

Commonwealth of Massachusetts
Executive Office of Health and Human Services
Human Service Transportation Office

Paving the way to access, quality and efficiency for the consumers we serve

FY2009 Annual Report



Deval Patrick, Governor

Timothy P. Murray, Lieutenant Governor

Dr. JudyAnn Bigby, Secretary
Executive Office of Health and Human Services

Message from the Director

Since its establishment in 2001, the Human Service Transportation (HST) Office has consolidated and coordinated the independently procured transportation systems of three Executive Office of Health and Human Services (EOHHS) agencies while enhancing high quality, safe, efficient and reliable transportation services to their eligible consumers. Working through a regional broker network, this system served over 37,000 consumers and provided 5.2 million trips in FY09. This trip volume represents a 7% increase from the FY08 level.

One of FY09's achievements was containing the cost impact of re-procuring 5-year old direct service contracts when gasoline prices were hovering around \$4 a gallon. While rates did increase in program-based transportation, the overall impact was held to a system-wide 3.9% annual increase when averaged over the 5-year period (FY04-FY09). Additionally, cost savings initiatives continue to generate cost avoidance and containment with demand response trip rates decreasing from their FY08 level.

I would like to thank the HST Steering Board and participating agencies for their contribution and support of the Office in FY09, as well as the HST staff for their hard work that lead to the many accomplishments we achieved in FY09. Together, we are ready to move forward with the challenges and opportunities that lie ahead in FY10.

Sincerely,
Jim Flanagan

HST Steering Board

Chair - Andrea Dodge, Chief Operations Officer, EOHHS
Sandra Albright, Undersecretary, EOE
Larry Tummino, Assistant Commissioner, DDS
Russ Kulp, Operations Director, MassHealth
Ron Benham, Division Director, DPH
Joanne Champa, MassDOT
John Englert, MassDOT
Anne Theriault, Legal Counsel, EOHHS

HST Team

Ed Bailey	Lisa Mooney
Perry Fong	Sandra Mulcahy
Gail Hill	Christine Newhall
Vera Kirrane	Tanya Pina
Ronni Lieberman	Taysha Rivera
William McGuinness	Tanja Ryden

HST Mission, Vision and Core Values

Mission: To manage a high quality, cost effective network of human service transportation for eligible consumers and function as a resource for transportation access within the Executive Office of Health and Human Services.

Vision: To administer a coordinated, comprehensive, high quality human service transportation system that supports consumers' timely access to services and maximizes their potential for travel independence.

Core Values:

- Support/ensure consumers' transportation access to the full range of human services they need to be healthy and self- sufficient
- Provide human service transportation in a safe, professional, on-time manner
- Maintain and enhance transportation service quality and cost effectiveness
- Treat all consumers with dignity and respect
- Use the least intensive level of transportation required, based on the consumer's needs
- Promote and facilitate public or paratransit options
- Support the coordination of human service transportation on federal, state and community levels
- Develop transportation policies and programs that promote the safety, health and well being of the consumer

What We Do: HST Brokerage

HST Brokerage

The HST Office contracts with six regional brokers to manage the transportation services for four programs within three EOHHS agencies:

- **MassHealth** non-emergency medical transportation system (PT-1)
- **MassHealth** funded **Day Habilitation** (DayHab) programs
- **Department of Developmental Services** (DDS) supported employment workshops and residential supports
- **Department of Public Health's** (DPH) early intervention programs for children and families

Through the HST office's brokerage operation, human service transportation is provided to eligible consumers via two models: "demand-response" and "program-based":

- **Demand-Response** ("dial-a-ride") transportation provided as-needed for consumers to varying locations. This model is used primarily for MassHealth PT-1 non-emergency medical transportation services.
- **Program-Based** transportation operates on a daily or regularly scheduled basis in which consumers are picked up from their homes and transported to the same program facility, on a grouped or shared-ride basis. This includes transportation for Department of Developmental Services, MassHealth-funded Day Habilitation programs, and the Department of Public Health's Early Intervention program.

The HST system was designed and implemented in partnership with the Massachusetts Department of Transportation (MassDOT). Six Regional Transit Authority (RTA) brokers provide brokerage services under contract with EOHHS in each of nine distinct HST Regions (HST1-9), encompassing all cities and towns within the Commonwealth. This high level of coordination is accomplished as each broker administers transportation services through subcontracting with qualified transportation providers in their HST area.

Transportation brokers are required to adhere to high quality performance standards with specific outcome measures that have been established and are monitored by the HST Office. The primary responsibilities of brokers include:

- Arranging consumer trips and contracting for services with local providers
- Monitoring and ensuring service quality (on-site inspections, consumer surveys, etc.)
- Developing routing and other strategies to increase system efficiency and cost effectiveness
- Tracking and reporting system usage and costs and monitoring performance benchmarks

What We Do: Non-Brokered Transportation, Outreach/Technical Assistance

Non-Brokered Transportation Services

The HST Office oversees all fee-for-service transportation for MassHealth members who live in an institutional setting (i.e. nursing homes). In this capacity, the HST Office monitors provider enrollment, claims operations, rates, costs, trips and expenditures, and works with the Provider Compliance Unit on post-audit reviews for the following provider types:

- Non-Emergency Ambulance
- Non-Emergency Chair Car
- Emergency Ambulance
- Air Ambulance

The HST Office also monitors all personal reimbursement requests for MassHealth members, which are processed through the MassHealth Customer Service Team (CST).

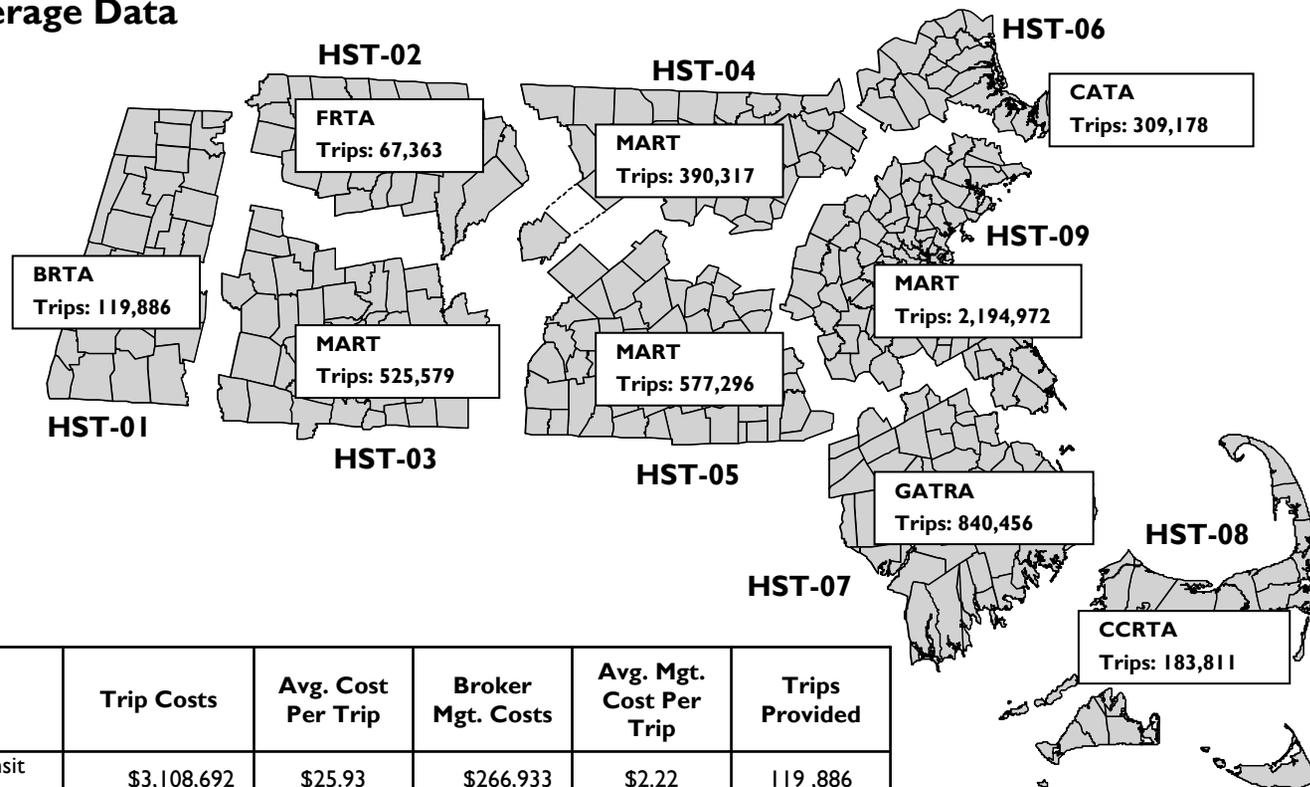
HST Outreach/Technical Assistance

A relatively new function, the HST Office has begun to develop its outreach and technical assistance capability as it strives to become a resource for ALL consumers served by the Executive Office of Health and Human Services. In FY09 the HST Office became a member of the EOHHS Employment Steering Group to address access issues related to the transportation disadvantaged population and the barriers that exist to employment. Additionally, the Office has implemented outreach efforts to improve awareness and sensitivity within the transportation community to the issues facing the various populations we serve.

Executive Office of Elder Affairs (EOEA)

The HST Office maintains a close working relationship with EOEA in developing statewide performance and quality assurance standards for transportation services provided by the Adult Day Health (ADH) community. Additionally, in FY09, random ADH on-site service inspections were conducted by an HST broker to assess the current status of the ADH fleet of vehicles and its service performance.

FY2009 HST Brokerage Data



HST Area	Broker	Trip Costs	Avg. Cost Per Trip	Broker Mgt. Costs	Avg. Mgt. Cost Per Trip	Trips Provided
HST 1	Berkshire Regional Transit Authority (BRTA)	\$3,108,692	\$25.93	\$266,933	\$2.22	119,886
HST 2	Franklin Regional Transit Authority (FRTA)	\$2,168,458	\$32.19	\$156,730	\$2.32	67,363
HST 3	Montachusett Area Regional Transit (MART)	\$67,599,830	\$18.33	\$3,900,792	\$1.05	3,688,164
HST 4						
HST 5						
HST 9						
HST 6	Cape Ann Transportation Authority (CATA)	\$6,254,723	\$20.33	\$407,962	\$1.32	309,178
HST 7	Greater Attleboro-Taunton Regional Authority (GATRA)	\$17,417,864	\$20.72	\$1,243,863	\$1.47	840,456
HST 8	Cape Cod Regional Transit Authority (CCRTA)	\$4,126,883	\$22.45	\$342,367	\$1.86	183,811
TOTAL		\$100,676,449	\$19.33	\$6,318,647	\$1.21	5,208,858

FY2009 HST Brokerage: System Data

Brokerage Finance and Operations

* Brokerage fiscal and operations data is compiled from the monthly operations and revenue expenditure reports submitted by the six brokers to the HST Office and include the four agency programs operated under the HST brokerage system.

Financial Summary		Operational Summary	
Total operating costs	\$106,995,096	Consumer one-way trips	5,208,858
Consumer trip expenditures	\$100,676,449	Chair car trips	660,623
Broker management expenditures	\$6,318,647	% of total trips	13%
Average direct service cost per trip	\$19.33	Shared trips	3,336,338
Average broker management cost per trip	\$1.21	% of total trips	64%
		Consumers Served	37,760
		Local transportation providers	341
		Vehicles (including chair cars)	2,117
		Drivers	2,413
		Monitors	264

Brokerage Performance Quality

Performance Measure	Outcome
Consumer trips provided without a vehicle accident	99.9%
Service requests implemented within prescribed timelines	99.9%
Trips provided as scheduled (no-shows / stranding)	99.9%
On-time trips provided	99.9%
Trips provided without a serious vehicle complaint	99.9%
Trips provided without a serious driver/monitor complaint	99.9%
On-site service inspections	99.0%

* The HST Office is committed to quality transportation services for the consumers it serves through the brokerage. The performance standards identified to the left were all achieved 99% or greater. Of note, the on-site service inspection level was identified as a broker performance deficiency at 28.2% in FY08, and that inspection rate has been corrected to 99% for FY09.

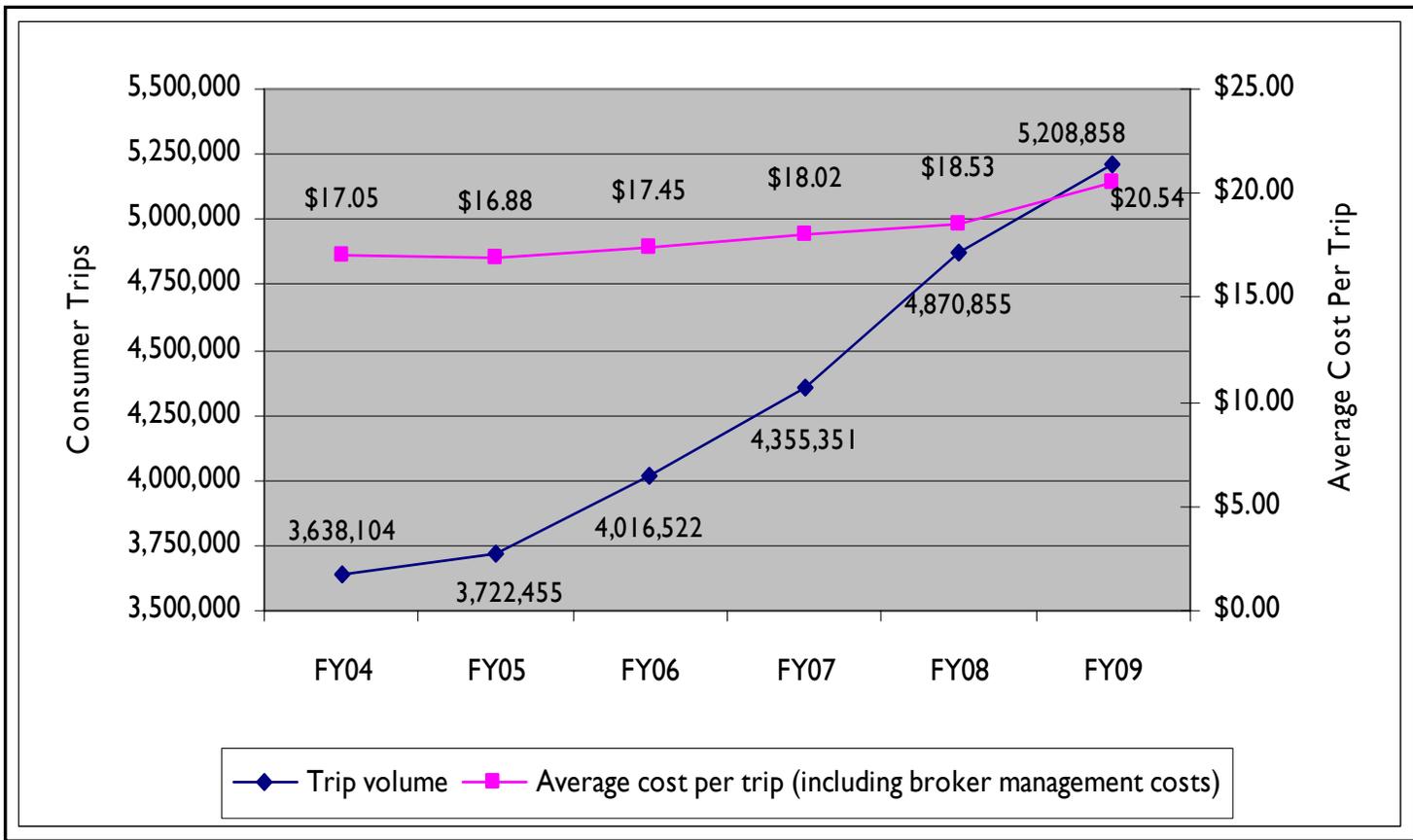


FY2009 HST Brokerage: System Data

Brokerage System Growth & Cost Containment

* In FY09, the HST Office was able to maintain an average annual increase in costs (3.9% per year between FY04 and FY09) that was less than the average annual increase in consumer trips (7.5% per year between FY04 and FY09)

Average annual increase in consumer trips (FY04-FY09)	7.5%
Average annual increase in cost per trip (FY04-FY09)	3.9%



FY2009 HST Brokerage: System Data

Brokerage System Growth & Cost Containment

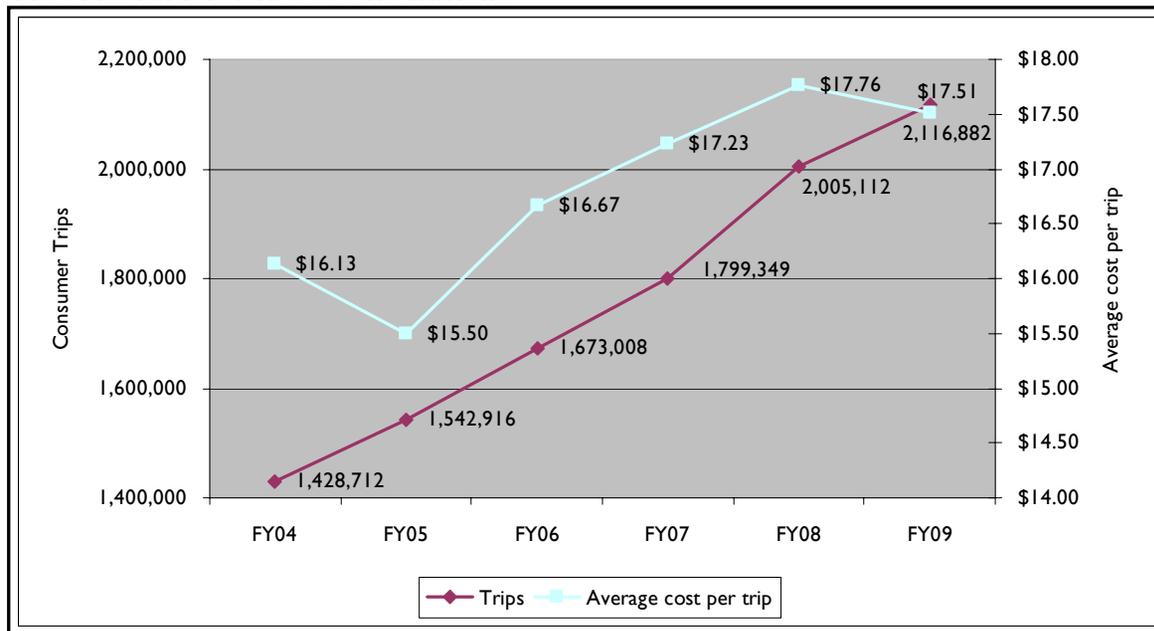
* In FY09, three brokers were able to generate and share savings by negotiating services with their local providers at a rate lower than their contracted PT-I rate: savings achieved were \$838,223 for the brokers and \$3,018,810 for MassHealth.

In FY08, the total cost savings achieved was \$714,505 for brokers, and \$1,092,376 for MassHealth. The FY09 savings compared to FY08 represents a 17% increase in broker savings and a 176% increase in savings for MassHealth.

MassHealth PT-I Cost Savings Incentive

Broker	FY09 Total Cost Savings	Broker Savings	MassHealth Savings
FRTA	\$19,739.00	\$6,517.86	\$13,221.14
CATA	\$232,923.00	\$82,965.89	\$149,957.11
MART	\$3,604,372.00	\$736,494.66	\$2,867,877.34
Totals	\$3,857,034.00	\$838,223.82	\$3,018,810.18

MassHealth PT-I Rate Containment



* In FY09, the PT-I average trip rate decreased \$0.25 from the FY08 rate.

From FY04-FY09, PT-I average costs per trip only increased by \$1.38, or an average of 1.7% per year, while PT-I trip volume increased by 688,170 trips, or an average of 8.2% per year.

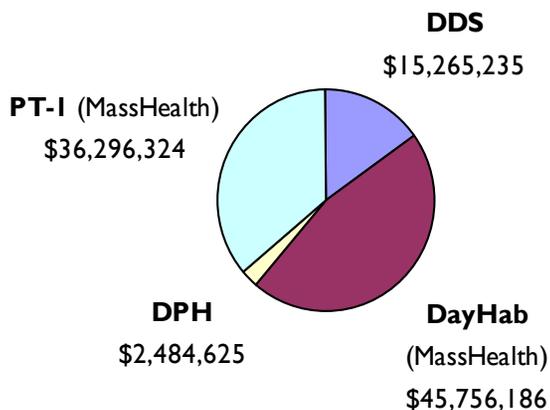
FY2009 HST Brokerage: Agency Data

* In FY09, trips increased by an average of 7% across all agency programs, with the most significant increase occurring in the Day Habilitation program model. A hallmark of the HST model is a focus on cost efficiency achieved by shared rides, and three out of four program models achieved a greater than 75% shared ride percentage. To note, the PT-I program is a demand response system that creates greater challenges in developing shared trips. Nonetheless, the 18% rate of shared trips reported below exceeds contracted performance measures.

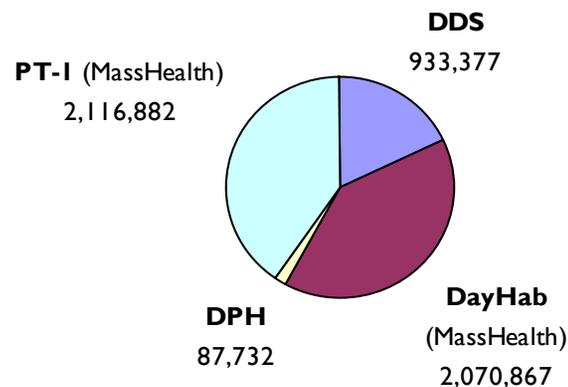
	FY08 trips	FY09 trips	% Increase in trips FY08 – FY09	Chair car trips, % of total trips		Shared trips, % of total trips		FY09 Agency Expenditures	FY09 Average direct service cost per trip
DDS	890,160	933,377	4.85%	39,761	4%	929,823	100%	\$15,387,994	\$16.49
Day Habilitation (MassHealth)	1,893,178	2,070,867	9.39%	483,855	** 23%	2,018,514	97%	\$45,736,575	\$22.09
DPH	82,405	87,732	6.46%	0	0%	68,715	78%	\$2,484,411	\$28.32
PT-I (MassHealth)	2,005,112	2,116,882	5.57%	137,007	6%	388,001	18%	\$37,067,469	\$17.51
TOTAL	4,870,855	5,208,858	6.94%	660,623	13%	3,405,053	65%	\$100,676,449	\$19.33

** Approximately 1 in 4 Day Habilitation trips is a chair car trip. This ratio is almost 4 times the ratio of PT-I chair-car trips and has a significant impact on average cost per trip (\$22.09 per Day Habilitation trip vs. \$17.51 per PT-I trip).

HST Brokerage: Agency Expenditures



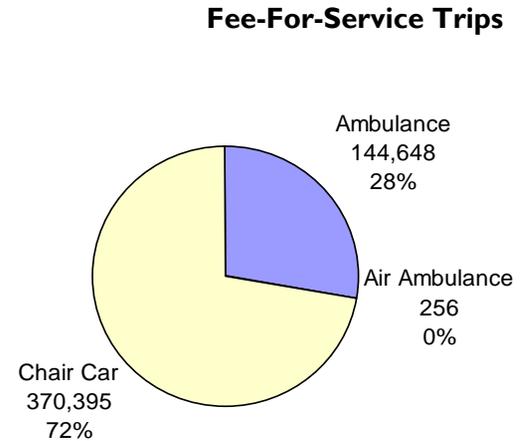
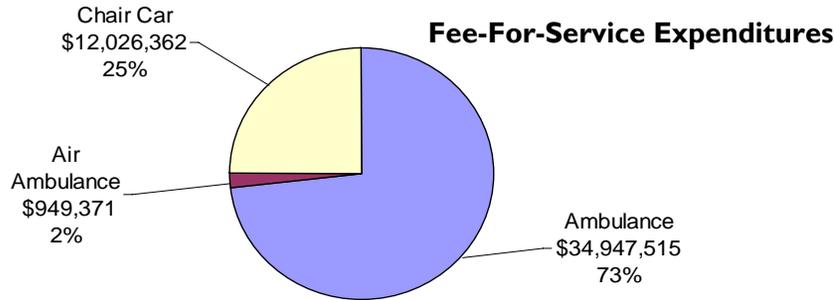
HST Brokerage: Agency Trips



FY2009 HST Non-Brokered Service Data

MassHealth Fee-For-Service Transportation

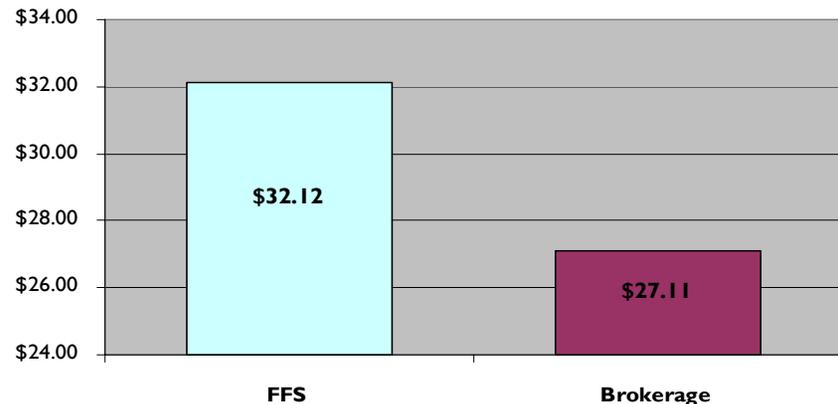
* The HST Office oversees all fee-for-service chair-car and non-emergency ambulance transportation for MassHealth members who live in institutional settings (i.e. nursing homes). In this capacity, the HST Office monitors provider enrollment, claims operations, rates, costs, trips and expenditures, and works with the Provider Compliance Unit on post-audit reviews for Non-emergency ambulance, Emergency Ambulance, Chair Car and Air Ambulance services.



	Expenditures	Trips	Expenditures/Trip
Total Ambulance	\$34,947,515	144,648	\$241.60
Total Air Ambulance	\$949,371	256	\$3,708.48
Total Chair Car	\$12,026,362	370,395	\$32.47
Total Expenditures	\$47,923,248	515,299	\$93.00

Fee-For-Service Chair Car Costs vs. Brokerage Chair Car Costs

* In FY09, the HST Brokerage system's average chair car costs were \$27.11 per trip, which was 18% less than fee-for-service average chair car trip costs of \$32.12.



HST Goals and Objectives for FY10

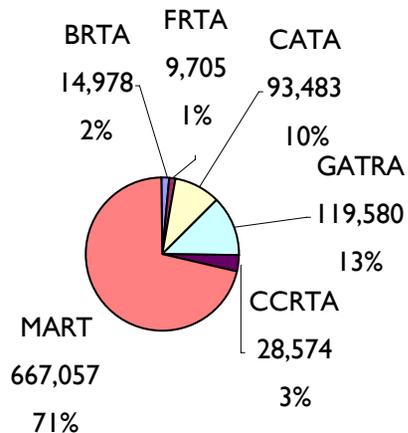
- Cost Savings Goals:
 - Contain and reduce average trip costs
 - Revise MassHealth Regulations to eliminate personal mileage reimbursement
 - Convert MassHealth's PT-I processing system to an on-line electronic submission process
 - Initiate a MassHealth workgroup to evaluate member locality restrictions
 - Review program-based routing efficiency and "high cost" trips for potential route consolidation
- Apply for grant funding to hire a consultant to review and assess the efficiency of Massachusetts' HST brokerage model
- Evaluate the benefits and efficiencies achieved by moving the transportation services of the Massachusetts Rehabilitation Commission (MRC) and the Mass Commission for the Blind (MCB) into the HST system and develop an implementation plan
- Working with MassDOT and the EOHHS Steering Group on Employment, expand and enhance the HST web page and develop strategies to implement a statewide coordination function for local mobility management to address the needs of the transportation disadvantaged
- Implement a workgroup (HST, Mass Dept. of Veterans Services, MassDOT and select brokers) to pilot a coordination initiative to improve veterans access to services
- Work with brokers to develop structured "Customer Service" training protocols for all staff that come in contact with EOHHS consumers

DDS Brokered Transportation at a Glance

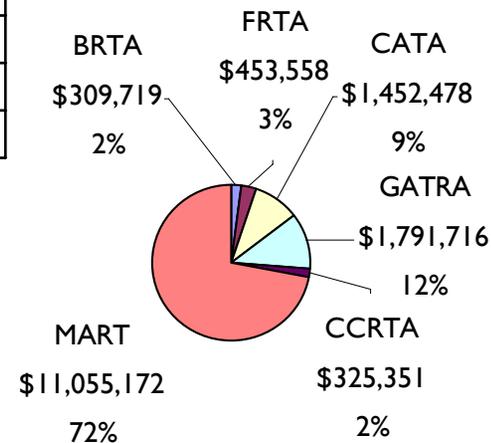
Financial Summary		Operational Summary	
Total expenditures	\$15,387,994	Consumers Served	2,671
Average cost per consumer trip	\$16.49	Consumer one-way trips	933,377

	RTA	Trips	Expenditures	Average cost per trip
HST1	BRTA	14,978	\$309,719	\$20.68
HST2	FRTA	9,705	\$453,558	\$46.73
HST3	MART	89,803	\$1,355,022	\$15.09
HST4	MART	67,260	\$1,163,452	\$17.30
HST5	MART	132,915	\$2,253,333	\$16.95
HST6	CATA	93,483	\$1,452,478	\$15.54
HST7	GATRA	119,580	\$1,791,716	\$14.98
HST8	CCRTA	28,574	\$325,351	\$11.39
HST9	MART	377,079	\$6,283,366	\$16.66

Trips



Expenditures

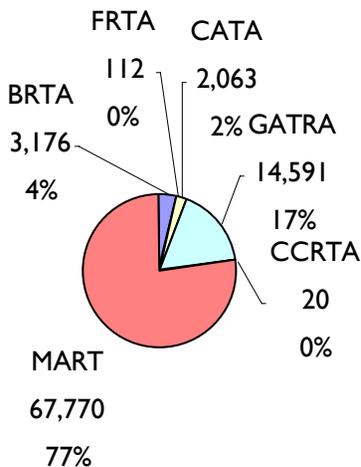


DPH Brokered Transportation at a Glance

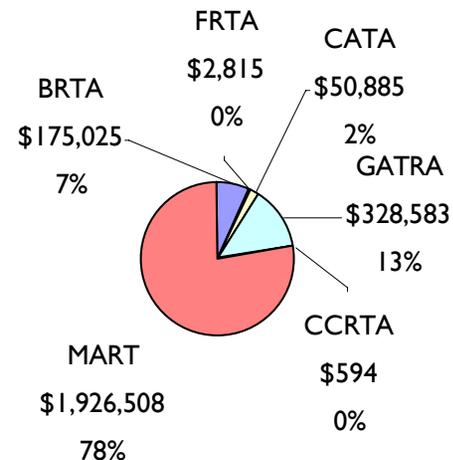
Financial Summary		Operational Summary	
Total expenditures	\$2,484,411	Consumers Served	3,094
Average cost per consumer trip	\$28.32	Consumer one-way trips	87,732

	RTA	Trips	Expenditures	Average cost per trip
HST1	BRTA	3,176	\$175,025	\$55.11
HST2	FRTA	112	\$2,815	\$25.13
HST3	MART	9,463	\$268,873	\$28.41
HST4	MART	9,311	\$264,579	\$28.42
HST5	MART	6,108	\$173,683	\$28.44
HST6	CATA	2,063	\$50,885	\$24.67
HST7	GATRA	14,591	\$328,583	\$22.52
HST8	CCRTA	20	\$594	\$29.70
HST9	MART	42,888	\$1,219,374	\$28.43

Trips



Expenditures



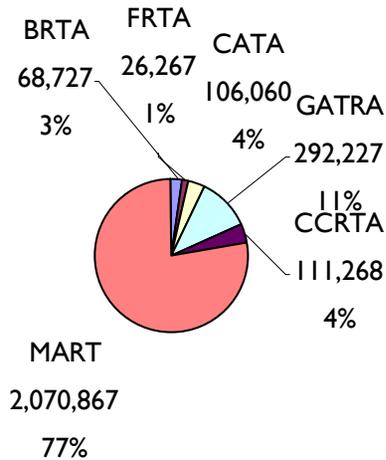
MassHealth Brokered Transportation at a Glance

Day Habilitation Transportation

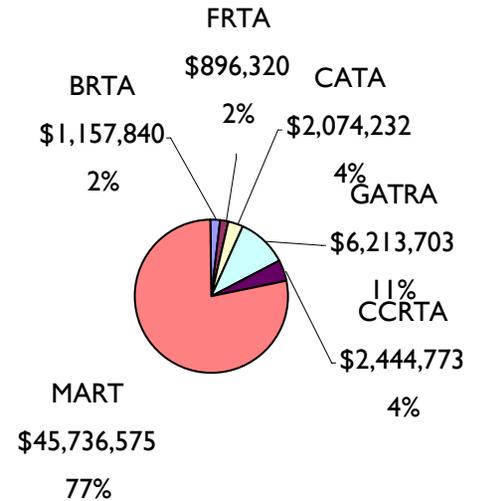
Financial Summary		Operational Summary	
Total expenditures	\$45,736,575	Consumers Served	5,722
Average cost per consumer trip	\$22.09	Consumer one-way trips	2,070,867

	RTA	Trips	Expenditures	Average cost per trip
HST1	BRTA	68,727	\$1,157,840	\$16.85
HST2	FRTA	26,267	\$896,320	\$34.12
HST3	MART	225,615	\$5,068,394	\$22.46
HST4	MART	172,136	\$3,866,492	\$22.46
HST5	MART	220,226	\$4,947,463	\$22.47
HST6	CATA	106,060	\$2,074,232	\$19.56
HST7	GATRA	292,227	\$6,213,703	\$21.26
HST8	CCRTA	111,268	\$2,444,773	\$21.97
HST9	MART	848,341	\$19,067,358	\$22.48

Trips



Expenditures

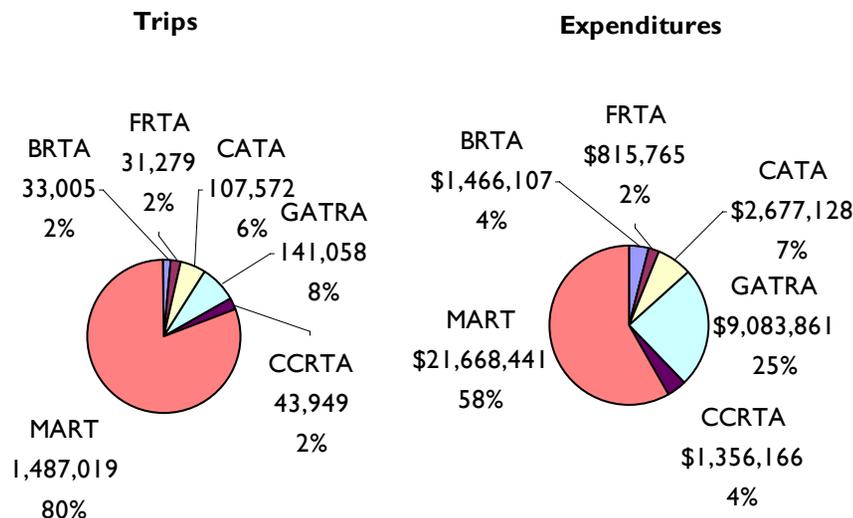


MassHealth Brokered Transportation at a Glance

PT-I Transportation

Financial Summary		Operational Summary	
Total expenditures	\$37,067,469	Consumers Served	32,369
Average cost per consumer trip	\$17.51	Consumer one-way trips	2,116,882

	RTA	Trips	Expenditures	Average cost per trip
HST1	BRTA	33,005	\$1,466,107	\$44.42
HST2	FRTA	31,279	\$815,765	\$26.08
HST3	MART	200,698	\$2,924,517	\$14.57
HST4	MART	141,610	\$2,063,503	\$14.57
HST5	MART	218,047	\$3,177,322	\$14.57
HST6	CATA	107,572	\$2,677,128	\$24.89
HST7	GATRA	414,058	\$9,083,861	\$21.94
HST8	CCRTA	43,949	\$1,356,166	\$30.86
HST9	MART	926,664	\$13,503,099	\$14.57



Total Expenditures	\$2,088,594
Mileage Expenditures	\$1,988,369
Public Transit Expenditures	\$100,225
MassHealth Members receiving personal reimbursement	843
Total requests submitted	17,782
Total requests approved	11,385
Total requests denied	6,397

MassHealth Personal Reimbursement

* Although not processed directly through the HST Office, the Office monitors all personal reimbursement requests for MassHealth members, which are processed through the MassHealth Customer Service Team (CST)

