment on their own. STS services refer to members that either have a severe mental or physical condition that prevents them from accessing medical treatment on their own. The easiest differentiator between why a member would require STS services as opposed to ATS services is if the transportation provider could drop the member off at the door or the curb of the medical provider's location and the member would not be

able to get beyond the door and make it to their medical appointment. The reasons could be that they are quadriplegic and cannot open doors, push elevator buttons, etc., or that they could not mentally maneuver through the lobby of a large hospital and make it to the appropriate destination. In these cases, extra member care is required to ensure the member indeed makes it to the medical appointment.

Prior to MTM's management, there existed significant fraud and abuse of the program. Medical necessity forms were required to designate a member as STS or ATS. The transportation providers in Minnesota were filling out the STS certification forms and obtaining signatures from medical staff indicating STS level of service was required. The state did not have a level-of-need review process and was subsequently not able to prevent transportation providers from elevating members from ATS services to STS services when this level of service was not required. In many cases, ambulatory members were traveling via wheelchair equipped vehicles and even members in wheelchairs could be designated as ATS if able to maneuver to their appointment on their own. The transportation providers took part in this activity because STS services were compensated at a much higher rate than ATS services. Additionally, trip requests were handled at the County level, creating disparity in services and quality provided.

A year before the RFP for this program was released, MTM's Brenda Battle, Executive Vice President of Government Affairs, attended an open forum hosted by the Minnesota Department of Human Services (DHS) to discuss changing the program to a broker administered program. It was clear from listening to attendees that there would be much resistance to such a program. At this meeting, Brenda was able to concisely explain to DHS and the transportation providers about the role a broker plays in NET program management. Brenda was able to alleviate many concerns of the providers and better educate DHS on a broker management model.

After the RFP for the seven-county metro area around St. Paul and Minneapolis was released and awarded to MTM, the transportation providers were opposed to the new model, but ultimately reassured by MTM that they would still have viable businesses, yet providing more ATS services and less STS services. To address the STS level-of-need assessment issues, MTM designed a process specifically for the management of this program. The first step taken was to eliminate the transportation provider's ability to fill out STS certification forms. Members or medical providers now must call our Customer Service Center directly and request STS level of service. Upon receipt of an STS request, the Customer Service Representative (CSR) transfers the call to one of MTM's Utilization Management team, staffed by Licensed Practical Nurses with oversight from a Registered Nurse, who enters in the STS request and evaluates the need for STS services. The UM Nurse will contact the member's medical provider, if necessary, to determine the level-of-need required. The request is either denied or approved at this time. If the UM nurse denies STS level of services, the recipient is always scheduled for transport at the ATS level of service.

Services began on July 1, 2004, with little to no service issues and to date, MTM has had many successes, most notably reducing STS level of transportation by 25% which will reportedly save \$1 million annually in just the seven-county metro area. Because of MTM's successful management of the NET program for MN DHS, MTM was awarded an additional four (4) counties for the brokerage of ATS services and STS certification for level of need for the entire state, which began on January 1, 2005. All other program requirements are very similar to other State/County NET programs.

The Minnesota program – which encompasses 90,000 eligible members in the 11-county area surrounding Minneapolis and St. Paul – is an example of how MTM is able to leverage the knowledge

and expertise of our staff, who came to us from the health care industry, to establish a process to achieve the program goals of MN DHS and any of our clients. MTM has the ability to work hand-in-hand with our clients to design programs that meet and achieve their goals. We appreciate clients who work with us on this level. By working together on these types of issues, our incentives are better aligned with the client, and working relationships are enhanced.

New York County NET Program Summaries: MTM began managing its first New York County NET program for *Albany County* in January 2003. Prior to MTM's management, Albany County was dissatisfied with the quality of service being provided. There was significant potential for fraud and abuse, the program required a great deal of oversight by Albany County, and the costs of the program were continually rising.

Albany County sought a NET management company that could provide the level of service required, minimize the need for oversight, and deliver the program in the most cost-effective manner possible. After a thorough evaluation of the NET management companies available, Albany County chose to work with MTM because of our:

- Successful track record
- Commitment to exceptional service
- Reputation with customers and transportation providers
- Ability to understand the specific needs of the local community being served.

MTM's goals for the first year were to: reduce and control costs, prevent fraud and abuse, improve quality and reduce liability, increase access to health care and minimize County oversight and management requirements. (See **Attachment B** for the Albany Case Study)

MTM's first task when taking on this program was to ensure that the appropriate mode of transportation was being provided only to those eligible to receive it. MTM discovered that hospitals and health care facilities had frequently requested higher levels of transportation services than necessary, and services were being provided to ineligible individuals.

MTM implemented strict screening processes to eliminate inappropriate use of transportation services and reduce the number of high cost modes. These changes resulted in a 52% reduction of ambulance trips, freeing ambulances for vital emergency needs, and an over 75% reduction in associated costs.

In addition to addressing ambulance transportation, MTM monitored ambulette utilization (defined as non-ambulatory, such as a wheelchair lift vehicle). In this area, MTM was able to achieve a 49% reduction in the number of trips and a 36% reduction in associated costs year-to-date.

Despite a 12% increase in the number of eligible members within the first six months of MTM's management of the transportation program, Albany County's total cost of transportation decreased 2%, and the total number of trips was reduced by 10%.

Prior to MTM managing the program, local facilities distributed bus passes and tokens without screening for Albany County Medicaid eligibility. In addition, services were being provided to individuals covered under different county Medicaid programs, and unused or missing passes and tokens were not tracked or reported. MTM established distribution procedures for bus passes and tokens and developed processes for tracking and reconciling each facility's inventory. Thus, bus transportation is now being provided only to those who are eligible, the number of bus trips has decreased, and costs have been reduced by 7% – while maintaining 65% bus utilization for eligible members.

MTM has reduced Albany County's liability by enforcing transportation provider compliance in areas such as driver background checks, vehicle inspections, site visits, and driver training. Various insurance providers categorize MTM's transportation providers as "low risk" transportation companies due to their adherence to MTM's strict guidelines, and these providers subsequently pay reduced insurance premiums.

Customer satisfaction is substantially higher and the health care facilities acknowledge tremendous improvement in the overall transportation program. MTM has achieved an overall satisfaction rate of 99.75% in all areas of the program – from Customer Service Center intake to vehicles and driver services.

Prior to MTM's management, Albany County's members were frequently denied non-ambulatory transportation due to limited vehicle capacity. MTM's Network Management department recruited transportation providers in the rural communities and encouraged current providers to add vehicles to increase capacity. This resulted in the establishment of three new transportation providers and the significant expansion of two others.

MTM provides Albany County monthly summary reports within 45 days of month-end, a substantial improvement over the six-month delay in receiving reports prior to MTM's management. The timely receipt of reports allows MTM and Albany County to make immediate and effective adjustments in the program, as needed.

Albany County has access to MTM's extensive management services. This direct link to MTM's extensive management system – including transportation specialists working with local providers, social service representatives in daily contact with local facilities, and customer service representatives scheduling and monitoring all trips – has significantly reduced the need for oversight and additional staffing by Albany County's Department of Social Services.

MTM has developed strong support in the local communities through face-to-face meetings with the organizations involved and by establishing and maintaining relationships with local transportation providers, the local bus entity CDTA/ACCESS, and local health care providers. The local community benefits, as tax dollars remain in Albany County.

MTM was recently awarded the Albany County NEMT program through a competitive bid process for an additional five (5) years of services which began on January 1, 2006. This renewal expands the NEMT aspects of the contract as it offers a collaborative approach between the Albany County Department of Social Services (DSS) and the Department for Aging (DFA). In this enhanced contract renewal framework, they were looking for a transportation management company that could provide expertise in coordinating transportation for human services across multiple departments. In addition to coordinating transportation resources, they were also looking for a transportation management company able to provide quality non-emergency medical transportation (NEMT) services to qualifying members in the most cost-effective manner possible. MTM was able to fit the bill and provide services to maximize the needs of both groups.

Albany County's NET program, under MTM's management, is delivering the appropriate level of service to eligible members in the most cost-effective manner possible, and Albany County, its members, taxpayers, and providers are all extremely satisfied with the program.

"Albany County awarded a contract to MTM, Inc. for brokering non-emergency medical transportation services beginning in 2003. The transition from the previous broker was as smoothly handled as possible. MTM, Inc. won the award in large part on the basis of its quality assurance, its clear commitment to the needs of the consumers and the County and its sophisticated management and reporting capabilities. Once MTM began managing our nearly \$2 million transportation program, we realized containment in transportation costs for the next year and a half. We are very pleased with the high level of satisfaction reported in our County and continue to look forward to MTM's transportation management skills."
Ed Shannon, Albany County's Executive Director for Planning:

Philadelphia County NEMT Program Summary:

MTM's award of the contract was protested for three months by the prior contractor and we were unable to work with DPW on a transition plan. Ultimately DPW was able to contract with MTM, but MTM was only provided a twenty-one day implementation timeframe for the second largest eastern city in the United States. Because of the short implementation timeframe and the amount of work that MTM and the transportation providers had to do within this timeframe, MTM experienced many service problems during the first thirty days of the new program. But, because of our outreach with medical facilities and our partnership with transportation providers, MTM was able to resolve most of the issues within the first thirty days of the program. Ultimately the most significant issue that contributed to the initial service issues was the transportation providers' inability to route, schedule and dispatch. MTM's main focus in the initial stages of the implementation was the aiding and

oversight of the transportation providers as they became proficient in this mission critical operational task.

Finally, initial numbers indicate that MTM's model is superior to the prior model from a transportation coordination and cost-effective aspect. Transportation providers report that prior to MTM's management of the NEMT program in Philadelphia County that they average 1.8 beneficiaries per loaded van hour and that now they report over 3.0 beneficiaries per loaded van hour, equating to a 40% increase in efficiency. Additionally, preliminary numbers indicate that MTM has been able to provide 18% more trips while decreasing the cost of the program by roughly 8%. We believe this will be further enhanced in the coming months where we are able to focus on our plan to move members from sedan, van and wheelchair vehicles to the SEPTA public transportation system.



Letter of Intent

_____ (Transportation Provider) would like to offer this letter as a show of good faith to proceed in a timely manner, negotiations with Medical Transportation Management, Inc., a mutually acceptable subcontract for participation in their non-emergency medical transportation (NEMT) program, following their successful award of a NEMT brokerage contract in the Transportation Provider's service area.

- 1) In the event Medical Transportation Management, Inc. is the successful awardee of the NEMT brokerage contract, the Transportation Provider understands and agrees in principle to the Transportation Provider's obligation to support the NEMT program with transportation-related resources. The Transportation Provider understands the subcontract will incorporate all of the terms and provisions required by the brokerage contract.
- 2) The Transportation Provider will be responsible for the preparation and submittal of all required certifications, with proper signatures by persons with signatory authority in the Transportation Provider's organization, as may be required to comply with local, state, and/or federal regulations for participation in the NEMT program.
- 3) Both Medical Transportation Management, Inc. and the Transportation Provider shall diligently work cooperatively to provide high-quality service to NEMT clients and to otherwise ensure successful implementation of the NEMT program.

Please indicate your acceptance and execution of the terms of this Letter of Intent by placement of a signature by an authorized representative of your organization below. (By signing this letter, the Transportation Provider is not precluded from signing similar agreements with other NEMT broker candidates.)

AGREED AND ACCEPTED:

Signature

Date

Print business name

Print name and title

Please submit signed Letter of Intent via fax as soon as possible to (866) 652-3128, attention Network Management Recruiter and mail original to:

MTM, Inc., 16 Hawk Ridge Dr., Lake St. Louis, MO 63367-1829

Thank you.

Revised 06/16/05

16 Hawk Ridge Dr. · Lake St. Louis, MO 63367-1829 · (636) 561-5MTM · Fax (636) 561-2962



Transportation Provider Questionnaire

Please write legibly and complete all information as thoroughly as possible.

Company Legal Name: _____

Type of business: Corporation Partnership LLC Sole Proprietor

Name of Company Representative: _____

Title: _____

E-mail Address: _____

1. Names of all contacts for your business

<u>Name</u>	<u>Title</u>	<u>Phone Number</u>	<u>Phone Type</u> <small>(Voice, Pager, Mobile)</small>

Contact Information

Mailing address for signature receipts if applicable (i.e.-Fed Ex addresses are sometimes different)

Phone number including area code _____

Fax Number _____

Base County _____

2. What are your regular business office hours? _____

3. What are your days and hours of regular transportation service? _____

4. What category of service do you presently provide? (check all that apply)

- Taxi
- Med Car (sedans used for medical trips only)
- Vans
- Medical Facility Based Service



MTM

Medical Transportation
Management, Inc.

- Non-Emergency Ambulance Based Service
- Community Service Agency
- Paralift Van Service
- Public Fixed Bus Service
- Stretcher
- Other (explain): _____

5. **Indicate the *number* of each *type* of vehicle used in regular service (i.e., 7 Sedans, 2 Mini Vans, & 1 Paralift Van):**

- ___ Taxi's
- ___ Mini Vans
- ___ Sedans/Med Cars
- ___ Paralift Vans
- ___ Multi-Passenger Routed Vans
- ___ Multi-Passenger "buses"
- ___ Other (explain)

6. **Will your drivers assist ambulatory passengers if necessary (i.e., frail and/or elderly person)?:**

Yes ___ No ___

If yes, indicate specific assistance: **(Check all that apply)**

From the Front Door ; Up and Down Steps (how many steps ___); In an Elevator ;
To a Check-In Desk .

7. **Will your drivers assist wheelchair passengers if necessary?:** Yes No

If yes, indicate specific assistance: **(Check all that apply)**

From the Front Door ; Up and Down Steps (how many steps ___); In an Elevator ;
To a Check-In Desk .

8. **Can you provide attendants to stay with the passenger during the entire medical appointment, if necessary?** Yes No

Do you contract with a service that provides attendants? Yes No

9. **Do you provide child restraint car seats?** Yes No

If yes, how many do you have on hand? _____

If no, would you consider purchasing child restraint car seats as needed? Yes No

(Note: If you do not have child restraint car seats, you may not accept any trips that ask for a child restraint car seat to be provided by the transportation provider)

10. Vehicle Information



Please list the type(s) of vehicle(s) (sedan/med car, wheelchair lift, mini-van, full size van, etc.) and the **number of passengers** each vehicle holds. (Use a separate sheet of paper as needed.)

Vehicle Year & Make	Identifiers, Color & Markings	Number of Passengers	Vehicle Type

11. **What is your current, regular service area?**
List the counties where you will pick-up passengers and designate any limitations on drop-off locations:

12. **What is your occasional area of service?** (area you would be willing to provide pick-up service on an occasional basis)

13. **What is the maximum number of passengers you can or are willing to transport from the same pick-up location to the same drop-off destination?** _____
 # With _____ or # without _____ an additional charge? Explain:

14. **If you use sedans/med cars, will you transport and assist a person who is in a wheelchair, but who is capable of "scooting" from the chair to the vehicle and you fold up the wheelchair and place in the trunk?** Yes No
 If Yes, is there an additional charge for this service? Yes No

(Note: This is not appropriate for van use because the stowed wheelchair can become a flying/harmful object within the vehicle in the event of a crash if it is not properly secured.)

15. **Will you agree to place a phone call to each passenger informing them of pick-up time, and confirming pick-up arrangements?** Yes No



- 16. **What is your primary communication system with vehicles?**
 Please check all that may apply: 2-Way Radio Cellular Phone Pager Mobil Data
 Terminals (computers) None
**If your response was none, would you consider purchasing a form of vehicle
 communication?**
 Yes No

- 17. **Does your business qualify for your State’s “Minority-Owned Business Enterprise”
 (MBE)?**
 Yes No

(Note: MBE usually means U.S. citizen(s), a sole proprietorship, partnership, corporation or joint venture, owned, operated and controlled by a minority group member or members who have at least 51% ownership. The minority group member(s) must have day-to-day operational and managerial control, and an interest in capital and earnings commensurate with his/her/their ownership. Minority is generally defined as belonging to one of the following racial minority groups: African Americans, Native Americans, Hispanic Americans, Asian Americans or other similar racial groups.)

- 18. If Yes, is your company a **Certified MBE**? Yes No
 If so, please provide us with your certification number and a copy of your certificate.
 If not, are you interested in becoming certified? Yes No

- 19. **Does your business qualify for your State’s “Women-Owned Business Enterprise”
 (WBE)?**
 Yes No

(Note: This designation is not available in all states. The description is as above, replacing “woman” for “minority”.)

- 20. If yes, is your company a **Certified WBE** ? Yes No
 If so please provide us with your certification number and a copy of your certificate.
 Certificate # _____
 If not, are you interested in becoming certified? Yes No

21. **What is your Federal Tax ID #:** _____

22. **If sole proprietorship, provide SSN#** _____

23. **If Not For Profit, provide “Tax Exempt” #** _____

24. **What is your state/commonwealth Medicaid provider #?** _____
 (*mandatory* information if Medicaid provider # has been assigned to your company)

- 25. **Are you able and willing to accept ASAP, same day requests?** Yes No

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DATA SHEET

CISCO CALLMANAGER VERSION 4.1

Cisco® IP Communications is a comprehensive system of powerful, enterprise-class solutions, including IP telephony, unified communications, IP video and audio conferencing, and customer contact. It helps organizations realize business gains by improving operational efficiencies, increasing organizational productivity, and enhancing customer satisfaction. Cisco CallManager is the software-based call-processing component of the Cisco enterprise IP telephony solution; it is enabled by Cisco AVVID (Architecture for Voice, Video and Integrated Data).

Cisco CallManager software extends enterprise telephony features and capabilities to packet telephony network devices such as IP phones, media processing devices, voice over IP (VoIP) gateways, and multimedia applications. Additional data, voice, and video services such as unified messaging, multimedia conferencing, collaborative contact centers, and interactive multimedia response systems interact with the IP telephony solution through Cisco CallManager open telephony application programming interfaces (APIs). Cisco CallManager is installed on Cisco 7800 Series media convergence servers (MCSs) and selected third-party servers. Cisco CallManager software is shipped with a suite of integrated voice applications and utilities, including the Cisco CallManager Attendant Console—a software-only manual attendant console; a software-only ad-hoc conferencing application; the Bulk Administration Tool (BAT); the CDR Analysis and Reporting (CAR) tool; the Real-Time Monitoring Tool (RTMT); a simple, low-density Cisco CallManager Auto Attendant (CM-AA); the Tool for Auto-Registered Phone Support (TAPS); and the IP Manager Assistant (IPMA) application.

FEATURES AND BENEFITS

Cisco CallManager Version 4.1 provides a scalable, distributable, and highly available enterprise IP telephony call-processing solution. Multiple Cisco CallManager servers are clustered and managed as a single entity. Clustering multiple call-processing servers on an IP network is a unique capability in the industry, and highlights the leading architecture provided by Cisco AVVID. Cisco CallManager clustering yields scalability of from 1 to 30,000 IP phones per cluster, load balancing, and call-processing service redundancy. By interlinking multiple clusters, system capacity can be increased up to one million users in a 100+ site system. Clustering aggregates the power of multiple, distributed Cisco CallManagers, enhancing the scalability and accessibility of the servers to phones, gateways, and applications. Triple call-processing server redundancy improves overall system availability.

The benefit of this distributed architecture is improved system availability, load balancing, and scalability. Call Admission Control (CAC) helps ensure that voice quality of service (QoS) is maintained across constricted WAN links, and automatically diverts calls to alternate public switched telephone network (PSTN) routes when WAN bandwidth is not available. A Web interface to the configuration database enables remote device and system configuration. HTML-based online help is available for users and administrators.

The enhancements provided by Cisco CallManager Version 4.1 offer improved security, interoperability, capability, supportability, and productivity as well enhancements to video telephony introduced in Cisco CallManager 4.0.

Cisco CallManager 4.1 has many security features that give Cisco CallManager servers and IP phones the ability to verify identity of the devices or servers that they communicate with, ensure the integrity of data they are receiving, and provide privacy of communications via encryption. The devices that can participate in secure communications now includes the Cisco IP Phone 7940G, IP Phone 7960G, IP Phone 7970G, and Media Gateway Control Protocol (MGCP) gateways. Secure administration and troubleshooting is now capable with CallManager 4.1 using HTTPS.

Improvements in the CallManager Q.SIG signaling interface expands the range of functions with which Cisco CallManager can connect to other Q.SIG compatible systems. Features like path replacement and call completion allow Cisco CallManager to integrate with other Q.SIG compatible systems closer than ever before. H.323 Annex M.1 support now gives users improved feature transparency between CallManager clusters.

Enhancements to the CallManager APIs (AXL, JTAPI, TSP) provide customers and 3rd party vendors increased ability to develop improved applications that can be integrated with CallManager and IP Phones.

Other key features provided by Cisco CallManager 4.1 include call coverage, time-of-day routing and restrictions, forced authorization codes (FAC) and client matter codes (CMC) and enhancements for Video Telephony that was provided in Cisco CallManager 4.0.

New administration features such as Cisco Unity User Integration allow a CallManager system administrator to easily configure a Cisco Unity voice mail box while configuring an IP phone for that user.

SPECIFICATIONS

Platforms

- Cisco 7815, 7825, 7835, and 7845 MCSs
- Selected third-party servers; for details, visit: <http://www.cisco.com/go/swonly>

Bundled Software

- Cisco CallManager Version 4.1—Call-processing and call-control application.
- Cisco CallManager Version 4.1 configuration database—Contains system and device configuration information, including dial plan.
- Cisco CallManager administration software.
- Auto attendant—Bundled with Cisco CallManager via the Extended Services CD.
- Cisco CallManager CDR Analysis and Reporting Tool (CAR)—Provides reports for calls based on call detail records (CDRs). Reports that are provided include calls on a user basis, calls through gateways, simplified call quality, and a CDR search mechanism. In addition, CAR provides limited database administration; for example, deleting records based on database size.
- Cisco CallManager Bulk Administration Tool (BAT)—Allows the administrator to perform bulk add, delete, and update operations for devices and users.
- Cisco CallManager Attendant Console—Allows a receptionist to answer and transfer/dispatch calls within an organization. The attendant can install the attendant console, which is a client-server application, on a PC that runs Windows 98, ME, NT 4.0 (Service Pack 4 or greater), 2000, or XP. The attendant console connects to the Cisco Telephony Call Dispatcher (TCD) server for login services, line state, and directory services. Multiple attendant consoles can connect to a single Cisco TCD server. In Cisco CallManager Version 4.1, Attendant Console now supports accessibility enhancements for sight-impaired individuals.
- Cisco CallManager Real-Time Monitoring Tool (RTMT)—A client tool that monitors real-time behavior of the components in a Cisco CallManager cluster. RTMT uses HTTP and TCP to monitor device status, system performance, device discovery, and computer telephony integration (CTI) applications. It connects directly to devices by using HTTP for troubleshooting system problems.
- Cisco CallManager Trace Collection Tool—Collects traces for a Cisco CallManager cluster into a single zip file. The collection includes all traces for Cisco CallManager and logs such as Event-Viewer (application, system, and security), Dr. Watson log, Cisco Update, Prog logs, RIS DC logs, and SQL and IIS logs.
- Cisco Conference Bridge—Provides software conference bridge resources that can be used by Cisco CallManager.
- Cisco Customer Directory Configuration Plugin—Guides the system administrator through the configuration process for integrating Cisco CallManager with Microsoft Active Directory and Netscape Directory Server.
- Cisco IP Phone Address Book Synchronizer—Allows users to synchronize Microsoft Outlook or Outlook Express address books with Cisco Personal Address Book. The synchronizer provides two-way synchronization between the Microsoft and Cisco products. After the user installs and configures Cisco Personal Address Book, users can access this feature from the Cisco IP Phone Configuration Website.

- Cisco IP Telephony Locale Installer—Provides user and network locales for Cisco CallManager, adding support for languages other than English. Locales allow users to view translated text, receive country-specific phone tones, and receive TAPS prompts in a chosen language when working with supported interfaces. Install the Cisco IP Telephony Locale Installer on every server in the cluster. Click the icon to download one or more locale installers from the Web (you must have an Internet connection and a Cisco.com user account and password to download the executable).
- Cisco JTAPI—This plug-in is installed on all computers that host applications that interact with Cisco CallManager via JTAPI. JTAPI provides the standard programming interface for telephony applications written in the Java programming language. JTAPI reference documentation and sample code are included. Cisco CallManager Version 4.1 adds support for new features as well as the ability to disable device validation, which would allow applications to monitor or control a large amount of devices without requiring the devices to be specified in those applications' controlled device lists. JTAPI Device State Server is new in Cisco CallManager Version 4.1, as is notification of status (busy, idle, etc.) of a CTI device without having to monitor individual lines.
- Cisco Telephony Service Provider—Contains the Cisco TAPI service provider (TSP) and the Cisco Wave Drivers. Install the application on the Cisco CallManager server or on any other computer that is running a Microsoft Windows operating system that interacts with the Cisco CallManager server via TCP/IP (TAPI runs on the Microsoft Windows operating system). The Cisco TAPI Developer's Guide describes the TAPI interfaces that are currently supported. Install the Cisco TSP and the Cisco Wave Drivers to allow TAPI applications to make and receive calls on the Cisco IP Telephony Solution.
- Cisco TAPS—Loads a preconfigured phone setting on a phone.
- Cisco Dialed Number Analyzer—Serviceability tool that analyzes the dialing plan for specific numbers.
- Cisco IP Manager Assistant (IPMA)—Provides “boss”/administration features along with administration Web pages for improved call handling.

SYSTEM CAPABILITIES SUMMARY

- Alternate automatic routing (AAR)
- Attenuation and gain adjustment per device (phone and gateway)
- Automated bandwidth selection
- Auto route selection (ARS)
- AXL Simple Object Access Protocol (SOAP) API with performance and real-time information
- Basic Rate Interface (BRI) endpoint support; registers BRI endpoints as SCCP devices*
- CAC—intercluster and intracluster
- Call coverage*
 - Forwarding based on internal/external calls*
 - Forwarding out of a coverage path*
 - Timer for maximum time in coverage path*
 - Time of day*
- Call display restrictions*
- Coder-decoder (codec) support for automated bandwidth selection
 - G.711 mu-law, a-law
 - G.723.1
 - G.729A/B
 - GSM-EFR, FR
 - Wideband audio—Proprietary 16-bit resolution, 16-kHz sampled audio

- Digit analysis and call treatment (digit string insertion, deletion, stripping, dial access codes, digit string translation)
- Distributed call processing
 - Deployment of devices and applications across an IP network
 - “Clusters” of Cisco CallManager servers for scalability, redundancy, and load balancing
 - Maximum of 7500 IP phones per Cisco CallManager server (configuration-dependent)
 - Maximum of 100,000 busy-hour call completions (BHCCs) per Cisco CallManager server (configuration-dependent)
 - Eight Cisco CallManager servers per cluster
 - Maximum of 250,000 BHCCs per Cisco CallManager cluster (configuration-dependent)
 - Maximum of 30,000 IP phones per cluster (configuration-dependent)
 - Intercluster scalability to more than 100 sites or clusters through H.323 gatekeeper
 - Intracluster feature transparency
 - Intracluster management transparency
- Fax over IP—G.711 pass-through and Cisco Fax Relay
- Forced authorization codes/client matter codes (account codes) *
- H.323 interface to selected devices
- H.323 FastStart (inbound and *outbound)
- Hotline and private line automated ringdown (PLAR)
- Hunt groups—broadcast, circular, longest idle, and linear
- Interface to H.323 gatekeeper for scalability, CAC, and redundancy
- Language support for client user interfaces (languages specified separately)
- Multilevel precedence and pre-emption (MLPP)—*Enhancements made in Cisco CallManager Version 4.1
- Multilocation—Dial-plan partition
- Multiple ISDN protocol support
- Multiple remote Cisco CallManager platform administration and debug utilities
 - Prepackaged alerts, monitor views, and historical reports with RTMT
 - Real-time and historical application performance monitoring through operating system tools and Simple Network Management Protocol (SNMP)
 - Monitored data collection service
 - Remote terminal service for off-net system monitoring and alerting
 - Real-time event monitoring and presentation to common syslog
 - Trace setting and collection utility
 - Browse to onboard device statistics
 - Clusterwide trace setting tool
 - Trace collection tool

- Multisite (cross-WAN) capability with intersite CAC
- Dial-plan partitioning
- Off-premises extension (OPX)
- Outbound call blocking
- Out-of-band dual tone multifrequency (DTMF) signaling over IP
- PSTN failover on route nonavailability—AAR
- Q.SIG (International Organization for Standardization [ISO])
 - Alerting name specified in ISO 13868 as part of the SS-CONP feature. *
 - Basic call
 - ID services
 - General functional procedures
 - Call back—ISO/IEC 13870: 2nd Ed, 2001-07 (CCBS, CCNR) *
 - Call diversion (SS-CFB [busy], SS-CFNR [no answer], SS-CFU [unconditional]); service ISO/IEC 13872 and ISO/IEC 13873, first edition 1995
 - Call diversion by forward switching
 - Call diversion by reroute*
 - Call transfer by join
 - H.323 Annex M.1 (Q.SIG over H.323) —ITU recommendation for Annex M.1 *
 - Identification restriction (Calling Name Identification Restriction [CNIR], Connected Line Identification Restriction [COLR]), Connected Name Identification Restriction [CONR])
 - Loop prevention, diversion counter and reason, loop detection, diverted to number, diverting number, original called name and number, original diversion reason, redirecting name
 - Message waiting indicator (MWI)
 - Path replacement ISO/IEC 13863: 2nd Ed. 1998 and ISO/IEC 13974: 2nd Ed. 1999. *
- Redundancy and automated failover on call-processing failure
 - Call preservation on call-processing failure
- Station to station
- Station through trunk (Media Gateway Control Protocol [MGCP] gateways)
 - JTAPI and TAPI applications enabled with automated failover and automatic update
 - Triple Cisco CallManager redundancy per device (phones, gateway, applications) with automated failover and recovery
 - Trunk groups
 - MGCP BRI support (ETSI BRI basic-net3 user-side only) *
- Security
 - Configurable operation modes—Nonsecure or secure

- Device authentication—Embedded X.509v3 certificate in new model phones; certificate authority proxy function (CAPF) used to install locally significant certificate in phones
 - Data integrity—TLS cipher “NULL-SHA” supported. Messages are appended with SHA1 hash of the message to ensure that the message is not altered on the wire and can be trusted.
 - Secure HTTP (HTTPS) support for the following applications: Cisco CallManager Admin, Cisco CallManager Serviceability, Cisco CallManager User, RTMT, Cisco CallManager TraceAnalysis, Cisco CallManager Service, Trace Collection Tool, and CAR. *
 - Privacy—Cisco CallManager supports encryption of signaling and media. Phone types include Cisco IP Phone 7940, 7960, and 7970; Survivable Remote Site Telephony (SRST), and MGCP gateways*
 - Secure Sockets Layer (SSL) for directory—Supported applications include BAT, CAR, Cisco CallManager Admin User Pages, Cisco CallManager Admin IPMA Pages, Cisco CallManager User Pages / IP Phone Options Pages, Cisco Conference Connection, CTI Manager, Extension Mobility, IP Manager Assistant, and Multilevel Administration (MLA). *
 - USB eToken containing a Cisco rooted X.509v3 certificate is used to generate a Certificate Trust List (CTL) file for the phones as well as configuring the security mode of the cluster.
 - Phone security—Trivial File Transfer Protocol (TFTP) files (configuration and firmware loads) are signed with the self-signed certificate of the TFTP server. The Cisco CallManager system administrator will be able to disable HTTP and Telnet on the IP phones.
- Session Initiation Protocol (SIP) trunk
 - SRST
 - Shared resource and application management and configuration
 - Transcoder resource
 - Conference bridge resource
 - Topological association of shared resource devices (conference bridge, music on hold [MoH] sources, transcoders)
 - Media termination point (MTP)—Support for SIP trunk and RFC 2833
 - Annunciator
 - Silence suppression, voice activity detection
 - Simplified North American Numbering Plan (NANP) and non-NANP support
 - T.38 fax support (H.323 only) *
 - Third-party applications support
 - Broadcast paging—through foreign exchange station (FXS)
 - SMDI for MWI
 - Hook-flash feature support on selected FXS gateways
 - TSP 2.1 interface
 - JTAPI 2.0 service provider interface
 - Billing and call statistics
 - Configuration database API (Cisco AXL)

- Time of day, day of week, day of year routing/restrictions*
- Toll restriction—Dial-plan partition
- Toll fraud prevention
 - Prevent trunk to trunk transfer*
 - Drop conference call when originator hangs up*
 - Forced authorization codes*
- Unified device and system configuration
- Unified dial plan
- Video (SCCP and H.323)

*Indicates new feature or service for Cisco CallManager Version 4.1

Summary of User Features

- Abbreviated dial
- Answer and answer release
- Autoanswer and intercom
- Barge
- Call-back busy, no reply to station
- Call connection
- Call coverage*
- Call forward—All (off-net and on-net)
- Call forward—Busy
- Call forward—No answer
- Call hold and retrieve
- Call join
- Call park and pickup
- Call pickup group—Universal
- Call status per line (state, duration, number)
- Call waiting and retrieve (with configurable audible alerting)
- Calling line identification (CLID)
- Calling line identification restriction (CLIR) call by call
- Calling party name identification (CNID)
- Conference barge
- Conference list and drop any party (ad-hoc conference)
- Direct inward dial (DID)
- Direct outward dial (DOD)
- Directory dial from phone—Corporate, personal
- Directories—Missed, placed, received calls list stored on selected IP phones
- Distinctive ring (on-net vs. off-net)
- Distinctive ring per line appearance
- Distinctive ring per phone
- Drop last conference party (ad-hoc conferences)

- Extension mobility support
- Hands-free, full-duplex speakerphone
- HTML help access from phone
- Immediate divert to voicemail
- Last number redial (off-net and on-net)
- Malicious call ID and trace
- Manager-assistant service (IPMA application)
 - Proxy line support
 - Manager features—Immediate divert or transfer, do not disturb, divert all calls, call intercept, call filtering on CLID, intercom, speed dials.
 - Assistant features—Intercom, immediate divert or transfer, divert all calls, manager call handling through assistant console application.
 - Shared line support
 - Manager features—Immediate divert or transfer, do not disturb, intercom, speed dials, barge, direct transfer, join.
 - Assistant features—Handle calls for managers; view manager status and calls; create speed dials for frequently used numbers; search for people in the corporate/Cisco CallManager directory; handle calls on their own lines; immediate divert or transfer, intercom, barge, privacy, multiple calls per line, direct transfer, join; send DTMF digits from console, MWI status of manager phone.
 - System capabilities—Multiple managers per assistant (up to 33 lines), redundant service.
- MWI
- Multiparty conference—Ad-hoc with add-on, meet-me features
- Multiple calls per line appearance
- Multiple line appearances per phone
- MoH
- Mute capability from speakerphone and handset
- On-hook dialing
- Operator attendant—Cisco Attendant Console
 - Call queuing
 - Broadcast hunting
 - Shared line support
- Privacy
- Real-time QoS statistics through HTTP browser to phone
- Recent dial list—Calls to phone, calls from phone, autodial, and edit dial
- Service URL—Single button access to IP phone service
- Single directory number, multiple phones—Bridged line appearances
- Speed dial—Multiple speed dials per phone
- Station volume controls (audio, ringer)
- Transfer
 - Blind
 - Consultative
 - Direct transfer of two parties on a line.

- User-configured speed dial and call forward through Web access
- Video (SCCP and H.323)
- Web services access from phone
- Web dialer—Click to dial
- Wideband audio codec support—Proprietary 16-bit resolution, 16-kHz sampling rate codec

*Indicates new feature or service for Cisco CallManager Version 4.1

Summary of Administrative Features

- Application discovery and registration to SNMP manager
- AXL SOAP API with performance and real-time information
- BAT
- CDRs
- CAR tool
- Call forward reason code delivery
- Centralized, replicated configuration database; distributed Web-based management viewers
- Configurable and default ringer WAV files per phone
- Configurable call forward display
- Database automated change notification
- Date and time display format configurable per phone
- Debug information to common syslog file
- Device addition through wizards
- Device-downloadable feature upgrades—Phones, hardware transcoder resource, hardware conference bridge resource, VoIP gateway resource
- Device groups and pools for large system management
- Device mapping tool—IP address to Media Access Control (MAC) address
- Dynamic Host Configuration Protocol (DHCP) block IP assignment—Phones and gateways
- Dialed Number Analyzer (DNA)
- Dialed number translation table (inbound and outbound translation)
- Dialed number identification service (DNIS)
- Enhanced 911 service
- H.323-compliant interface to H.323 clients, gateways, and gatekeepers
- JTAPI 2.0 computer telephony interface
- Lightweight Directory Access Protocol (LDAP) Version 3 directory interface to selected vendor's LDAP directories
 - Active Directory
 - Netscape Directory Server
- MLA access
- MGCP signaling and control to selected Cisco VoIP gateways
- Native supplementary services support to Cisco H.323 gateways
- Paperless phone DNIS—Display-driven button labels on phones
- Performance-monitoring SNMP statistics from applications to SNMP manager or to operating system performance monitor
- QoS statistics recorded per call
- Redirected DNIS (RDNIS), inbound, outbound (to H.323 devices)

- Select specified line appearance to ring
- Select specified phone to ring
- Single CDR per cluster
- Single point system and device configuration
- Sortable component inventory list by device, user, or line
- System event reporting—To common syslog or operating system event viewer
- TAPI 2.1 CTI
- Time-zone configurable per phone
- Cisco Unity™ software user integration*
- TAPS
- Extensible Markup Language (XML) API into IP phones (Cisco IP Phone 794x/796x)
- Zero-cost automated phone moves
- Zero-cost phone adds

*Indicates new feature or service for Cisco CallManager Version 4.1

CISCO CALLMANAGER VERSION 4.1 ENHANCEMENTS

User Feature Enhancements

- Attendant Console has been “accessibility enabled” to simplify use for visually handicapped attendants.
 - Works in conjunction with JAWS screen reader software.
 - Shortcut keys provided for easy navigability; mouseless operation of Attendant Console is possible.
 - Audible alerts provided to alert the user when certain events occur.
 - Attempt to transfer, consult transfer, or conference a call results in the call being put on hold while the dial pad is displayed.
- Video has added the following new capabilities:
 - Support for the SCCP H.264 video codec. The H.264 video codec delivers significantly higher quality at a given bandwidth than H.263. H.264 will be supported for intracluster SCCP calls only. Devices that will support SCCP H.264 include:
 - Tandberg SCCP phones (550 and T1000)
 - IPVC 3.6plus (3511 and 3540)
 - Midcall video for Cisco VT Advantage—If both parties are SCCP video endpoints, the call will immediately become a video call. If one party is an H.323 endpoint, the call will become a video call. But if the H.323 endpoint rejects the incoming channel or does not open a channel, the video call will be either one-way video or no video.
 - Video display mode for IPVC 3.6plus. IPVC 3.6plus will include a SCCP version of the message control unit (MCU) that supports both voice-activated and continuous presence videoconferencing modes. Video display mode is a softkey (called VidMode) that allows users on a SCCP videophone to toggle incoming videos between voice-activated and continuous presence mode.
 - Participant information for IPVC 3.6plus. Cisco CallManager will provide participant information to the SCCP version of the IPVC MCU, including the user name and number. The IPVC MCU will display this information in the participant list on its Web management interface. The IPVC MCU can overlay this information in the video if it has an Enhanced Media Processor (EMP) module.

- Dynamic H.323 addressing (E.164 addressing)—H.323 clients can be configured in Cisco CallManager via an E.164 address. This simplifies H.323 client administration for deployments where H.323 clients are configured for DHCP. E.164 addressing can be paired with an Cisco IOS Software Release 12.3(8)T gatekeeper to simplify H.323 client dialing.

System Capability Enhancements

- BRI support—Support for secure communications using legacy BRI and analog secure endpoints (STE/STU) and support for IP-STE.
 - V.150.1 Modem-Relay-over-IP support—Cisco CallManager will respond to the Session Description Protocol (SDP) sent by the gateway with default parameters. V.150.1 is required by the secure mode of IP-STE and BRI-STE.
 - BRI station pre-emption.
- Call coverage—Cisco CallManager Version 4.1 provides the ability to set up coverage paths to route calls to individuals or groups, helping to ensure that calls are answered. Call coverage features include:
 - Forwarding out of a coverage path.
 - Ability to set up different coverage paths based on time of day, day of week, or day of year.
 - Ability to provide separate forwarding treatment for internal versus external Call Forward No-Answer (CFNA) calls.
 - Ability to provide separate forwarding treatment for internal versus external Call Forward Busy (CFB) calls.
 - Support of a maximum timer for hunt lists.
 - Ability to allow a line to appear in multiple line groups, which was a limitation in previous versions of Cisco CallManager.
 - Ability to allow a gateway to appear in multiple route groups, which was a limitation in previous versions of Cisco CallManager.
 - Ability to divert to a final forwarding location when a hunt list terminates, either through exhaustion or expiration of its maximum hunt timer. This location may be a dialed number (voicemail pilot, another hunt pilot, a route pilot, or any allowed dialed number) or a checkbox to select personal treatment based on settings for the original called party's line.
 - Splitting the existing route-list/hunt-list GUI into two separate forms—one for hunt list and one for route list.
- Call display restrictions—Ability for the system administrator to block calling/called/connected name/number between certain phones. This is frequently used in areas where, for security reasons, this calling information cannot be displayed on phones. A hotel is an example where calls from room to room would not display calling information.
- Forced authorization codes/client matter codes
 - Forced authorization codes—Allows a system administrator to require that an authorization code be entered prior to extending a call to a specific route pattern. This is often used as a mechanism to prevent fraudulent toll calls by individuals that might have access to the phones. The system administrator can assign authorization levels to allow some codes to have full calling capability and others to not be able to call certain numbers.
 - Client matter codes or account codes—Ability for a system administrator to require that a client matter code be entered prior to extending a call to a specific route pattern. This code is often used by companies to track calls made to specific accounts and use this data for billing purposes.
 - Client matter code and forced authorization code (CMC/FAC) information is recorded in the Cisco CallManager CDR database.

- H.323 FastStart—Support for inbound and outbound H.323 FastStart. This feature reduces the number of signals exchanged before voice is extended on a call. By using H.323 FastStart voice will be extended or cut-through using 10 less message exchanges. This can eliminate voice clipping connections that are separated by large distances with more than 50ms WAN delay. MTPs are required for outbound H.323 FastStart.
- MGCP BRI ETSI BRI basic-net3 (user-side only)—Allows a smaller, more cost-effective ISDN connection between Cisco CallManager and the PSTN for small offices where the cost of a Primary Rate Interface (PRI) is prohibitive.
- MLPP enhancements
 - BRI station pre-emption.
 - Support for MLPP-enabled, user-to-user information element (UUIE)-based PRI-4ESS interface.
 - Executive override precedence level; gives an additional precedence level that was previously unsupported.
 - Location-based MLPP through locations over intracluster and intercluster limited bandwidth WAN links.
 - Support for intercluster MLPP.
 - The signal information element, as described in 4.5.24 of ANSI T1.607.
- Q.SIG enhancements
 - Alerting name—Support of alerting name presentation and restriction for Q.SIG facilities. “alerting name” is the capability to send and receive a CalledName application protocol data unit (APDU) encapsulated in a facility information element within the ISDN Q.931 message. This is an optional capability specified in ISO 13868 as part of the SS-CONP feature; it provides “alerting on ring” only. “Alerting on busy” (an optional service that provides the name of the called user who cannot be reached) is not supported by this feature.
 - Call back/call completion—Support for ISO/IEC 13870: 2nd Ed, 2001-07 for Call Completion Supplementary Service:
 - Call Completion to Busy Subscriber (CCBS)
 - Call Completion on No Reply (CCNR)
 - Call diversion by reroute in addition to call diversion by forward switching—Call Diversion Supplementary Service ISO/IEC 13872 and ISO/IEC 13873, first edition 1995.
 - H.323 Annex M.1 (Q.SIG over H.323)—Delivers the Q.SIG feature set across intercluster trunks by the tunneling of Q.SIG messages by the Cisco CallManager over H.323, based on recommendations in the ITU recommendation for Annex M.1: “Tunneling of QSIG in H.323 07/2003”. This development is limited to Q.SIG tunneling over Cisco CallManager H.323 intercluster trunks (both gatekeeper- and nongatekeeper-controlled). Interoperability between Cisco CallManager servers is the focus of this first release of Annex M.1.
 - Path replacement—Replace the existing time-division multiplexing (TDM) circuit(s) in use between two parties on an active call with new ones, to use TDM resources more efficiently. The Q.SIG path replacement feature will be implemented based on ISO/IEC 13863 – 2nd Ed. 1998 and ISO/IEC 13974 – 2nd Ed. 1999.
- Security features
 - Encryption to additional Cisco IP Phone 7940 and IP Phone 7960 devices, in addition to the already supported Cisco IP Phone 7970.
 - Encryption for MGCP gateways.
 - Encryption for SRST.
 - HTTPS for secure administration of Cisco CallManager. Supported by the following applications:
 - Cisco CallManager Admin

- Cisco CallManager Service
- Cisco CallManager User
- RTMT
- Cisco CallManager Trace Analysis
- Cisco CallManager Service Trace Collection Tool
- CDR Analysis and Reporting Tool
- Locally significant certificates on Cisco IP Phone 7970G systems.
- SSL for secure transport of user information between Cisco CallManager applications and directories. Supported by the following applications:
 - BAT
 - CAR
 - Cisco CallManager Admin User Pages
 - Cisco CallManager Admin IPMA Pages
 - Cisco CallManager User Pages and IP Phone Options Pages
 - Cisco Conference Connection
 - CTI Manager
 - Extension Mobility
 - IPMA
 - MLA
- T.38 fax support (H.323 only)—Support for T.38 fax when using H.323 gateways. When a fax call is placed, the call is initially established as a voice call. The gateways advertise capabilities during connection establishment. If both gateways support T.38, they will attempt to switch to T.38 upon fax tone detection by either gateway.
- Time of day, day of week, day of year routing/restrictions
 - Ability to assign time schedules to partitions to determine when a phone, gateway, translation pattern, or route pattern can be reached. The time schedule can be based on time of day, day of week, or day of year. Using partitions, this feature can be used to assign time schedules for outbound calls (TOD restrictions) or inbound calls (TOD routing).
- Toll fraud improvements
 - Ability to drop an ad-hoc conference when the conference originator hangs up
 - Ability to drop an ad-hoc conference when all internal callers hang up
 - Ability to block transfers from external trunks or gateways to external trunks or gateways
- Video enhancements
 - SCCP support for H.264 video

- Midcall video for Cisco VT Advantage
- Video display mode for IPVC 3.6plus
- Participant information for IPVC 3.6plus
- Dynamic H.323 addressing (E.164 addressing)

Administrative Enhancements

- BAT has been enhanced to provide support for the following:
 - FAC/CMC
 - CAPF configuration
 - Option for removing duplicate IP services
 - Option for deleting unassigned dialed number
 - Call coverage
 - Video
 - Call display restrictions
 - MLPP DOD enhancements
 - Security
 - Q.SIG alerting name
 - Trunk-to-trunk transfer and drop conference feature
 - CTI super provider
- Serviceability enhancements
 - HTTPS support for secure troubleshooting.
 - New services added to the service activation and control center pages
 - Cisco dial number analyzer is not shown
 - Cisco CAPF has been added.
 - Dialed number analyzer enhancements
- Security
 - CAPF improvements
 - Runs as a Windows NT service
 - Can be managed from Cisco CallManager Administration interface
 - CAPF device database integrated in to Cisco CallManager database
 - Support for automatic certificate install/upgrade

- Support for certificates as phone credentials for CAPF operation (MIC/LSC) [EXPAND ACRONYMS HERE ON FIRST INSTANCE]
 - Support for external certificate authority; includes KEON CA, Microsoft CA
 - BAT support for CAPF
 - CTL client direct support for CAPF
 - The phone find list has new search options.
- Toll fraud improvements—Ability to mark gateways and trunks as internal or external.
 - Cisco Unity user integration—Allows easy integration between Cisco CallManager directory number or user admin pages and Cisco Unity voice mailbox configuration. This helps shorten the time it takes for a system administrator to complete the task of adding a phone and voice mailbox for a user.

ORDERING INFORMATION

Software Upgrades

A downloadable upgrade package is available for Cisco CallManager clusters that are already running Cisco CallManager Version 4.0 at:

<http://www.cisco.com/cgi-bin/tablebuild.pl/callmgr-41>

For all other upgrades or new Cisco CallManager 4.1 installations, Cisco CallManager CDs can be ordered.

Customers with a Cisco Software Application Support plus Upgrades (SASU) contract that is running Cisco CallManager versions 3.2, 3.3, or 4.0 who want to upgrade to Cisco CallManager Version 4.1 can order free upgrades using the Product Upgrade Tool (PUT) located at:

<http://www.cisco.com/upgrade>

For customers with no upgrade maintenance contract or upgrades from a previous version of Cisco CallManager one of the part numbers in Table 1 can be ordered.

Table 1. Cisco CallManager Part Numbers

SKU	Description
CM4.0-4.1-K9-UPG=	Cisco CallManager 4.0 to 4.1 upgrade
CM4.1-U-K9-7815SE=	Cisco CallManager 3.3 to 4.1 upgrade, MCS-7815s, 100-server user license
CM4.1-U-K9-7815=	Cisco CallManager 3.3 to 4.1 upgrade, MCS-7815s, 300-server user license
CM4.1-U-K9-7825SE	Cisco CallManager 3.3 to 4.1 upgrade, MCS-7825s, 100-server user license. Please note that Cisco CallManager 3.3 for a MCS-7825 with 100-server user license only shipped with MMIPC bundles MID-MKT-IPC-B and MID-MKT-IPC-C.
CM4.1-U-K9-7825=	Cisco CallManager 3.3 to 4.1 upgrade, MCS-7825s, 1000-server user license
CM4.1-U-K9-7835=	Cisco CallManager 3.3 to 4.1 upgrade, MCS-7835s, 2500-server user license
CM4.1-U-K9-7845=	Cisco CallManager 3.3 to 4.1 upgrade, MCS-7845s, 5000-server user license
CM4.1-U-K9-DL320=	Cisco CallManager 3.3 to 4.1 upgrade, HP DL320s, 1000-server user license
CM4.1-U-K9-DL380=	Cisco CallManager 3.3 - 4.1 upgrade, HP DL380s/1-CPU, 2500-server user license
CM4.1-U-K9-DL380D=	Cisco CallManager 3.3 - 4.1 upgrade, HP DL380s/2-CPU, 5000-server user license
CM4.1-U-K9-X306=	Cisco CallManager 3.3 to 4.1 upgrade, IBM xSeries 306, 1000-server user license

SKU	Description
CM4.1-U-K9-X345=	Cisco CallManager 3.3 to 4.1 upgrade, IBM xSeries 345/1-CPU, 2500-server user license
CM4.1-U-K9-X345D=	Cisco CallManager 3.3 to 4.1 upgrade, IBM xSeries 345/2-CPU, 5000-server user license

New Installations

For new Cisco CallManager installations, Cisco CallManager software and server hardware must be ordered. Table 2 lists these part numbers.

Table 2. New Cisco CallManager Order Numbers

Server Model	SKU	Number of Phones
HP DL320-G2	CM4.1-K9-DL320=	1000
HP DL380-G3 with a single CPU	CM4.1-K9-DL380=	2500
HP DL380-G3 with dual CPUs	CM4.1-K9-DL380D=	5000
IBM x306	CM4.1-K9-X306=	1000
IBM x345 with a single CPU	CM4.1-K9-X345=	2500
IBM x345 with dual CPUs	CM4.1-K9-X345D=	5000
Cisco MCS 7825H-3000 or Cisco MCS 7825I-3000	CM4.1-K9-7825=	1000
Cisco MCS 7835H-3000 or Cisco MCS 7835I-3000	CM4.1-K9-7835=	2500
Cisco MCS 7845H-3000	CM4.1-K9-7845=	5000
Cisco MCS 7845H-3000	LIC-CCM4.X-2500=	2500 additional; 7500 total

The following servers will support Cisco CallManager Version 4.1:

- MCS-7815-1000
- MCS-7815I-2.0-EVV1
- MCS-7815I-3.0-IPC1
- MCS-7825-1133
- MCS-7825-800
- MCS-7825H-2.2-EVV1
- MCS-7825H-3.0-IPC1
- MCS-7825I-3.0-IPC1
- MCS-7835
- MCS-7835-1000
- MCS-7835-1266
- MCS-7835H-2.4-EVV1
- MCS-7835H-3.0-IPC1
- MCS-7835I-2.4-EVV1
- MCS-7845-1400
- MCS-7845H-2.4-EVV1
- MCS-7845H-3.0-IPC1
- HP DL320*
- HP DL380/1CPU*
- HP DL380/2CPU*

- IBM x306*
- IBM x330 1.2GHz only*
- IBM x342*
- IBM x345/1CPU*
- IBM x345/2CPU*

*See <http://www.cisco.com/go/swonly> for details.

If you don't have one of supported servers, but wish to upgrade to Cisco CallManager Version 4.1, please refer to the server upgrade program can be found at:

<http://www.cisco.com/go/swonly>

Non-MCS servers that are supported with Cisco CallManager Version 4.1 can be found at:

<http://www.cisco.com/go/swonly>



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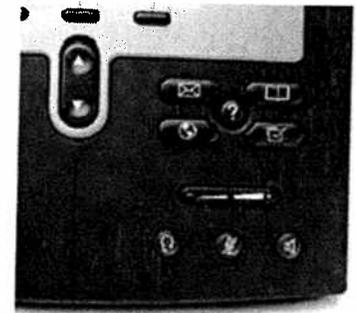
Cisco IP Phone 7940G

As the market leader in true IP Telephony, Cisco continues to deliver unsurpassed end-to-end data and VoIP solutions, offering the most complete, stylish, fully featured IP Phone portfolio to enterprise and small-to-medium sized customers. Cisco IP phones provide unmatched levels of integrated business functionality and converged communications features beyond today's conventional voice systems.

The Cisco IP phone family includes phones with large pixel-based displays to bring productivity enhancing applications to the phone, as well as customization options that can be modified as needs change, and provide inline power support over Ethernet. The Cisco IP Phone 7940G is multi-protocol enabled supporting Session Initiated Protocol (SIP), Media Gateway Control Protocol (MGCP), as well as Cisco's CallManager Skinny Client Control Protocol (SCCP).

The Cisco IP Phone 7940G, a key offering in the IP Phone portfolio, addresses the communication needs of a transaction type worker. It provides two programmable line and feature keys, plus a high quality speakerphone. The Cisco IP Phone 7940G also has four dynamic soft keys that guide users through call features and functions. Built-in headset port and integrated Ethernet Switch are standard with the Cisco IP Phone 7940G. Also includes audio controls for full duplex speakerphone, handset and headset. The Cisco IP Phone 7940G also features a large, pixel-based LCD display. The display provides features such as date and time, calling party name, calling party number, and digits dialed.

Cisco IP Phone 7940G



Icon buttons



With Word Overlay, English (Included in documentation package with each phone)



Figure 1

Cisco IP Phone 7940G



The graphic capability of the display allows for the inclusion of such features as XML (Extensible Markup Language) and future features. The 7940G is multi-protocol capable (SCCP, SIP, MGCP).

Features

The Cisco 7940G is dynamic and designed to grow with system capabilities. Features will keep pace with new changes via software updates to the phone's flash memory. The phone provides many accessibility methods according to user preference. Various methods or paths include buttons, softkeys, a navigation key, and direct access with the use of corresponding "ghost" digits. Each of the features below will have expanded capabilities in the future:

Messages—



Direct access to voice mail. In the near future voice mail speech to text readout on the display.

Directories—



The Cisco IP Phone 7940G identifies incoming messages and categorizes them for users on the screen. This allows users to quickly and effectively return calls using direct dial-back capability.

The corporate directory integrates with the Lightweight Directory Access Protocol (LDAP3) standard directory.

Settings—



The Settings feature key allows the user to adjust display contrast and select from a large number of unique ringer sounds, volume settings for all audio such as ringer, handset, headset, and speaker. Network Configuration preferences can also be set up. (Network configuration is usually set up by the System Administrator.) Configuration can either be automatic or manually set up for Dynamic Host Control Protocol (DHCP), Trivial File Transfer Protocol (TFTP), CallManager, and backup CallManagers.

A huge advantage is the ability for no hands on moves and changes. Just pick up the phone and move to the new location anywhere on your network. No system administration is required.

Services—



The Cisco 7940G allows users to quickly access diverse information such as weather, stocks, quote of the day, or any Web-based information using extensible markup language (XML) to provide a portal to an ever-growing world of features and information.

Help—

The online help feature gives users information about the phone's keys, buttons, and features. The pixel display allows for greater flexibility of features and significantly expands the information viewed when using features such as Services, Information, Messages, and Directory. For example, the Directory button can show local and server-based directory information.

The Cisco IP Phone 7940G features high-quality, speakerphone technology. It also includes an easy-to-use speaker on/off button and microphone mute buttons. These buttons are lit when active.



The internal Cisco two-port Ethernet switch allows for a direct connection to a 10/100BASE-T Ethernet network via an RJ-45 interface with single LAN connectivity for both the phone and a co-located PC. The system administrator can designate separate virtual LANs (VLANs) (802.1Q) for the PC and Cisco IP Phones providing improved security and reliability of voice and data traffic.

A dedicated headset port eliminates the need for a separate amplifier when using a headset. This allows the handset to remain in its cradle, making headset use simpler. The Cisco IP phone's convenient volume control button provides for easy decibel-level adjustments for the speakerphone, handset, headset, and ringer. The handset is Hearing Aid Compatible (HAC) and meets FCC loudness requirements for Americans with Disabilities Act (ADA). Section 508 loudness requirements can be achieved using industry standard inline headset amplifiers such as Walker Equipment W-10 or CE-100 amplifiers.

The dial pad is also ADA compliant.

The footstand of the Cisco 7940G is adjustable from flat to 60 degrees to provide optimum display viewing and comfortable use of all buttons and keys. The footstand is keyed to match standard wall jack configurations for wall mounting. Two optional wall mount brackets are also offered as noted below.

The Cisco IP Phone 7940G can also receive power down the LAN from any of the Cisco inline power-capable blades and boxes.

For added security, the audible dual-tone multifrequency (DTMF) tones are masked when the speakerphone mode is used.

Other Cisco IP Phone 7940G features include:

- 24+ user-adjustable ring tones
- A hearing-aid-compatible handset (meets American Disabilities Act [ADA] requirements) and HAC compliance for magnetic coupling to approved HAC hearing aids
- G.711 and G.729a audio compression
- H.323 compatible and Microsoft NetMeeting compatibility
- An IP address assignment—DHCP client or statically configured
- Comfort noise generation and voice activity detection (VAD) programming on a system basis

The phone also includes the following settings:

- Display contrast



- Ring type
- Network configuration
- Call status

Specifications

- Download firmware changes from Cisco CallManager and CCO
- Dimensions: 8 x 10.5 x 6 in. (20.32 x 26.67 x 15.24 cm) (H x W x D)
- Phone weight: 3.5 lb (1.6 kg)
- Polycarbonate acrylonitrile butadiene styrene (PABS) plastic in textured dark gray color with silver bezel
- 48 VDC required, supplied locally at the desktop using an optional AC to DC power supply (CP-PWR-CUBE=)

Also requires one of the following country cords:

CP-PWR-CORD-NA (North America)

CP-PWR-CORD-CE (Central Europe)

CP-PWR-CORD-UK (United Kingdom)

CP-PWR-CORD-AU (Australia)

CP-PWR-CORD-JP (Japan)

CP-PWR-CORD-AR (Argentina)

CP-PWR-CORD-AP (Asia Pacific)

CP-PWR-CORD-SW (Switzerland)

Temperature

Operating temperature: 32 F to 104 F (0 C to 40 C)

Relative humidity: 10 percent to 95 percent (noncondensing)

Storage temperature: 14 F to 140 F (-10 C to 60 C)

Certification

Regulatory Compliance

CE Marking

Safety

Underwriters Laboratories (UL) 60950

Canadian Standards Association (CSA) C22.2 No. 60950

Electro-Magnetic Compatibility (EMC)

Federal Communications Commission (FCC) Part 15 (CFR 47) Class B



ICES-003 Class B

EN55022 Class B

CISPR22 Class B

AS/NZ 3548 Class B

VCCI Class B

EN55024

EN 50082-1

EN 61000-3-2

EN 61000-3-3

Telecom

FCC Part 68 (CFR47) hearing aid compatible (HAC)

IC CS-03

Ordering Information

Ordering has become too complex to place the order code numbers. Note that “All Cisco IP Phones require the purchase of a phone technology license, regardless of the call protocol server to which the phone is attached”.

Optional Accessories

Optional universal wall mount kits in locking and non-locking versions are available:

- CP-LCKNG-WALLMOUNT= and CP-WALLMOUNTKIT=

Warranty

Cisco IP Phones are covered by a Cisco standard one year replacement warranty.

Cisco IP Communications Services and Support

Cisco IP Communications services and support reduce the cost, time, and complexity associated with implementing a converged network. Cisco and its partners have designed and deployed some of today’s largest and most complex IP Communications networks—which means that they understand how to integrate an IP Communications solution into your network.

Cisco design tools and best practices ensure the solution best fits your business needs from the start, eliminating costly redesigns and downtime. Our proven methods ensure a sound implementation that will deliver the functions and features you expect—on time. Support services include remote network operations, network management tools to administer the converged application and network infrastructure, and technical support services.

Through these services, your organization benefits from the experience gained by Cisco and its partners. Leveraging this valuable experience, you can create and maintain a resilient converged network that will meet your business needs today—and in the future.



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(9301R)

Cisco IP Contact Center Express Edition—Premium

Cisco® IP Communications is a comprehensive system of powerful, enterprise-class solutions—including IP telephony, unified communications, IP video and audio conferencing, and contact center—that is enabled by Cisco AVVID (Architecture for Voice, Video and Integrated Data). Cisco IP Communications can increase your organization's competitive advantage and deliver measurable return on investment (ROI) by improving efficiency, boosting productivity, and enhancing customer loyalty. Cisco IP Contact Center (IPCC) Express Edition—an integral component of the Cisco IP Communications system—offers an integrated, full-featured solution for managing customer contacts with all the benefits of the converged Cisco IP Telephony architecture.

Cisco IPCC Express Edition enables customers to move into the next phase of customer contact—beyond today's Contact Center to a Customer Interaction Network. The Customer Interaction Network is a distributed, IP-based customer-service infrastructure that comprises a continuously evolving suite of innovative, multi-channel services and customer relationship management (CRM) applications. These services and applications provide premium responsiveness and streamlined customer exchanges to help your organization deliver superior customer service. A Customer Interaction Network extends

customer-service capabilities across the entire organization, giving your business a more integrated and collaborative approach to customer satisfaction

Cisco IPCC Express Edition Overview

Cisco IPCC Express Edition meets the needs of departmental, enterprise branch, or small to medium-size companies planning to deploy an entry-level or mid-market contact center solution. Designed for formal and informal contact centers, IPCC Express delivers sophisticated call routing, contact management, and administration features. Cisco IPCC Express offers ease of installation, configuration, and application hosting.

Cisco IPCC Express Edition is designed to enhance the efficiency of any contact center organization by supporting a virtual contact center across multiple sites, simplifying business application integration, easing agent administration, increasing agent flexibility, and providing efficiency gains in network hosting. These features reduce business costs and improve customer response for your contact center. This single-server, integrated contact-center-in-a-box provides integrated ACD, IVR and CTI functionality. Powerful solution features such as multiple site agent and supervisor deployment, scalability to 200 agents, powerful automatic call distributor (ACD) features, such



as conditional routing, call-in-queue and expected-wait-time messages, enterprise data displays, real-time data, historical reporting and integrated Interactive Voice Response (IVR) services. IPCC Express provides true integration of ACD and IVR functions and offers a single, integrated service creation environment.

Cisco IPCC Express Edition is provided in three versions, Standard, Enhanced and Premium, to better match product functionality with your customer contact interaction management requirements. All Cisco IPCC Express Edition solutions are tightly integrated with Cisco AVVID and Cisco CallManager.

Key Features and Benefits of Cisco IPCC Express Premium

Cisco IPCC Express Premium is ideal for full featured formal call center requirements requiring skills-based routing, CTI-based agent screen pop, or integrated self-service application support; it can handle as few as a single agent or as many as 200 agents and 300 full featured IVR Ports¹. Additional features and benefits include:

- Increase customer satisfaction through premium customer care
 - Deliver each customer contact to the right agent the first time and customize call treatments and handling on a customer segment or even a per customer basis using advanced features like skills-based routing, competency-based routing and priority-based queuing
 - Enable advanced supervisory features, including silent monitor, coaching, barge in, and intercept, to ensure high-quality customer service
 - Provide caller data to agents via an CTI-based screen pop with any Microsoft Windows application for improved customer handling and to provide customized service to special customers
 - Keep callers fully informed about the status of their calls and the options available to them through customized messaging
 - Provide custom call treatment for calls in queue, including support for music in queue and custom messaging for number of calls in queue with expected wait time
 - Enable voice interaction capabilities for prompting and collection of caller entered information
 - Enable self-service applications integrated with your enterprise databases using SQL or your Web servers using XML and HTTP
 - Optional Automatic Speech Recognition (ASR) to provide a more natural interaction for your callers using interactive automatic speech recognition
 - Optional Text-to-Speech to provide automatic voice playback of any text-based information
 - Provide real-time notification to employees or customers via paging, email, or fax²
- Reduce acquisition, installation, and maintenance costs
 - Use Cisco point-and-click installation for a quick and easy installation by any trained Windows NT or 2000 system administrator
 - Reduce professional services with the easy to use, single service creation environment for call workflows, translating directly into lower deployment costs
 - Administer Cisco IPCC Express from any place on your corporate WAN

1. The actual maximum number of agents and full featured IVR ports able to be deployed on a given hardware server depends on the performance and capacities of that server as well as how many and what kind of other features are also deployed on that server. Your Cisco or Cisco Partner account team can assist you in determining the maximum number of agents and prompt & collect ports for your deployment.

2. May require integration with service provider or product providing the paging, email or fax service.



- Reduce operating costs
 - Complete support for integrated IVR self-service applications—provide the flexibility to offer inexpensive customer self-service as well as agent-based customer service
 - IP queue points and fully customizable automatic queued call treatments, including music in queue, number of calls in queue with expected wait time, and custom messaging
 - Support for placing an outbound call under workflow control
 - Handle customer contacts more efficiently
 - Use the best qualified resources to minimize contact time
 - Provide detailed reports, real-time and historical, on all contact center activities for all calls
 - Supply full online help and online documentation for administrators, agents, and supervisors
 - Integrate with enterprise data via SQL to databases or to your Web servers via XML and HTTP
- Optimize customer satisfaction and reduce costs by precisely matching your customer's requirements with your enterprise resources
 - Provide conditional routing on automatic number identification (ANI), dialed number identification service (DNIS), time of day, day of week, any real-time statistic, or on-queue condition
 - Provide priority or custom routing through integration with customer data on your enterprise database servers
 - Overflow, interflow and intraflow routing
 - Enable agent selection via linear (hunt group), circular (distribution group), or longest available (agent who has been available for the longest period of time) distribution strategies, as well as most skilled and least skilled algorithms
 - Skills-based routing—Define as many as 100 skills, each with up to 10 competency levels; each active agent can have as many as 50 skills defined and active at any time
 - Priority queuing—Any call at any time can be reprioritized under workflow control; ten levels of priority are provided
 - Data directed routing—Routing decisions based on information obtained via a data dip to your enterprise databases

Cisco IPCC Express Desktop Options

The Cisco Agent Desktop and Cisco Supervisor Desktop are the agent and supervisor interfaces for Cisco IPCC Express Edition, and Cisco IPCC Enterprise Edition. By providing a common desktop environment across these products, Cisco enables contact center training and business operations decisions to be made once and reused across products.

In addition, Cisco IPCC Express Edition offers the option to employ Cisco IP Phone Agent for the Cisco IP Phone 7960 and 7940. This option requires only a Cisco IP Phone 7960 or 7940 for an agent—no PC is required.



Cisco Agent Desktop Premium for Cisco IPCC Express Edition Premium

Cisco Agent Desktop allows agents to perform call-control functions directly from their desktops for a Cisco IP Phone 7905, 7940, or 7960 or to a soft phone enabled by adding the Cisco IPCC Express Edition media termination option. Call-control functions include make call, terminate call, hold call, transfer call, and conference call.

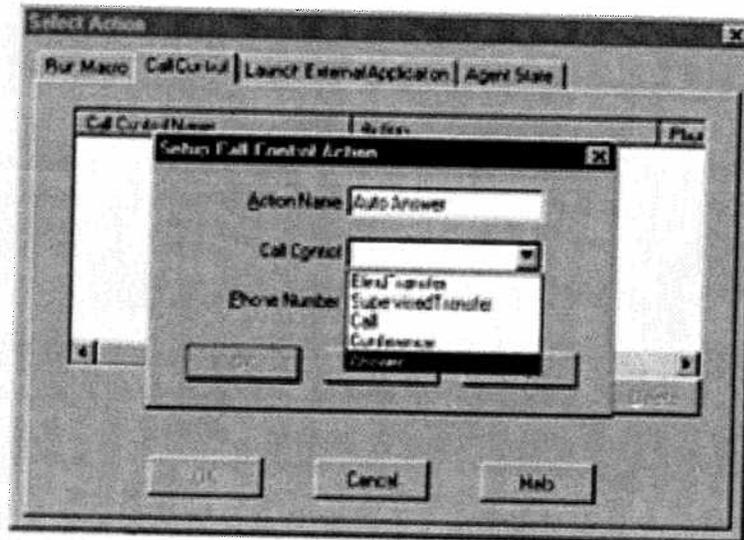
Additional features include:

- On-demand recording—Enables agents to record any call on demand³
- Workflow automation control provides a single click method to execute predefined actions
- Agent or supervisor chat—Agents and supervisors can exchange messages one-on-one or in a conference with other agents
- Ability to predefine agent or supervisor messages
- Reason codes—Agents can optionally provide a reason code for logout and not-ready state change
- Real-time reporting—Agents can see their real-time statistics directly on their desktop application
- Agent state log—ACD state changes are logged with a time and date stamp to allow detailed tracking and troubleshooting of agent state transitions
- Screen pop options
 - Enterprise data pop (Figure 2)—Displays caller data, including caller ID, ANI, DNIS, as well as queue time, talk time with thresholds and customer defined variables
 - Screen pop with any caller-entered information or internal workflow values to pop most any Windows application on an agent's desktop
- Hot desking and extension mobility support—Provides the flexibility for agents to sit at any available agent station while maintaining their unique settings
- Media termination—Enable true IP soft-phone capability with Cisco Agent Desktop; no physical phone is required

3. The actual maximum number of simultaneous recording and/or silent monitoring sessions able to be deployed on a given hardware server depends on the performance and capacities of that server as well as how many and what kind of other features are also deployed on that server. Your Cisco or Cisco Partner account team can assist you in determining the maximum number of simultaneous recording and/or silent monitoring sessions available for your deployment.

**Figure 1**

Cisco Agent Desktop Premium with Workflow Automation Control

**Figure 2**

Cisco Agent Desktop Premium with Enterprise Data Pop

Field	Data	Device	Type	Description	Duration
ANI	2145	2143	IVR	Customer Info	00:02:05
DNIS	2167	2160	ACD	Sales Queue	00:02:01
Account Number	9813-4321	2167	Agent	Johnson	00:00:54
Ticket Number	435-A1			Total	00:06:00

Cisco Supervisor Desktop for Cisco IPCC Express Edition Premium

Cisco Supervisor Desktop allows supervisors to perform call-control functions directly from their desktop; call-control functions include make call, terminate call, hold call, transfer call, and conference call.

Additional features include:

- Full support for agent or supervisor interaction using chat capability—Instant messaging offers the capability to communicate with any or all the agents on the supervisor's team
- Send scrolling marquee messages to broadcast important news to all agents on the supervisor's team
- Monitor agent status, Silent Monitor, Coaching, Barge-In and Intercept—improve performance and customer satisfaction through the use of advanced supervisor features:
 - Agent monitoring—Monitor phone status and agent state with caller data
 - Silent monitoring—Silently monitor agent and caller interaction



- Coaching—While silent monitoring, use chat to provide coaching to agent
- Barge-In—Join any call in progress
- Call Intercept—Move any call from any agent to the supervisor
- Change the agent state—Change an agent from logged in to logged out or from ready to not ready
- Real-time reporting—View agent and skill group statistics
- Hot desking and extension mobility support—This feature provides your organization flexibility by allowing your supervisors to sit at any available workplace while maintaining their unique settings
- Media termination—This option enables true IP soft-phone capability with Cisco Supervisor Desktop; no physical phone is required

Cisco IP Phone Agent for Cisco IPCC Express Premium

Cisco IP Phone Agent provides ACD functionality on a Cisco IP Phone 7960 or 7940. The IP phone agent does not support all features of the agent desktop, but in many cases it eliminates the need for an agent desktop to be installed on the agent's PC.

Cisco IP Phone Agent features include:

- Call control using the Premium IP phone capabilities
- ACD states
 - Log in and log out
 - Ready or not ready
 - Reason codes for log out and not ready
- Hot desking (extension mobility)
- Display of real-time statistics for number of calls in queue and longest call in queue
- Support for Enterprise Screen Pop

Cisco Supervisor Desktop control of IP Phone agents include:

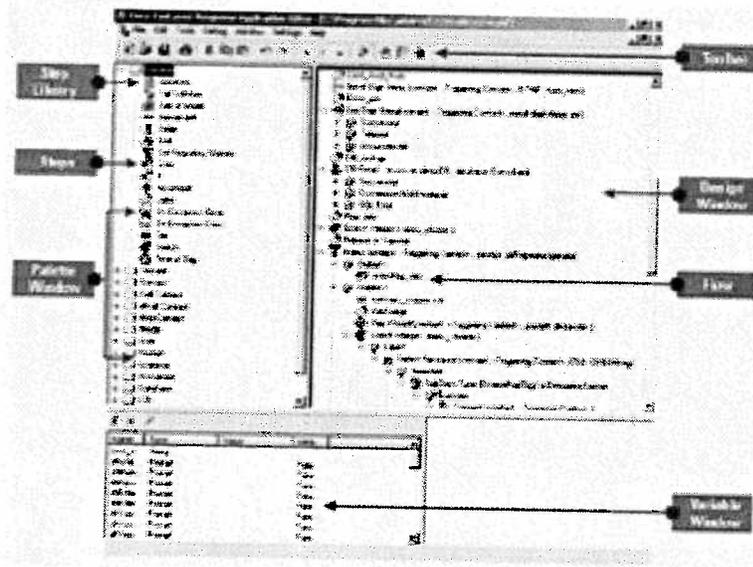
- Ability to monitor agent phone status in real time
- Ability to change the agent state—Supervisors can change an agent from logged in to logged out or from not ready to ready
- Silent monitor—Supervisors can silently listen in on agent phone calls

Service Creation and Scripting Environment

The IPCC Express Edition Workflow Editor is the service creation and scripting environment that enables complete customization of call-flow behavior and call treatments. The Workflow Editor can be run from anyplace on the enterprise WAN and workflows can be uploaded and run on the IPCC Express server. This environment is a visual editor that provides a simple, easy-to-understand interface for building powerful, custom, business-communication applications. As Figure 3 illustrates, the service creation and scripting environment allows a user to simply select a predefined call-flow component and drag and drop that component onto the current call-flow document. Users simply right-click on the dropped component to fill in component parameters.



Figure 3
Service Creation and Scripting Environment



Security

Maintaining security within our customers' networks is vital to Cisco and to meet that requirement in the contact center and throughout the enterprise, IPCC Express Edition supports Cisco Security Agent. Cisco Security Agent is a host-based intrusion detection system that provides security to miss-critical enterprise servers and hosts.

Cisco Security Agent goes beyond conventional endpoint security solutions like virus scanning software and firewalls, by identifying and preventing malicious behavior before it can occur, thereby removing potential known and unknown security risks, which threaten enterprise networks and applications. By analyzing behavior rather than relying on signature matching, Cisco Security Agent provides a robust solution to protect your network while reducing operational costs.

Cisco Contact Center Services and Support

Cisco Contact Center services and support reduce the cost, time, and complexity of implementing a contact center. Cisco and its partners have designed and deployed some of today's largest and most complex contact centers—meaning that they understand how to integrate a contact center solution into your network infrastructure, a solution that will help you more quickly realize business results and gain a competitive advantage.

Based on this extensive experience, Cisco has set industry standards with a services blueprint that defines critical service requirements to accelerate your success with Cisco Contact Center solutions. Cisco and partner service programs map to this services blueprint, providing you a flexible suite of collaborative offerings that help you plan, design, implement, operate, and grow a contact center solution.

Through these services, your organization benefits from the experience gained by Cisco and its partners. Taking advantage of this valuable experience, you can create and maintain a resilient solution that will meet your business needs today—and in the future.

Summary

Cisco IPCC Express Edition offers an integrated, full-featured solution for managing customer voice contacts while retaining all the benefits of fully converged, IP telephony Cisco AVVID deployment. Cisco IPCC Express meets the need for adjunct ACD as well as both formal and informal contact centers by delivering

sophisticated call routing, management, and administration features for departmental, enterprise branch, or small to medium enterprise customer-care needs.

Cisco IPCC Express offers ease of installation, configuration, and application hosting, as well as reduced business application integration complexity, ease of agent administration, increased agent flexibility, and network hosting efficiencies—continuing the evolution towards a true Customer Interaction Network.



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DATA SHEET

CISCO UNITY 4.0 FOR MICROSOFT EXCHANGE

Cisco IP Communications is a comprehensive system of enterprise-class solutions—including IP telephony, unified communications, IP video and audio conferencing, and IP contact center—that improve operational efficiencies, increase productivity, and enhance customer satisfaction to deliver measurable return on investment (ROI). Enabled by Cisco AVVID (Architecture for Voice, Video and Integrated Data), Cisco IP Communications solutions give you the power to manage your communications quickly and conveniently, so you have more time to manage your work.

Cisco Unity™—an integral component of the Cisco IP Communications system—is the premier unified communications solution for enterprise-scale organizations. It delivers powerful unified messaging (e-mail, voice, and fax messages sent to one inbox) and intelligent voice messaging (full-featured voice mail providing advanced functionality) to improve communications, boost productivity, and enhance customer service capabilities across your organization.

The Cisco Unity server architecture is truly unified with your data network, minimizing installation, administration, and maintenance costs. Built on a platform that can scale to meet your organization's needs as it grows, Cisco Unity also uses streaming media and an intuitive web browser-based system administration interface that makes life easier for the people who install and support your system, ultimately lowering your organization's total cost of ownership.

Cisco Unity provides advanced, convergence-based communication services and integrates them with the desktop applications you use every day. With Cisco Unity Unified Messaging, you can listen to your e-mail over the telephone, check voice messages from the Internet, and send, receive, or forward faxes to wherever you are. Cisco Unity Voice Messaging features robust automated attendant functionality that includes intelligent routing and easily customizable call screening and message notification options.

INTELLIGENT VOICE MESSAGING

At its heart, Cisco Unity is a powerful and intelligent voice messaging system. Individual users interact with the system in the way that is most comfortable and convenient for them. The self-enrollment conversation is so easy to use that new employees can personalize their voice mailboxes and begin using Cisco Unity within minutes. Cisco Unity provides full menu options to guide users through its many features and then, as they become more experienced, gives them the option to switch to brief menus for faster system navigation. Regardless of their level of comfort or expertise, context-sensitive help is only a single touch tone away.

When new messages arrive, Cisco Unity can announce the number, type, and priority of the messages received, the date and time they were sent, or deliver messages to another extension, mobile telephone, or remote location. When listening to your messages, you can use telephone touchtones to adjust volume control and playback speed, and forward, rewind, and pause messages. And to help colleagues and customers reach you more efficiently, you can record up to five different personal greetings. You may, for example, want a specific greeting when you are out of the office or if your line is busy.

POWERFUL UNIFIED MESSAGING

In the past, e-mail, voice, and fax messages were delivered as separate media to different locations. The telephone provided the sole means for accessing voice messages and then could play messages back only in the order received. Faxes had to be manually retrieved from the nearest fax machine.

Cisco Unity integrates seamlessly with your Microsoft Outlook e-mail client to make handling all your messages—e-mail, voice, and fax—easy and convenient, whether you are in the office or on the road. An intuitively designed interface makes it easy to access e-mail, voice, and fax messages from your desktop PC. Icons provide simple visual descriptions of each message type and because every message is delivered to one inbox, you can see the number, type, and status of all your communications at a single glance. You may also reply to, forward, and save your messages—regardless of media type—in public or personal Microsoft Exchange or Microsoft Outlook folders with just a click of the mouse.

With Cisco Unity's text-to-speech capability, you get information about all your messages—and even hear the text portion of e-mail messages—over the telephone. You can then respond with a voice message and, depending on the capabilities of your fax server, print e-mail, attachments, and incoming faxes on a nearby fax machine.

WEB ACCESS TO VOICE MAIL

The Cisco Unity Inbox¹—a message access console in the browser-based Cisco Personal Communications Assistant for Internet Explorer 5.5 or higher—provides a dedicated voice mail inbox that delivers unified messaging functionality to non-Microsoft Exchange users and organizations with mixed groupware or e-mail client environments. With the Cisco Unity Inbox, you can receive notification of new voice mail messages right in your e-mail inbox. Message notification provides an HTML link that you can click on to automatically launch the Cisco Unity Inbox message access console, enabling you to play voice messages in WAV file format.

PERSONAL WEB ADMINISTRATION

Cisco Unity gives subscribers the ability to customize their personal settings from Internet Explorer 5.5 or higher using the Cisco Unity Assistant, a dynamic interface in the browser-based Cisco Personal Communications Assistant. Cisco Unity Assistant reduces the workload for system administrators and gives subscribers additional flexibility to customize Cisco Unity to suit changing demands in their work environment. Subscribers can quickly and easily establish or change personal settings such as their voice mail options, security code, personal distribution lists, and message delivery options. For ease of administration and security reasons, the system administrator decides which features individual subscribers or members of classes of service can access.

BUILT FOR MIGRATION TO IP TELEPHONY

Designed for an IP environment, Cisco Unity plays a central role in the migration of your telephony infrastructure from TDM to IP. With IP, it is less expensive for you to deploy a comprehensive communications solution because you have a single network for both voice and data. Cisco Unity interoperates with your legacy voice-mail system and supports both Cisco CallManager and leading traditional telephone systems—even simultaneously—to help you transition to IP telephony at your own pace and protect your existing infrastructure investments. In addition, Cisco Unity's Session Initiation Protocol (SIP) integration provides native support for SIP proxy servers, designated SIP phones and clients, and SIP-enabled access gateways, to give SIP users access to the full array of benefits Cisco Unity delivers.

Cisco Unity complements the full range of IP Communications solutions—such as Cisco CallManager, Cisco Personal Assistant, and Cisco IP Contact Center—by providing advanced capabilities that unify data and voice. Also, because it is enabled by Cisco AVVID (Architecture for Voice, Video and Integrated Data) and designed for a converged network, Cisco Unity provides a solid foundation for rolling out future convergence-based communications services.

¹ Optional feature.

SIMPLIFY ADMINISTRATION, REDUCE COSTS

The components of Cisco Unity extend the power of your Microsoft Exchange server. This eliminates the inefficiencies and limitations imposed by multiple and “integrated” messaging systems, and simplifies the way you access and manage your system. Cisco Unity uses Microsoft Exchange message store and directory services to unify your system administration, collecting all messages in a single store and providing you with a single address directory service.

By sharing a single directory with the data network, Cisco Unity eliminates the redundancy of user account information maintained by various applications—such as e-mail and voice-mail systems. Cisco Unity also saves you hours of time in initial installation with a feature that imports the Microsoft Windows 2000 or Microsoft Exchange accounts directory to create subscriber lists automatically. With the Cisco Unity approach, all messages are centrally stored, administered, and controlled, dramatically reducing the amount of time spent on support and maintenance, and minimizing the traffic on your LAN.

At the same time, Cisco Unity also uses the Cisco Unity Message Repository (UMR) to increase message store availability if Microsoft Exchange goes offline. Cisco Unity UMR enables Cisco Unity to continue taking new voice messages when the e-mail system or network is offline. System subscribers can also retrieve these messages, minimizing service disruption.

Cisco Unity takes full advantage of such powerful Microsoft Exchange features as digital networking, automatic message replication, message rules, foldering, and inbox assistant support. Through Microsoft Exchange e-mail gateway services, Cisco Unity can also work with e-mail clients that support Simple Mail Transfer Protocol (SMTP) and Multipurpose Internet Mail Extensions (MIME), Post Office Protocol 3 (POP3), and Internet Message Access Protocol 4 (IMAP4).

AN EASY-TO-USE SYSTEM ADMINISTRATION INTERFACE

Cisco Unity features an award-winning graphical interface that gets users operating as quickly as possible, resulting in greater productivity for your organization. Moreover, Cisco Unity simplifies system administration with its embedded Microsoft Internet Information Server (IIS), single message store, and single directory service, providing superior performance and reliability. In addition to housing data in a central store, administration tasks can be handled conveniently and securely from a Web-based system administration console that IT staff can access from any networked PC using Internet Explorer.

The Cisco Unity system administration console minimizes the complexity of Microsoft Windows 2000 and Microsoft Exchange so you do not have to be a Microsoft Certified Systems Engineer (MCSE) to administer the system. This interface integrates with Microsoft Windows 2000 through the use of snap-in HTML, and allows Cisco Unity to be configured and monitored from anywhere on the Internet using Internet Explorer instead of proprietary Windows-based interfaces. Additionally, Cisco Unity is supported on Windows 2003 for customers who have an existing Exchange 2003/Windows 2003 environments.

LOCALIZATIONS FOR INTERNATIONAL CUSTOMERS

Cisco Unity is localized to meet the needs of customers around the globe. Localized versions are available in multiple languages—four dialects of English (Australian, New Zealand, United Kingdom, and United States, Arabic (Formal), three dialects of Chinese (Cantonese, Mainland Mandarin and Taiwan Mandarin), Czech, Danish, Dutch, French, German, Italian, Japanese, Korean, Norwegian, Portuguese (Brazilian and European), two dialects of Spanish (Colombian and European), and Swedish. In addition, depending on the language, these versions feature everything from system prompts and subscriber conversations to the browser-based administration consoles and product documentation in the language of your choice.

NETWORKING CAPABILITY

Cisco Unity offers an optional digital networking module that enables the system to connect to other Cisco Unity servers at the same site via the LAN, or remote sites using a WAN or the Internet. Digital networking makes communicating with coworkers at remote locations fast and efficient by giving you the ability to send subscriber-to-subscriber messages anywhere in the world.

With digital networking you can use the global addressing feature—listing all system subscribers in a central directory—to quickly and conveniently send a message to a coworker in another time zone. Subscriber-to-subscriber messages offer more reply options to the recipient, making it simpler to respond to an e-mail with a voice message, for example. Also, when retrieving messages over the telephone, voice mail from system subscribers is played with the sender's recorded name for greater recognition.

A powerful message networking option available with Cisco Unity is the Cisco Unity Bridge. With Cisco Unity Bridge, you can send subscriber-to-subscriber messages to anyone in your organization who resides on a TDM-based Avaya or Octel voice-mail system supporting Octel Analog Networking. In addition, you have the added capability to simply “reply to” a networked message with a single touchtone key. With Cisco Unity Bridge, users maintain advanced messaging capabilities on both systems as they migrate to Cisco Unity.

Cisco Unity also provides optional VPIM (digital) and AMIS (analog) networking modules that allow message interchange between disparate messaging systems that also support these industry-standard messaging protocols. With VPIM or AMIS, customers who are migrating to Cisco Unity can continue to exchange messages with internal system subscribers who reside on a third-party messaging system, ensuring a smooth transition.

CISCO UNITY FEATURES

Voice Messaging Overview

Intelligent voice messaging allows users to interact with the system in the way that is most comfortable and convenient for them.

Users select telephone user interface style by individual preference (full or brief menus).

Customizable notifications via pager or mobile phone help users manage communications.

Unified Messaging Overview ²

E-mail, voice, and fax messages are organized in user's e-mail inbox, giving centralized communications control.

Voice and fax messages can be accessed from a desktop PC, laptop computer with Internet access, or any touch-tone telephone.

A text-to-speech module reads e-mail messages over the telephone in clear, spoken words.

Cisco Unity leverages existing infrastructure by using the Microsoft Exchange message store (requires Unified Messaging license).

Its true unified architecture allows IT staff to set one backup procedure, one message storage policy, and one security policy.

Interoperability and Availability

VPIM support²—digital interoperability

AMIS support²—analog interoperability

Cisco Unity Bridge²—interoperability with traditional Avaya or Octel voice mail systems

² Optional feature.

Unity Message Repository (UMR)—manage new voice messages when the e-mail system or network is offline

QSIG support—enhanced integration with traditional PBX

Failover² capability prevents service disruption if the unified messaging server is unavailable, delivering enhanced reliability and serviceability

Message Access from the Telephone User Interface (TUI)

Play and process messages (repeat, reply, forward, delete, save, mark as new, hear day/time stamp, or skip to the next message)

Deliver messages to users at designated telephone numbers—e.g., home, cellular telephone, remote office

Reverse/pause/fast forward during message playback

Control volume and speed during message playback

Pause/resume during message recording

Address messages to multiple recipients

Global addressing

Record message and specify as regular, urgent, private, or future delivery.

Record message and request return receipt

Switch between spelling name and extension when addressing message

Live Reply—immediately reply to messages from other subscribers by calling them back directly from the telephone user interface

Forward faxes to any fax machine from a touchtone telephone

Message Access from the PC

Cisco Unity Inbox—web-browser access to voice mails via Cisco Personal Communications Assistant regardless of groupware environment (supported on Internet Explorer 5.5 or higher)³

VCR-style interface in email client—play, rewind, pause, or fast forward voice messages with a few mouse clicks³

Send voice and fax messages—to anyone who can receive Internet e-mail

Download all message types and respond to or create new messages offline.³

Save voice and fax messages along with e-mail in public or personal Microsoft Exchange or Microsoft Outlook folders for a complete record of your communications³

Apply Microsoft Exchange Inbox Assistant rules to voice and fax mail³

End User Features

Cisco Unity Assistant (the Cisco Personal Communications Assistant web browser-based personal administrator)—customize your message notification options, manage personal greetings, change passwords

Select conversation type—full or brief prompts

Address and then record message, or record and then address message

Record up to five personal greetings (alternate, busy, internal, off-hours, standard)

³ Optional feature.

Flex Stack—specify the order in which messages are presented over the phone, by message type (voice, fax, e-mail), urgency, or LIFO/FIFO³

Create private distribution lists and address messages to them via TUI (VM and UM) or GUI Inbox (UM only)

Set expiration date for any personal greeting⁴

Manage alternate greeting—require callers to listen to full greeting, notify users when greeting is on⁴

Message notification for new messages via devices such as SMTP text, pagers, and phone destinations

Message notification via SMS text messaging for mobile users. Supports SMPP 3.4 protocol for interoperability with all major SMS-C providers.⁴

Cascade message notification—if message is not retrieved, additional notification types can be sent

Compound messaging—combine different media in a single message (Reply to email with voice mail, attach a Word file to a voice message, etc)⁵

Select whether message counts are announced. Type, totals, saved, new counts are available.

Specify whether Unity announces a transferred call

Specify call forward to personal greeting or busy greeting

Specify After Greeting action—Callers can be directed after subscriber greeting to take message or send caller to call handlers, directory handler, interview handler, subscriber, sign-in or hang up.

System Administration Overview

Cisco Unity leverages your communications infrastructure investment by integrating with Cisco CallManager and leading traditional telephone systems—even simultaneously—paving the way for a smooth transition to IP telephony.

Cisco Unity natively supports Session Initiation Protocol (SIP) proxy servers, designated SIP phones and clients, and SIP-enabled access gateways.

Intuitive browser-based system administration console and tools simplify installation, maintenance, and daily use and enable maintenance from any PC on the network, saving time, expense, and effort.

Cisco Unity Assistant (the Cisco Personal Communications Assistant web browser-based personal administrator) allows IT staff to enable end users to manage more of their own accounts, saving time and decentralizing routine administration.

Superior component-based server architecture provides a solid and flexible foundation for future growth.

Innovative use of streaming media provides efficient audio delivery.

Fault-tolerant system tools include robust security, file replication, event logging, and optional software RAID levels 0–5.

Full localization in U.S. English, French, German, and Japanese—including system prompts, subscriber conversations, browser-based administration consoles, and product documentation

Localized telephone system prompts—available in multiple languages, including four dialects of English (Australian, New Zealand, United Kingdom, and United States), Arabic (Formal), three dialects of Chinese (Cantonese, Mainland Mandarin and Taiwan Mandarin), Czech, Danish, Dutch, Italian, Korean, Norwegian, Portuguese (Brazilian and European), two dialects of Spanish (Colombian and European), and Swedish

⁴ New feature in Cisco Unity 4.0(4).

⁵ Optional feature.

Support TTY conversation for accessibility

Scalable to 72 ports and 7500 Unified Messaging users per server (dependent on server type, see Cisco Unity Supported Platforms List)

System Administration Features

Alternate extensions—configured by system administrator or by user ⁶

Automatic Gain Control gives subscribers consistent message volume playback levels

Configurable Billing ID

Browse to another Cisco Unity Administrator on a networked Cisco Unity server ⁶

Call holding queue

Call Handlers—accept calls, play recorded prompts, route calls, accept messages

Caller ID

Configurable Call Routing and Auto Attendant

Configurable Call Screening

Class of Service—control subscriber access to features

Create subscribers individually or in bulk

Day and time stamp for messages

Directory Handlers—manage how callers search directory

Directory search by spelling a subscriber name allows entry of up to 24 letters

Easy Mailbox Access from Personal Greetings—Log in to TUI without entering ID⁷

Encrypted SCCP and RTP for Cisco CallManager integrations ⁶

Event logging

Failover—automatic or manual

Failback—automatic or manual

Full Mailbox warning

Guided installation

Holidays—configurable list of observed holidays

Hospitality

- Guest conversation customized for Hotel and Resort industry.
- Property Management Systems interface (Requires purchase of PMS Hotel Communication Software from Percipia Networks)

Interview Handlers—collect recorded input from callers

Identified subscriber messaging (ISM) between networked Cisco Unity servers in the same dialing domain

Configure how Cisco Unity handles messages that are interrupted by disconnected calls

Message Go-To—locate message by number in saved messages ⁶

⁶ New feature in Cisco Unity 4.0(4).

⁷ New feature in Cisco Unity 4.0(4).

Message Waiting Indication (MWI)

Move subscriber mailboxes without shutting down Unity

Multiple administrative levels—control access to pages in system administration GUI by class of service (read, modify, delete rights)

Multiple audio codec support

Multiple Time Zone support

Music on hold

NDR/DR Receipt reason details presented in GUI inbox⁶

OS, message store and third-party software support

- Message Store support: Microsoft Exchange 5.5 (only for upgrades from 2.x/3.x), Microsoft Exchange 2000, Microsoft Exchange 2003 (for Unified Messaging)
- Support for Exchange 2000 and 2003 clustering
- Windows 2000 Server on the Cisco Unity server
- Windows 2000 Advanced Server on the Cisco Unity server
- Windows Server 2003 on the Cisco Unity server (see release notes for details)⁸
- Windows Server 2003 Enterprise Edition on the Cisco Unity server (see release notes for details)⁸
- Support for data protection software
- Support for remote access software
- Support for monitoring software

Public Distribution Lists—specify public distribution lists to which each new users will be added

Configurable Restriction Tables

Exclude return receipts registry controlled feature⁷

Configurable Schedules

Self-enrollment for subscribers to set password, record voice name, and specify directory listing

Share subscriber licenses among networked Cisco Unity servers (license pooling)

Status Monitor gives the system administrators real-time status of fax and telephone ports, reports in progress, and system configuration.

Configurable System Greetings

12- and 24-hour clock support for timestamps

Automatic system time clock adjustment for daylight savings time

TUI Greetings Administrator (CUGA)

⁸ New feature in Cisco Unity 4.0(4).

Fax

T.37 inbound and outbound⁸ Fax over IP support. Allows sending PDF, HTML, JPEG/GIF and other common email attachment formats. Interworks with Cisco IOS T.37-capable multi-service routers and access servers.

Optional Unity Fax Server with fax-on-demand, desktop print-to-fax and production fax interfaces to SAP, Oracle and other back office applications⁹

Optional third-party fax server as documented in the Cisco Unity System Requirements, and Supported Hardware and Software.
http://www.cisco.com/en/US/products/sw/voicesw/ps2237/prod_pre_installation_guide09186a008020aaf0.html

Security

Host Intrusion Prevention System—Cisco Security Agent (CSA) stand-alone agent to protect Unity servers from worm and virus attacks. Optional CSA Management console.

Password and PIN security policy options to enforce expiration, complexity, reuse and lockout.

Optional RSA Secure-ID 2-factor one-time PIN authentication server interface.

Call restriction tables to prevent toll-fraud.

Security event logging and reports of failed login and account lockouts to help detect 'PIN cracker' attack attempts.

Secure messaging to 3-DES encrypt private messages and prevent unintended message disclosure to 3rd parties.¹⁰

Subscriber PIN reset feature in Unity Communication Assistant to reduce help desk calls and operating expenses.

Message archiving utilities to enforce corporate electronic records retention policies.

Supports HTTPS for secure web access to Unity

Reports

Administrative Access Activity Report

AMIS Out Traffic Report

AMIS In Traffic Report

Call Handler Traffic Report

Distribution Lists Report

Event Log Report

Failed Login Report

Outcall Billing Report

Port Usage Report

Subscribers Report

⁹ Feature will be included in forthcoming Unity release.

¹⁰ Feature will be included in forthcoming Unity release.

Subscriber Message Activity Report

System Configuration Report

Transfer Billing Report

Unresolved References Report

For a full list and description of Cisco Unity Reports, see the Cisco Unity System Administration Guide, Reports chapter.

CISCO IP COMMUNICATIONS SERVICES AND SUPPORT

Cisco IP Communications services and support reduce the cost, time, and complexity associated with implementing a converged network. Cisco and its partners have designed and deployed some of today's largest and most complex IP Communications networks—meaning that they understand how to integrate an IP Communications solution into your network.

Cisco design tools and leading practices ensure that the solution best fits your business needs from the start, eliminating costly redesigns and downtime. Cisco proven methods ensure a sound implementation that will deliver the functions and features you expect. Support services include remote network operations, network management tools to administer the converged application and network infrastructure, and technical support services.

Through these services, your organization benefits from the experience gained by Cisco and its partners. If you take advantage of this valuable experience, you can create and maintain a resilient, converged network that will meet your business needs today—and in the future.



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A Message From Our President

Dear Friends:

When ESRI was founded in 1969, we felt an almost limitless enthusiasm for the possibilities of geographic information system (GIS) technology. We understood even then that this new GIS technology could bring about a better future.

Our confidence in GIS is built on the belief that geography matters. It fundamentally influences and connects our many cultures, societies, and ways of life. In this brochure, you will find abundant evidence of the important contributions that GIS technology can make in improving our quality of life and supporting more analytical decision making.

Our technology helps route emergency vehicles, find promising sites for fast-growing companies, target markets for commerce, rebuild cities around the world, study behavioral habits of wildlife species, monitor optimal land use planning, locate outages for utilities, and perform countless other vital tasks every day.

GIS technology must constantly evolve to meet the changing needs of government, business, natural resources, conservation, science, and education. We are ready for these changes. Today, ESRI has more than 2,750 skilled employees worldwide who work with hundreds of business partners and tens of thousands of users. Each one makes a unique contribution to this remarkable technology. Each one makes a difference.

Thank you for taking the time to learn about our company. Hopefully, the stories you read in this brochure will inspire you to consider joining the community of GIS users who use their skills for creating a better world.

Warm regards,

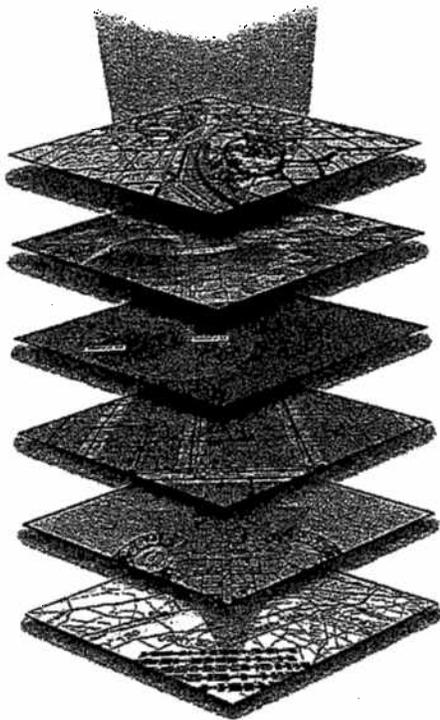
A handwritten signature in black ink, appearing to read "Jack Dangermond". The signature is fluid and cursive, with the first letter of each word being significantly larger and more prominent.

Jack Dangermond

What Is GIS?

Mapping geography is one of humanity's most ancient arts, but today it is on the cutting edge of information analysis. Technologically enabled maps created by GIS help people from many lands and occupations make better decisions for their communities. Whether business, government, education, or science, from the largest enterprise to the single worker, GIS offers boundless possibilities.

GIS is computer software that links geographic information (where things are) with descriptive information (what things are like). With a flat paper map "what you see is what you get," but a GIS-generated map has many layers of information for many ways of thinking about a geographic space. For example, if you look at a store represented on a paper map, you see the name of the store and a point noting where it is located. However, if you view a GIS map on your computer, you can click on the same store and see its location, name, annual revenue, customer flow, square footage, product mix, quarterly sales, and the store manager's name. You can even see a photo of the storefront and receive a virtual tour of the facility.



GIS—geographic information systems for better decisions through modeling and mapping our world

Many companies have a database management system in which day-to-day information is stored. If information has location attached to it, that information can be mapped. Using GIS, a business can unlock this spatial data and provide the perspective for the analysis needed to succeed. From the everyday business database GIS can represent

- Customer profiles by location, demography, and purchasing power
- Sales success by product, site, and sales representative
- Site locations of stores, factories, and warehouses
- Asset location (e.g., utility poles, pipes, and cables)
- Resource locations of staff, products, and equipment
- Delivery routes by land, sea, and air

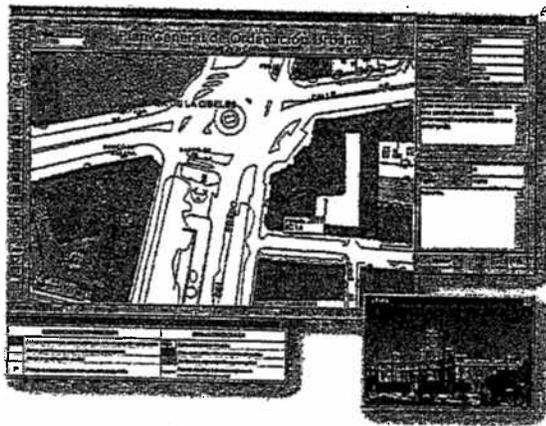
GIS can integrate georeferenced imagery as data layers or themes and link them to other data sets to produce geospatial representations of data. These geographical pictures not only depict topographical boundaries, but they also offer special insight to planners across disciplines such as health, agriculture, city management, natural resources, telecommunications, and transportation. Whatever people can imagine that needs mapping, GIS can help.

GIS also helps users anticipate future outcomes by depicting regression analysis for forecasting future events and processes. These studies may include drought repercussions on wildlife, dam influences on urban and agrarian economies, the spread of communicable disease, and the impacts of population growth on a township's economic development. The ability of GIS to manage, correlate, predict, model, and share geographic information makes GIS an essential analytical tool.

GIS for a Better World

Employed by decision makers in a multitude of industries in thousands of ways, GIS software allows its users to intelligently manage and manipulate their data. Analysts can see the patterns and processes of projects that work and do not work. Policy makers are in a position to create the foundation for ensuring the longevity of thriving communities, commerce, and government as well as the longevity of the earth's resources.

National, State, and Local Government



"Plan General de Ordenación Urbana"
GIS links documents and image files to map features for an integrated view of information.

National Government

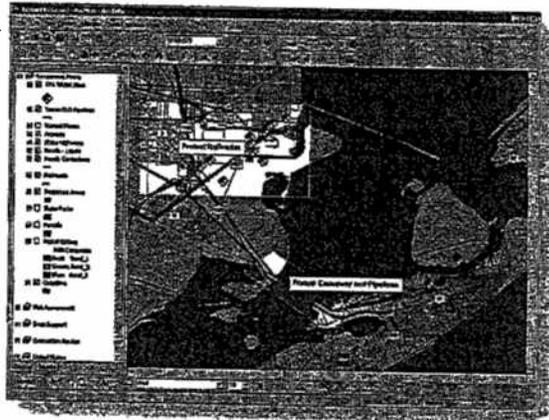
Government agencies trust GIS technology to establish and regulate policy and to strengthen the welfare of their citizens. GIS is also an intelligent means for agencies to provide public information. The U.S. government relies heavily on GIS to evaluate the results of U.S. Census 2000.

Local Government

Revenue collection, economic development, and public information are just a few opportunities that GIS affords municipalities. The cities of Madrid, Geneva, and Paris all use GIS for providing many city services. Bregenze, a small township in Austria, uses GIS to meet the needs of its 12 government departments.

Homeland Security

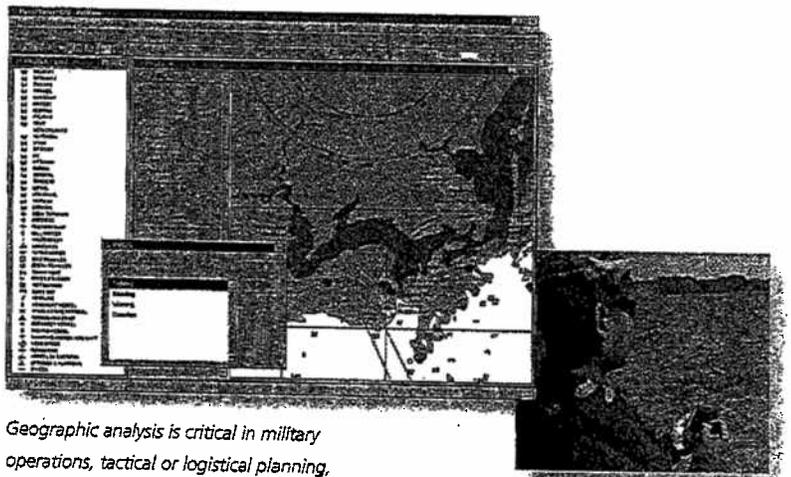
GIS assets at local, regional, and national levels are used in emergency response in the areas of detection, risk assessment, mitigation and prevention, preparedness, response, and recovery. Utilized in both natural and human-induced disasters, GIS has merged into the common operating procedures for public safety and emergency response activities. City, county, state, and federal-level agencies use GIS as a common framework for organizing and sharing data in a digital world.



Proximity analysis is used to calculate the closest resources for emergency response.

Military Defense

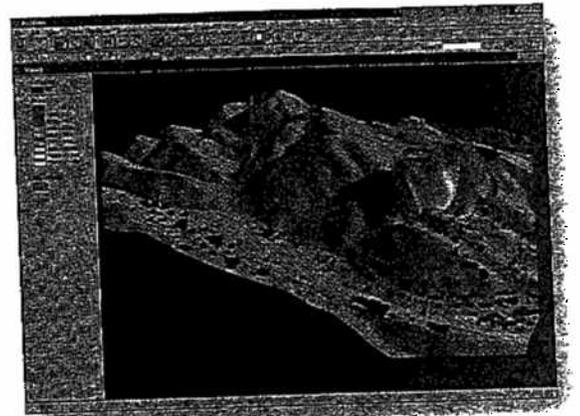
Military defense uses GIS for intelligence, terrain analysis, mission planning, and facilities management. Sweden integrates global positioning systems (GPS) into its mobile GIS for a mine-clearing management system in Bosnia.



Geographic analysis is critical in military operations, tactical or logistical planning, and infrastructure management.

Fire/Emergency Medical Services/Disaster

GIS allows public safety personnel to effectively plan for emergency response, determine mitigation priorities, analyze historical events, and predict future events. Wilson Fire/Rescue Services in Wilson, North Carolina, uses GIS to get critical information to incident responders upon dispatch or while en route to an emergency to assist in tactical planning.



Spatial analysis helps manage risk and identify threatened areas.

Law Enforcement

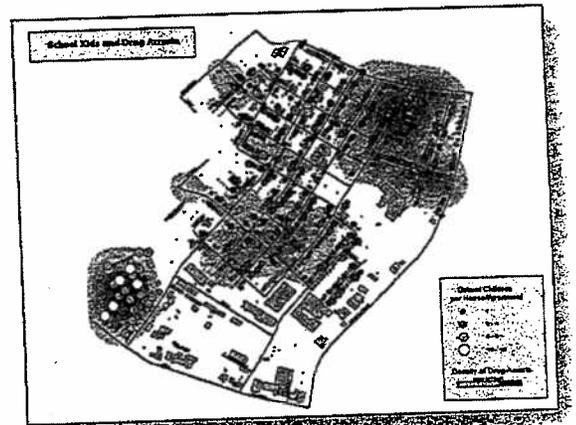
GIS is an effective crime-fighting tool. Police analysts use GIS for planning and event modeling, tactical and strategic planning, and incident mapping. The Chicago Police Department's Informative Collection of Automated Mapping (ICAM) gives all police officers access to information about crime throughout the city.

Health

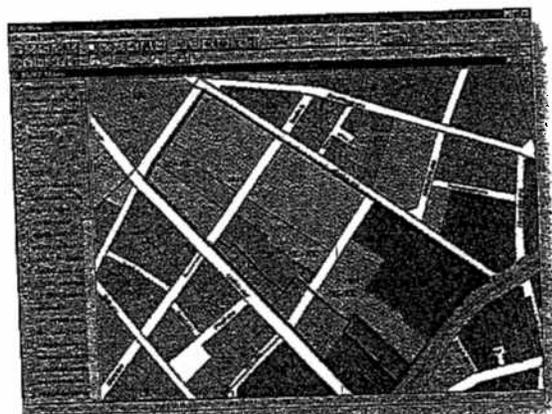
Effective health care services management uses GIS not only to show what resources and needs exist but also where to find them. Health experts also put GIS to work in epidemiological and public health monitoring. They can geographically track public health indicators, identify disease clusters, and explore sites of environmental risk. For example, public health departments use GIS for mosquito abatement programs.

Transportation

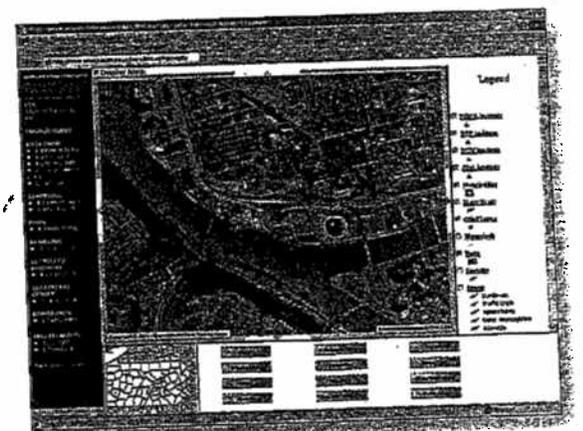
GIS serves three distinct transportation needs—infrastructure management, fleet and logistics management, and transit management. GIS offers insight for network planning and analysis, vehicle tracking and routing, inventory tracking, and route planning analysis. The city of Budapest, having 20,000 to 30,000 unexpected road repairs a year, relies heavily on its GIS to help plan, coordinate, manage, and complete repair work in a timely fashion.



GIS in law enforcement provides a valuable spatial element to crime analysis and community policing.

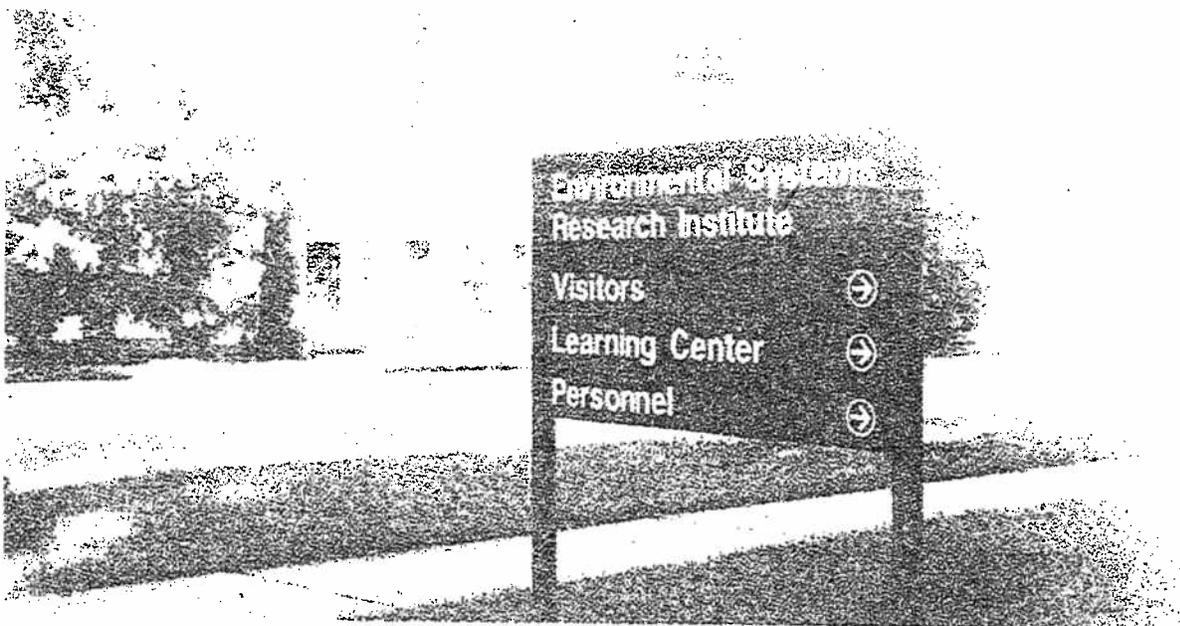


GIS helps manage road infrastructure for public works as well as create efficient routes for truck dispatch and bus stops.



The state of Pennsylvania offers an online Web site for its West Nile Virus Surveillance Program.

ESRI is widely recognized as the technical and market leader in GIS, pioneering innovative solutions for working with spatial data on the desktop, across the enterprise, in the field, and on the Web. ESRI has the largest GIS software install base in the world with more than one million users in more than 100,000 organizations. With annual sales of more than \$475 million, ESRI is the fourth largest privately held software company in the world. Its mission is to help people use GIS tools to manage and share geographic knowledge to make better decisions, keep communities safe, and create a more sustainable world.



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A Practical Guide for Implementing the Recommended National Standards for Culturally and Linguistically Appropriate Services in Health Care

First Draft: For Public Comment and Questions Only

An Important Message to Health Care CEOs: *The Compelling Rationale for Cultural & Linguistic Competency*

Changing Health Care Population and Staff

Cultural and linguistic competence has become a necessity for the survival of any healthcare organization. The Mainstream White patient and staff population may soon become the minority. The U.S. Census Bureau predicts that within the next 50 years, nearly one half (48%) of the nation's population will be from cultures other than White, non-Hispanic. Many from these population groups hold health beliefs extremely different from the Northern European beliefs upon which our U.S. health system was founded. This increase will impact both your patient and staff demographics. The world views, communication styles, work habits and ethics of culturally diverse staff members will be different from that of primarily White employees. To achieve both customer and staff satisfaction and loyalty, your organization will need to broaden its cultural and linguistic competency.

Culture, Patient Compliance and Health Outcomes

Satisfaction and loyalty contribute to an organization's economic well being. Successful outcomes to medical treatment are strongly influenced by linguistic and cultural access to care. Compliance with treatment, as well as the retention of culturally diverse patients and staff, will impact risk management, the number and outcome of medical malpractice suits and employee grievances. An adaptation of services that are more appropriate to culturally and linguistically diverse patient/client groups will lower the chances of bad outcomes due to miscommunication or misuse of medications and medical advice.

Culture, Access to Care and Health Care Regulating Bodies

Cultural and linguistic competence is now recognized as a major component in the accessibility of health care. Most recently (August, 2001) the Surgeon General's report: *Mental Health: Culture, Race, Ethnicity* stated unequivocally the need for mental healthcare providers to gain a better understanding of the culture of their patients and the impact of cultural beliefs and practices on a patient's access to and response to care. Appropriate provisions to the language needs of patients were mandated by the Civil Rights Act, Title VI, in 1964. All health care organizations that receive federal funds are also required to demonstrate their ability to provide both culturally and linguistically appropriate care and services. The Joint Commission on the Accreditation of Health Care Organizations (JCAHO) mentions the need for culturally appropriate care and services eighty seven times in each of its accreditation manuals. The Department of Health and Human Services Office of Minority Health (DHHS-OMH) spent two years in the preparation of the Culturally and Linguistically Appropriate Services (CLAS) Standards. This composite of existing mandates and recommendations regarding the specific needs and objectives of cultural competence in health care, draws together all that has been done, thus far, in achieving these goals. These steps, by regulatory bodies indicate the direction in which health care is moving. They demonstrate a strong determination on the part of monitoring bodies, to assure access to health care which is linguistically and culturally appropriate to our increasingly diverse patient population.

A Brief Summary of the Culture, Language and Health Care Connection*

Culture plays an extremely important role in health care. It determines how one defines health, wellness, illness, youth, and old age. People learn their health/illness and illness prevention

beliefs and practices from the culture to which they belong. That culture determines whether or not preventative measures, such as periodic check-ups, vaccinations, mammograms, and Pap tests, are taken. It impacts the decision to accept or reject medical advice and/or treatment. Culture also determines how patients expect to be treated by each member of the healthcare organization with whom they interact. Because none of us are immune to culture, it also influences the expectations of caregivers regarding how patients should behave toward one another, their caregivers, and the healthcare system as an institution. [Further Information and Examples](#)

The Who, What, When and How in Creating & Maintaining a Cultural Competent Health Care Institution

What behaviors, practices, and policies are required to provide culturally and linguistically competent care to an increasingly complex and diverse group of patients? More important, how are the required knowledge, strategies and skills acquired and maintained? Cultural and linguistic competence should become an intrinsic part of your institution's mission. Treatment plans will not be followed or valued by the culturally diverse consumer unless they are both culturally and linguistically appropriate. Your organization must become culturally competent at all levels and maintain this standard on a daily basis.

The Successful Diversity Initiative

The successful diversity initiative will include on-going intervention. Cultural and linguistic competency requires changes in the basic assumptions and communication styles that each member of the organization has developed over the course of his/her personal and working lifetime. Changes include:

- System-wide interventions to heighten cultural and linguistic awareness and sensitivity
- The acquisition of new skills, strategies, and knowledge
- Consistent support and reinforcement from senior leaders
- Information seminars about the rules and taboos of population groups in the service area
- Easy-to-access cultural references for medical staff.
- Staff training on how to effectively utilize medical interpreters.

How to Use this Guide to Enhance the Cultural Competency of Your Organization

- Designate a high ranking administrator with decision making power as Director of Diversity (This person may wish to work alone or form a Diversity Council or Committee).
- The Director of Diversity should oversee the implementation of this step-by-step guide. In some cases, he or she should adapt the suggested steps to meet the structure of the organization. This person needs the authority to delegate the completion of each of the 10 steps to the appropriate person or department in the organization. The checklists or instructions in these steps may also need to be distributed to different persons within that department.
- Follow the steps indicated by the guide in interpreting the results and/or implementing the organizational changes indicated.
- The CEO and other high ranking administrators should demonstrate full support in the creation of any organizational changes recommended by the director and the committee or council.
- Some steps and checklists should be repeated after the implementation of changes as a means of measuring success.
- This initiative must be viewed as a long-term, on-going commitment to developing and maintaining cultural and linguistic competence.

Further Information and Examples that Elaborate Upon the Points Made in "A Brief Summary of the Culture, Language and Health Care Connection"***

On the purely interpersonal level, for example, members of the U.S. culture, tend to admire "equality" and "informality." The dominant caregiver population demonstrates caring and compassion by smiling at the patient, patting him/her on the arm, shoulder, or head, and/or addressing him/her by his/her first name. This behavior can be interpreted by members of cultures who use a formal, impersonal form of "you" with anyone who is not a close friend or relative or which address one another in terms of role (i.e. brother, sister, oldest daughter, or aunt) as being impolite and disrespectful. In some cultures it can be considered intrusive or even a cause of illness to touch someone on the head without permission. In other cultures, one does not smile at someone one does not know - especially if that person is of a higher status - such as a physician or nurse! In the same manner, the behaviors of caregivers who belong to a rather formal culture - or one that is referred to as a "distance" or "non-touch" culture may also be misinterpreted by patients who come from a more informal, "touch" culture such as our mainstream White culture in the U.S. The patient may fail to develop a sense of trust with a caregiver whom they have labeled as "unfeeling" or "unconcerned."

Culture also determines the patient's needs and expectations regarding the type and extent of the medical exam and treatment. For example, in traditional Chinese medicine, the physician examines the patient by taking the pulse at seven different pressure points and looking at the tongue in several different places. Chinese physicians rarely resort to an invasive examination or treatment of any kind. Often illness is attributed to imbalance of Yin and Yang. Balance is restored by foods or medications of the lesser force. Most medications are taken orally as a liquid or slush. On the other hand, Latino patients (as most Hispanic patients preferred to be called) expect the caregiver to offer his/her hand in greeting at every office visit. It is common for them to wish to place themselves in the "expert hands" of the physician and not want to share in the decision-making process regarding treatment options. When the physician asks the patient to participate in the choice of treatment plan, it may cause that patient to lose confidence in the physician's medical experience and expertise. In Mexican culture, medication is often given in hypodermic form. It is always important for the caregiver to "give/prescribe something" - even if it is a placebo or a suggestion for a minor change in lifestyle. Failure to give any medication or advice will cause the patient to go away with the feeling that he/she received inferior treatment.

In regards to expression of pain, cultural differences are also seen. Some Asian groups, for example, may deny that they are in pain and refuse medication, while other groups may cry out when pain should be relatively slight as a means of demonstrating their "delicacy." Caregivers often label Latino patients as "crybabies" because they frequently cry-out in pain. What these caregivers don't understand is that the "message" intended by the cries is not, "I expect you to do something!" but "I am sharing the pain with you so that I feel it less intensely." The cultures of each population group may dictate very different pain behavior.

There is little surgical tradition in most of Asia. Confucius is believed to have said that the body is only "loaned" to the person while he/she is on earth. Only those who return the body "whole" are allowed to go to heaven. This belief may cause an Asian patient to refuse to consent to surgery that requires the removal of a tissue or body part.

Patients from many cultures may use alternative therapies - either instead of or concurrent with Western treatment. Often these treatments will not harm the patient, but it is important for caregivers to encourage patients to disclose these treatments because some may be harmful, either by themselves or in conjunction with what the physician prescribes. Some traditional treatments are misinterpreted by caregivers. Two popular pan-Asian treatments are "coining" and "cupping." In "coining," a coin or other piece of metal is heated and rubbed on the infected area until red welts appear. In cupping, glass cups are heated until the air is removed and, then, placed on the back or chest. The removal of the cup causes red welts to appear on the skin.

Often when these marks are found on women or children, caregivers, not trained to recognize this cultural practice, suspect and report spousal or child abuse.

Culture also molds patient and caregiver perceptions about what the waiting room or clinic should look like and even where certain departments should be located. How would you feel, if either labor and delivery or surgery were on the fourth floor, and you, as an Asian, believe the number four is a very, very unlucky number which signifies death! White has always been the "preferred color" of hospital corridors, waiting rooms, and physician coats. Why? This is because to members of Western European culture, white symbolizes such things as cleanliness, purity, and peacefulness. To many Asian groups, however, white is a color that is reserved for death and funerals!

As you can see, culture, looked at from these different perspectives, can seriously impact a medical institution's bottom line! It will ultimately determine whether or not members of a particular population group initially choose that healthcare organization as a healthcare provider, are satisfied with their treatment results, and remain loyal patients/clients of that organization. Competency in treating culturally diverse patients will enable an institution to retain a larger service population. When caregivers understand the needs, beliefs and concerns of various cultures in their service area, they can modify care and treatment to make it more appropriate to the particular patient's lifestyle and belief system. Care that does not conflict with a patient's cultural beliefs improves compliance with the taking of medication and recommended lifestyle changes. Patients, too, tend to be more forthcoming in disclosing alternative treatments if they feel that the caregiver will respect, not ridicule, these methods. As a result of greater trust, openness and compliance, the frequency and extent of bad outcomes can be minimized. Furthermore, legal suits that are the direct or indirect result of bad outcomes caused by miscommunication and mistrust between caregiver and patient can be measurably reduced.

**Suzanne Salimbene, Ph.D. "Methods for Improving Cultural Competence," (203-222) Burns & Northrup, eds., Guide to Managed Care Strategies, 1999, Faulkner & Gray New York

Medical Transportation Management, Inc.
Claims Adjudication - Weekly Reconciliation Process

1. Each Monday you will be faxed or e-mailed a report showing a complete list of trips assigned for the previous week (the MTM week goes from Sunday to Saturday).
2. You are to confirm the status of each trip by writing on the report whether the trip was completed, canceled, or a no-show by using the MTM coding system. *See the Trip Status Codes (Exhibit B).*
3. This completed reconciliation report is to be faxed or e-mailed back to the "Claims Auditor" at MTM no later than Thursday of that same week.
4. You are to accumulate all trip documentation for the preceding week. Documentation must include the items as listed on *Exhibit A*. Documents must be organized by date and trip number order.
5. You are to attach the weekly reconciliation worksheet to the original trip documentation and mail or courier the worksheet and original documentation to MTM c/o Claims Adjudication. Make a copy for your files. The Claim Packet (reconciliation worksheet with attached original documentation) is due to MTM within 14 days of the week end date. *See the Timeline for Documentation (Exhibit C).*
6. Upon receipt of the faxed or emailed reconciliation report, the claims auditor will update the actual trip information in the system.
7. As the claim packets are received, they are immediately opened and date stamped. Packets are reviewed to determine whether the worksheet contains all the required documentation as identified in *Exhibit A*. A high level review of the documents is done to determine whether the documentation has been submitted in date and trip number sequence.
8. Claim packets that do not meet the minimum standard are immediately returned to the provider. A notification is enclosed with the return packet indicating what specific criteria were not met. A copy of that notice will be faxed or emailed to the provider to alert them to expect the return packet.
9. Claim packets that meet the minimum standard are categorized by region and vendor code; and are distributed to the appropriate claims auditor. The auditor will process the claims packets based upon date received.
10. The claims auditor will review the provider's claim documentation and match the original documentation to the reconciliation worksheet. Any trip that is missing any of the following documentation will be cancelled in the system.
 - Driver signature
 - Member signature (for each leg of the trip)
 - Attendant signature
 - Pick-up and Drop-off times

11. The claims auditor will key in or upload the Pick-up and Drop-off times into the System based upon the submitted data.
12. The claims auditor will indicate on the reconciliation worksheet all trips which are missing documentation. The reconciliation worksheet will accompany the "Weekly Total Fax". That fax will provide you the total reimbursement based on what MTM has assigned to you in the non-emergency medical transportation intake system. This fax will also tell you if our total matches your total.
13. If there is a difference, it is your responsibility to contact the claims auditor (within 24 business hours) to go over the discrepancies.
14. You will receive a Semi-Monthly Invoice that will list the totals for each week and the grand total for that period. This invoice can be used as your invoice to MTM.
15. If you have not received a semi-monthly total fax or invoice by the scheduled due date, you need to call your claims auditor to be sure there was no failure in fax transmission.
16. You should review each weekly total, and the grand total. If you agree with the total, sign the appropriate space on the Invoice and it can be used as your invoice. If you do not agree, it is your responsibility to call your claims auditor to go over any differences.
17. The accounting department cannot send you a check unless MTM has a copy of your signed invoice two (2) days prior to the scheduled pay date.
18. Late invoices are not paid until the next scheduled pay date so make sure you get your signed invoice in on time.
19. Payments can be sent overnight, via Federal Express, for a charge of \$20.00, which will be deducted from the payment. Please contact the claims auditor if you want your payment sent Federal Express.
20. Payments may be received directly into your bank account through the ACH-Direct Deposit. Please contact your claims auditor if you want payment sent by Direct Deposit

Medical Transportation Management, Inc.
Claims Adjudication – Optional Emailing of Files

1. Claims adjudication staff will send an email letter to you on the same day that you would normally receive the FAX.
2. The email will have an attached file that is the claims report. The attachment will usually appear as a green X.
3. Double click on the attachment and it will open the report.
4. Save the file to your computer or to a disk so that you have a copy. Since you will get a new report each week, you may want to use a file name that includes the date (i.e.: MTM 040806 for the report on Monday, 04/08/06). Note: *You cannot use backslashes (/) in the file name.*
5. Continue to resave the report periodically as you enter information. This prevents loss of the data that has already been entered. The next weeks report can be saved as, MTM 041506. You should always save a copy of your report.
6. When you open the report, it will include the same information that is on the Faxed report but it will be on one row instead of two. On the FAX, there are two rows for each trip to get the type big enough to read. The electronic version is wider and the information can fit on one row.
7. You are responsible for verifying the status of each trip and must correct any trips that need changing (You may not claim a trip that you did not provide)
8. You are also responsible for entering the trip price and pick up and drop off times, as you would on the FAX version.
9. To enter prices and times, you can use the number keys at the top of your keyboard, or the 10-key number pad on your keyboard. They work the same for this process.
10. The report will automatically total at the bottom so you will know the total amount you are billing us when you complete the report.
11. When you are finished, save the report one last time.
12. The report needs to be sent back to Claims Adjudication by email. **DO NOT SEND IT BY FAX.**
13. You can send a new email, or you may want to reopen the original email from MTM and click on REPLY at the top. You should type a short note telling us you have completed the report. Attach the completed report.
14. To attach the completed file, you would select the option INSERT. Select the file you saved. Some email programs may use the word ATTACH instead of Insert.

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MTM requires drivers to notify the dispatcher of a pending late arrival or delivery. If the late arrival will result in the recipient being late for the health care appointment, the CSR or Care Manager will notify the Medicaid service provider to ensure that the recipient will be able to keep the scheduled appointment. MTM's ultimate goal is to ensure recipients keep their health care appointment; we therefore work tenaciously to ensure recipients' transportation needs are met. All MTM transportation providers will be required to have two-way radio/telephone contact with their drivers to relay information such as a pending late arrival to MTM.

In our experience there are three common scenarios for late arrivals:

MTM is notified prior to passenger pick-up: The Transportation provider will notify MTM if a late pick-up appears imminent and inform the CSR of the expected time of arrival. If the driver's predicted arrival time will not enable the recipient to arrive in time for the scheduled health care appointment, the CSR will call other transportation providers to see if anyone else can service the trip in a timelier manner. If the CSR is able to arrange with another provider, he or she will cancel the original, late trip and complete arrangements with the new provider. The CSR will notify the recipient of the new provider. If the driver is in close proximity to the pick-up destination, the CSR will notify the member or the medical provider of the estimated pick-up and drop-off time. The CSR will inform the caller that a formal complaint will be registered on behalf of the member for the late pick-up time.

Member calls asking "Where's my ride?" MTM will educate recipients and medical providers to call our toll-free number to inform us of a late pick-up. MTM's CSR will contact the transportation provider and request the estimated pick-up time for the member. If the driver's predicted arrival time is beyond the acceptable timelines, the CSR will call other transportation providers to see if anyone else can service the trip in a more timely manner. MTM will attempt to locate a provider with a driver in close proximity to the pick up location. If another service provider can complete the trip on time to get the recipient to the scheduled health care appointment, the CSR will contact the recipient to notify him/her of the new transportation provider and the estimated time of arrival. If the new arrival time will result in a slight delay, the CSR will contact the Medicaid service provider to ensure that the scheduled appointment can still be kept. If the Medicaid service provider informs CSR that the appointment can be kept, the CSR will confirm the trip with the transportation provider and contact the recipient to give the estimated arrival time. If tardiness to the pick up time is on a return ride, the CSR will follow all steps above to determine the new pick up time of either the initially scheduled provider or new provider. The CSR will inform the recipient or health care provider of the pick up time and transportation provider.

Transportation provider picked up passenger on time, but became late to appointment en route. Occasionally, due to extenuating circumstances, a delay may occur as a result of a breakdown or stopped traffic, which could potentially cause the passenger to be late for the medical appointment. The transportation provider is required to notify MTM immediately of any significant delay resulting in a member arriving late

for an appointment by 15 minutes or more. The CSR will call the health care provider to notify him/her of the situation and ensure the member can keep the health care appointment. As needed, the transportation provider will make subsequent alternative plans for completing the trip in a timely manner if the medical appointment can still be attended.

In every case above if the late pick up will result in the recipient's inability to keep the health care appointment, MTM's CSRs will work with the recipient and health care provider to reschedule the appointment and transportation. The CSR will input the late pick-up or missed appointment into the system for tracking and trending by MTM's Quality Management department. Transportation providers are expected to meet thresholds for on-time pick up and delivery. Transportation providers who do not meet these requirements will be subject to corrective actions. Excessive late pick-up or missed appointments will result in sanctions which may include sanctions, liquidated damages or possible termination from the MTM network.

Complaints filled for late pick up by either the CSR or the recipient or his/her representative will be tracked, and transportation providers with habitual poor performance will be sanctioned or removed from MTM's network of transportation providers. We will hold our transportation providers to the high standards of performance for on time pick up and delivery. The District's Medicaid recipients benefit from MTM's experience and expertise in NET services management. See **DC Attachment A**, MTM's Transportation Provider Guidelines.

MTM and HIPAA Confidentiality

MTM has designed policies, procedures and processes to identify and prevent a verbal or written PHI disclosure. See **DC Attachment A** for a sample service agreement which mandates transportation providers to comply with all state and federal laws regarding confidentiality of covered-person records.

Employee and NET Provider Training

All employees and transportation providers will be oriented on the importance and practices of HIPAA compliance. Upon employment or approval into the network and annually, employees and transportation providers will receive HIPAA training. They will sign confidentiality agreements annually, which obligate them to provide safeguards restricting the use or disclosure of information concerning members to purposes not in compliance with HIPAA mandates. In addition, our staff and transportation providers will be kept current on HIPAA requirements through annual and periodic training on HIPAA compliance.

MTM staff e-mail correspondence contains the HIPAA mandated Privacy Rule 45 CFR 164.530 confidentiality clause.

Occasionally, in the course of driving passengers to and from medical appointments, passengers themselves may disclose or discuss their medical situations with the driver. Drivers will be instructed they must not share this information with anyone except medical professionals or other individuals involved in an actual "need to know" circumstance such as a medical emergency.

The following attachments provide related HIPAA training **DC Attachment A-** Transportation Provider Guidelines, **DC Attachment R** Customer Service Center Training Manual and MTM Employee Handbook.

Quality Management Oversight

MTM's Manager of Quality Management, Grecia Ibarra, will be responsible for monitoring and reporting any unauthorized disclosures of member PHI (personal health information) or other personal information to the Quality Management Committee (QMC) and our client. The QMC has developed policies and processes that are in adherence with HIPAA guidelines to ensure the confidentiality of transportation records and member information. Additionally, Grecia will conduct random audits of all MTM operations for HIPAA compliance. Any non-compliance will be addressed and rectified at that time. Our Quality Management Department will record and track any incidents of PHI disclosure and use the information for training and process improvements.

Technological Security and Privacy

MTM's NET Management System is equipped with security mechanisms such as password protection, authentication and authorization protocols, encryption/decryption, secured server/transmission, and VPN (virtual private network). Our system is compliant with all HIPAA requirements on ANSI standards, privacy standards and security standards.

MTM's Business Solutions Group will ensure all data transmissions are HIPAA-compliant. Alison Whitelaw, Director of Business Solutions, will be responsible for the oversight of all electronic data interchange. Alison's résumé can be found in **DC Attachment F**, and more details on MTM's proprietary NET Management System can be found in **MTM Attachment 9**.

Staying Current

MTM's HIPAA privacy officer, Executive Vice President and General Counsel Donald C. Tiemeyer, will ensure we are compliant with the latest HIPAA privacy and security regulations pertaining to client- and member-protected health information data and records. See **DC Attachment F** for a copy of Don's résumé

The District can be assured member information will be kept confidential and that data, as well as data elements, will be duly protected from unauthorized disclosure.



Case Study -Minnesota (MN) Medicaid Non-Emergency Medical Transportation Program

Minnesota Department of Human Services' Medicaid Non-Emergency Medical Transportation (NEMT) Program currently delivers exceptional service to 62,000 recipients in the seven-county metro area surrounding Minneapolis/St. Paul. Program usage and costs are appropriately controlled through medically sound level of need assessments (LON) by trained medical staff to ensure appropriate modes of transportation are utilized and taxpayers' dollars are being utilized responsibly.

Minnesota provides this program with minimal oversight. The transportation vendors are fully credentialed, and recipients have reported excellent customer satisfaction. Minnesota clearly benefited in many ways when they chose Medical Transportation Management, Inc. (MTM) to manage their NEMT program.

Program Background –

MTM began managing the Minnesota Medicaid NEMT program in July 2004. Prior to MTM's management, Minnesota staff were allowing the Specialized Transportation Services (STS) transportation providers to control how transportation services would be provided and the State was dissatisfied with the quality of service. There was significant potential for fraud and abuse, the program required a great deal of oversight by Minnesota DHS, and the costs of the program were continually rising.

Minnesota DHS sought an NEMT management company that could provide the level of service required, minimize the need for oversight, medically assess transportation requests for appropriateness, and deliver the program in the most cost-effective manner possible.

After a thorough evaluation of the NEMT management companies available, Minnesota DHS chose MTM. Minnesota DHS was impressed with MTM's:

- Successful track record
- Commitment to exceptional service
- Reputation with customers and transportation providers
- Ability to understand the specific needs of the local community being served.

Program Goals –

MTM's goals for this contract are to:

- Reduce and control costs by minimizing inappropriate modes of transportation through medical assessment
- Prevent fraud and abuse
- Improve quality and reduce liability
- Develop relationships with County coordinators
- Minimize DHS oversight and management requirements

Reduce and Control Costs by Minimizing Inappropriate Modes of Transportation through Medical Assessment –

MTM's first task after assuming responsibility for this program was to ensure the appropriate mode of transportation was being provided only to those eligible to receive it. MTM discovered that healthcare facilities and STS transportation providers had frequently requested higher levels of transportation services than necessary.

MTM implemented an LON screening process conducted by nurses to appropriately determine the level of service needed and eliminate inappropriate use of transportation services. These changes resulted in a 15% reduction of STS services in the first two months of service—the program is projected to save DHS \$1 million over a 12-month period in the seven-county metro area.

In addition to moving STS services to a lower level of transportation, Access Transportation Services (ATS), MTM strengthened the level of customer service to recipients, counties, and healthcare facilities. This was accomplished by implementing tools to coordinate transportation in the most cost-effective means, decreasing the amount of time and manpower required to effectively schedule transportation.

Preventing Fraud and Abuse –

Prior to MTM managing the program, local STS providers were able to manage a recipient's request for STS services. STS providers took a strong, proactive approach to gain ridership, and were transporting recipients at the STS level when the level of service was not needed based on their physical and/or cognitive needs.

MTM's Utilization Management Coordinators (UMC) who are licensed nurses, conduct LONs on recipients who request STS transportation and/or whose certification is expired at the end of a given month. UMC's use case management skills and practices working with medical providers, social workers and other healthcare representatives to determine the level of transportation needed for the recipient. Since the program began in July, MTM has reduced the number of approved STS certifications by 30 percent.



Improve Quality and Reduce Liability –

Under MTM’s management, transportation providers – including taxis – are committed to delivering high-quality, safe transportation services. MTM conducts transportation vendor education seminars to ensure the level of service is as high as possible. MTM’s Quality Management Department monitors all services provided and tracks any incident that occurs.

In the event an incident occurs, it is reported within 24 hours, a thorough investigation is conducted, and it is resolved quickly. MTM ensures that providers take the appropriate corrective actions and provide the required documentation.

MTM has reduced Minnesota DHS’s liability by enforcing transportation provider compliance in areas such as driver background checks, vehicle inspections, site visits, and driver training. Various insurance providers categorize MTM’s vendors as “low risk” transportation companies due to their adherence to MTM’s strict guidelines, and subsequently pay reduced insurance premiums.

Customer satisfaction is substantially higher and the healthcare facilities acknowledge tremendous improvement in the overall transportation program. MTM has achieved an overall satisfaction rate of 90 percent in all areas of the program – from customer service center intake to vehicles and driver services in the initial months of start-up.

Develop Relationships with County Coordinators –

Prior to MTM, each county in the seven-county area was individually responsible for arranging transportation for their Medicaid recipients. This created inconsistent service delivery and redundant administration. Since MTM has taken over management for these entities, we learned and applied the Counties’ best practices and coupled them with our management expertise. The outcome has been increased awareness of the transportation program, consistency in service delivery, and we have improved the Counties’ ability to manage the healthcare for this population.



MTM
Medical Transportation
Management, Inc.

www.mtm-inc.net



Minimize DHS Oversight and Management Requirements –

MTM provides Minnesota DHS monthly summary reports within 45 days of month-end, a substantial improvement prior to MTM’s management. The timely receipt of reports allows MTM and Minnesota DHS to make immediate and effective adjustments in the program, as needed.

Minnesota DHS has access to MTM’s extensive management services. This direct link to MTM’s extensive management system – including transportation specialists working with local providers, utilization management coordinators appropriately assessing recipients’ needs, social service representatives in daily contact with local facilities, and customer service representatives scheduling and monitoring all trips – has significantly reduced the need for oversight and additional staffing by Minnesota DHS.

MTM and Minnesota DHS Today –

MTM has developed strong support in the local communities through face-to-face meetings with County officials in the seven-county area and other organizations involved, and by establishing and maintaining relationships with local transportation providers, the local bus entity Metro, and local healthcare providers. The local community benefits, as tax dollars remain in Minnesota.

About MTM –

Each year, MTM satisfies the NEMT needs of 1.8 million people. Our portfolio consists of 30 state, county, and Managed Care Organization clients. We currently manage programs in Arkansas, Illinois, Indiana, Michigan, Minnesota, Missouri, New York, and Virginia. We currently contract with 340+ transportation providers with over 3,500 vehicles.

MTM is a privately held corporation and a certified Woman-Owned Business Enterprise (WBE). For additional information, please visit our website at www.mtm-inc.net. 2 of 4



Case Study - Albany (NY) County Medicaid Non-Emergency Medical Transportation Program

Albany County's Medicaid Non-Emergency Medical Transportation (NEMT) Program currently delivers exceptional service to 17,000 recipients via more than 264,000 trips per year. Program usage and costs are appropriately controlled and taxpayers are receiving a significant return on their tax dollars.

Albany County provides this program with minimal oversight. The transportation vendors are fully credentialed, and members have reported excellent customer satisfaction. Albany County clearly benefited in many ways when they chose Medical Transportation Management (MTM) to manage their NEMT program.

Program Background -

MTM began managing the Albany County Medicaid NEMT program in January 2003. Prior to MTM's management, Albany County was dissatisfied with the quality of service being provided. There was significant potential for fraud and abuse, the program required a great deal of oversight by Albany County, and the costs of the program were continually rising.

Albany County sought a NEMT management company that could provide the level of service required, minimize the need for oversight, and deliver the program in the most cost-effective manner possible.

After a thorough evaluation of the NEMT management companies available, Albany County chose MTM. Albany County was impressed with MTM's:

- Successful track record
- Commitment to exceptional service
- Reputation with customers and transportation providers
- Ability to understand the specific needs of the local community being served.

Program Goals -

MTM's goals for the first year were to:

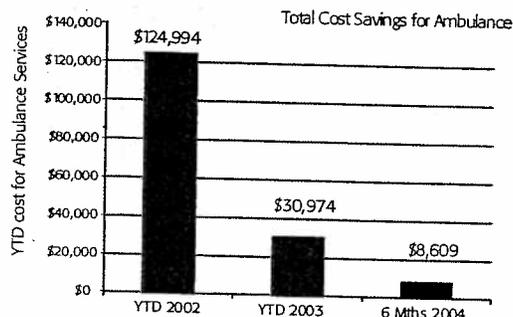
- Reduce and control costs
- Prevent fraud and abuse
- Improve quality and reduce liability
- Increase access to healthcare
- Minimize County oversight and management requirements



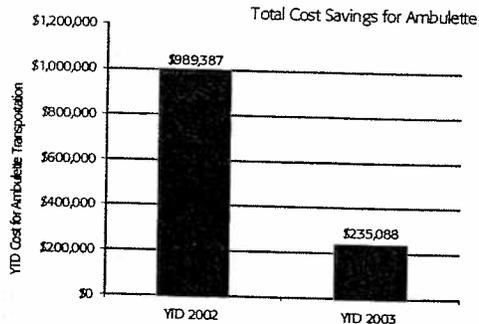
Reducing and Controlling Costs -

MTM's first task when taking on this program was to ensure that the appropriate mode of transportation was being provided only to those eligible to receive it. MTM discovered that hospitals and healthcare facilities had frequently requested higher levels of transportation services than necessary, and services were being provided to ineligible individuals.

MTM implemented strict screening processes to eliminate inappropriate use of transportation services and reduce the number of high cost modes. These changes resulted in a 52% reduction of ambulance trips, freeing ambulances for vital emergency needs, and a over 75% reduction in associated costs.



In addition to addressing ambulance transportation, MTM monitored ambulette utilization (defined as non-ambulatory, such as a wheelchair lift vehicle). In this area, MTM was able to achieve a 49% reduction in the number of trips and a 36% reduction in associated costs year-to-date.

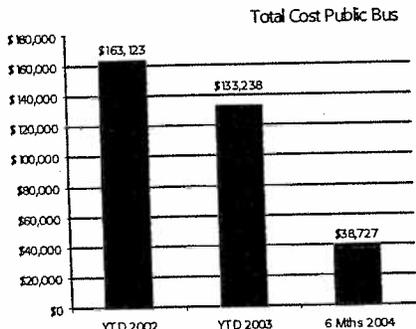


Despite a 12% increase in the number of eligible recipients within the first six months of MTM's management of the transportation program, Albany County's total cost of transportation decreased 2%, and the total number of trips was reduced by 10%.

Preventing Fraud and Abuse –

Prior to MTM managing the program, local facilities distributed bus passes and tokens without screening for Albany County Medicaid eligibility. In addition, services were being provided to individuals covered under different county Medicaid programs, and unused or missing passes and tokens were not tracked or reported.

MTM established distribution procedures for bus passes and tokens and developed processes for tracking and reconciling each facility's inventory. Thus, bus transportation is now being provided only to those who are eligible, the number of bus trips has decreased, and costs have been reduced by 7%, while maintaining a 65% bus utilization for eligible recipients.



Improving Quality and Reducing Liability –

Under MTM's management, transportation providers, including taxis, are committed to delivering high-quality, safe transportation services. MTM conducts transportation vendor education seminars to ensure the level of service is as high as possible. MTM's Quality Improvement Department monitors all services provided and tracks any incident that occurs.

In the event an incident occurs, it is reported within 24 hours, a thorough investigation is conducted, and it is resolved quickly. MTM ensures that providers take the appropriate corrective actions and provide the required documentation.

MTM has reduced Albany County's liability by enforcing transportation provider compliance in areas such as driver background checks, vehicle inspections, site visits, and driver training. Various insurance providers categorize MTM's vendors as "low risk" transportation companies due to their adherence to MTM's strict guidelines, and subsequently pay reduced insurance premiums.

Customer satisfaction is substantially higher and the healthcare facilities acknowledge tremendous improvement in the overall transportation program. MTM has achieved an overall satisfaction rate of 99.75% in all areas of the program – from customer service center intake to vehicles and driver services.



Increasing Access to Healthcare –

Prior to MTM's management, Albany County's recipients were frequently denied non-ambulatory transportation due to limited vehicle capacity.

MTM's Network Development Department recruited transportation providers in the rural communities and encouraged current providers to add vehicles to increase capacity. This resulted in the establishment of three new transportation providers and the significant expansion of two others.

MTM is committed to continually developing a variety of transportation services and increasing the number of vehicles available for individuals living outside of the urban districts.

Minimizing Management Oversight –

MTM provides Albany County monthly summary reports within 45 days of month end, a substantial improvement over the six-month delay in receiving reports prior to MTM's management. The timely receipt of reports allows MTM and Albany County to make immediate and effective adjustments in the program, as needed.

Albany County has access to MTM's extensive management services. This direct link to MTM's extensive management system, including transportation specialists working with local providers, social service representatives in daily contact with local facilities, and customer service representatives scheduling and monitoring all trips, has significantly reduced the need for oversight and additional staffing by Albany County's Department of Social Services.

MTM and Albany Today –

MTM has developed strong support in the local communities through face-to-face meetings with the organizations involved and by establishing and maintaining relationships with local transportation providers, the local bus entity CDTA/ACCESS, and local healthcare providers. The local community benefits, as tax dollars remain in Albany County.

Albany County's NEMT program, under MTM's management, is delivering the appropriate level of service to eligible recipients in the most cost-effective manner possible and Albany County, its recipients, taxpayers, and providers are all extremely satisfied with the program.

About MTM –

Each year, MTM satisfies the NEMT needs of 1.8 million people. Our portfolio consists of 30 state, county, and Managed Care Organization clients. We currently manage programs in Arkansas, Illinois, Indiana, Michigan, Minnesota, Missouri, New Jersey, New York, and Virginia. We currently contract with 340+ transportation providers with over 3,500 vehicles.

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Ed Shannon, Albany County's Executive Director for Planning:

"Albany County awarded a contract to MTM, Inc. for brokering non-emergency medical transportation services beginning in 2003. The transition from the previous broker was as smoothly handled as possible. MTM, Inc. won the award in large part on the basis of its quality assurance, its clear commitment to the needs of the consumers and the County and its sophisticated management and reporting capabilities. Once MTM began managing our nearly \$2 million transportation program, we realized containment in transportation costs for the next year and a half. We are very pleased with the high level of satisfaction reported in our County and continue to look forward to MTM's transportation management skills."

T O O L K I T



Medical
Transportation



FIRST EDITION 2001

Toolkit and
Best Practices

*A product of the
Community Transportation
Association of America's
Healthy Partnership
Initiative*



Medicaid Transportation

Best Practices

Missouri

When Missouri implemented its Medicaid managed care program in 1995, the state required participating health plans in the St. Louis area to assume responsibility for all medically necessary transportation. Each of the six HMOs serving St. Louis' 150,000 Medicaid recipients have since contracted with a private transportation provider, Medical Transportation Management, Inc. (MTM). According to Missouri's Medicaid Director, hiring one vendor to manage all non-emergency transportation in the St. Louis area "makes sense" by allowing local health plans to "pool resources with just one contractor." State Medicaid officials saw the approach as a way of combating the "ills" of an uncoordinated, fee-for-service medical transportation system.^a

MTM was created by Peg and Lynn Griswold, primarily to assist Medicare and Medicaid health plans manage non-urgent transportation services. As a broker, MTM plays gatekeeper and quality assurance roles for transportation services offered by participating managed care plans. In addition to its St. Louis operation, MTM now contracts with 15 other health plans in Kansas, Michigan, Texas and Virginia. Over 800,000 Medicare and Medicaid enrollees receive their medical transportation through the MTM system.^b

In Missouri, MTM works with a network of 40 local transportation providers, including taxis, local public transit systems and nonprofit agencies. Currently, all MTM subcontractors are reimbursed on a per

^a "Capitated Transportation Service Eases Headaches for Members, Plans," article in *Medicaid Managed Care Strategies*, newsletter of St. Anthony's Publishing Company, August 1996.

^b "MTM At a Glance", Medical Transportation Management's website: www.mtm-inc.net

Managed Care Models

trip basis, but Lynn Griswold noted that he envisions entering into capitated contracts with transportation providers in the future. Such an arrangement would both help "share the risk" and provide more incentives to economize.^c Round the clock dispatching operations are handled by two MTM call centers in Missouri and Kansas City.

MTM has expanded into a number of related medical transport fields, including worker comp insurance programs, monitoring ambulance usage and coordinating medical courier services. In 1997, the company was awarded the statewide Medicaid transportation brokerage contract by Missouri's Department of Social Services. Under the statewide contract, which was renewed in 2000, MTM is responsible for brokering all fee-for-service transportation for Medicaid recipients not enrolled in health plans. A significant aspect of MTM's Missouri operation involves a sub-broker arrangement with OATS, a statewide nonprofit community transportation agency, to cover NEMT transportation in rural parts of the state.

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^c Telephone interview with Lynn Griswold, Medical Transportation Management, Inc., April 14, 1997.

