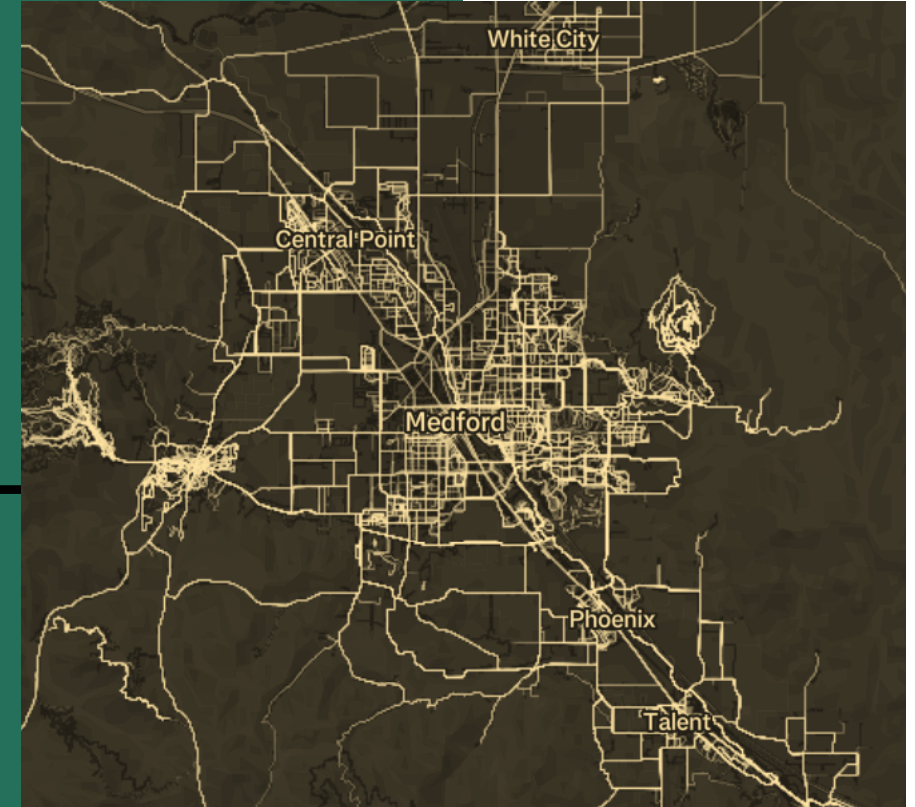


# 2024 NEMT Program Evaluation Findings & Trend Analysis

*Jackson Care Connect - TransLink*

*Program Evaluation Completed by Yelena Voznyuk with CareOregon*



# What is Program Evaluation?

*Program evaluation is an evidence-based practice that help leaders make data-driven decisions using scientific methods. Evaluations allow leaders to measure the outcomes of services and resources and how they impact participants and communities. Data collected through evaluations can help advocate for support such as increased funding and policy changes. Three major areas capture the process of program evaluation:*

## **1) Statement(s):**

- What do you believe to be true about your program?
  - *i.e.: Calling members the night before, to remind them of their scheduled trip, will reduce member no-shows.*

## **2) Evaluation Question(s):**

- What do you want to know to prove your statement(s)?
  - *i.e.: Do reminder calls reduce member no-shows?*

## **3) Evidence Gathering:**

- What data do you need to collect, and from whom, to answer your question(s) to confirm your statement(s)?
  - *i.e.: Track trips with reminder calls vs trips without a reminder call and trip completion rates.*
    - *Why is this important to gather?*

# Who & What is NEMT?

## NEMT Program:

Non-Emergent Medical Transportation (NEMT) program is a benefit regulated by the Centers for Medicare & Medicaid Services (CMS) and the Oregon Health Authority (OHA) to provide Medicaid recipients with transportation assistance to and from their health care appointments.

## Care Coordinated Organizations (CCOs) & Brokerages:

**Jackson Care Connect CCO and TransLink** entered an NEMT delegation agreement and went live with NEMT services on January 1, 2015. TransLink operated as an FFS NEMT Brokerage since 2001, before the CCO model creation.



*State*



*CCO*



*Contract  
Manager*



*NEMT  
Program*



# Statement

*“The NEMT program provides safe and reliable transportation to and from covered services for Medicaid-enrolled members. These members are enrolled with Health Share of Oregon, Jackson Care Connect, and Columbia Pacific CCO.*

*It is important for all stakeholders, regardless of how they interact with the program, to be supported by and satisfied with the NEMT program.*

*Avenues are provided for those experiencing barriers to share their feedback with both the brokerage and CareOregon. The feedback identified through program evaluation efforts is used to make recommendations for program development and improvement.”*

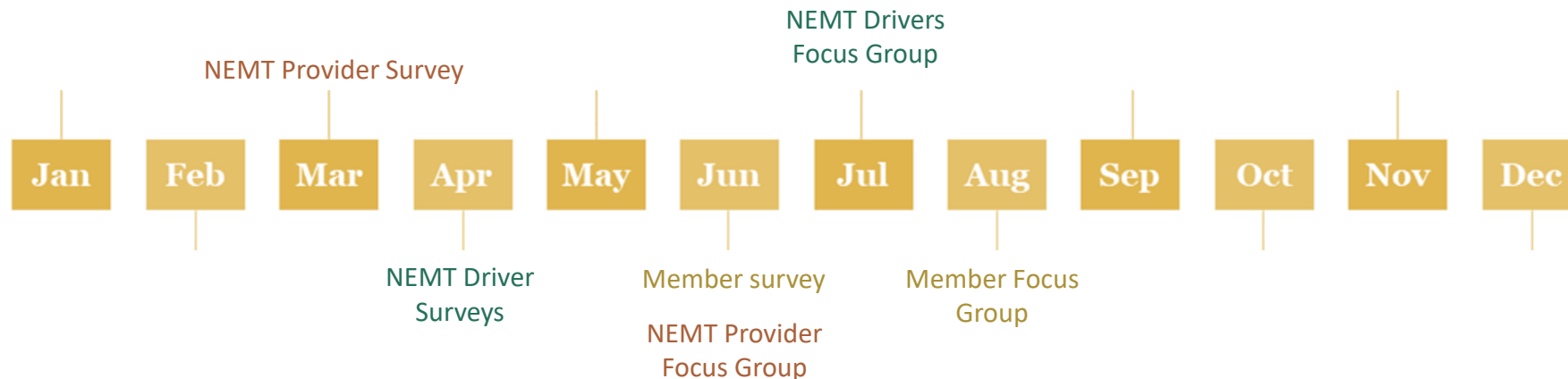
# Stakeholders & Data Collection Timeline

## Stakeholders:

- **NEMT Providers:** Providers under contract with TransLink in 2024.
- **NEMT Drivers:** Drivers employed by or contracted with the NEMT providers in 2024.
- **Members:** Jackson Care Connect members who used the NEMT program at least 10 times in the fourth quarter of 2023. Surveys were sent to members based on their most frequent mode of transport. Members who used the grievance process received a separate quality assurance survey.

## Data Collection Methods:

- **Survey:** Quantitative data collection
- **Focus Group:** Qualitative data collection – gathering stories from stakeholders that can expand on quantitative data



# Evaluation Questions

The program evaluation was designed to answer the following five questions:

- 1) **Demographics** – *Who are the participants?*
- 2) **Satisfaction** – *What is the yearly satisfaction with the NEMT program?*
- 3) **Barriers** – *What are the barriers with accessing, driving for, or operating for, the NEMT program?*
- 4) **Quality Assurance** – *What is the members' experience with the quality assurance processes?*
- 5) **Providing Feedback** – *What is the experience for providing feedback about the NEMT program?*

# Participants of the satisfaction survey

## Members

- 77% are **51 years old or older**; *of those, 37% are 66 years old or older.*
- 67% are **female**.
- 70% reported living with at least one **disability**.
- 3 preferred languages were identified: **English, French, and Spanish**.
- **White, Biracial, and Hispanic/Latino** were the top three race and ethnicities identified.

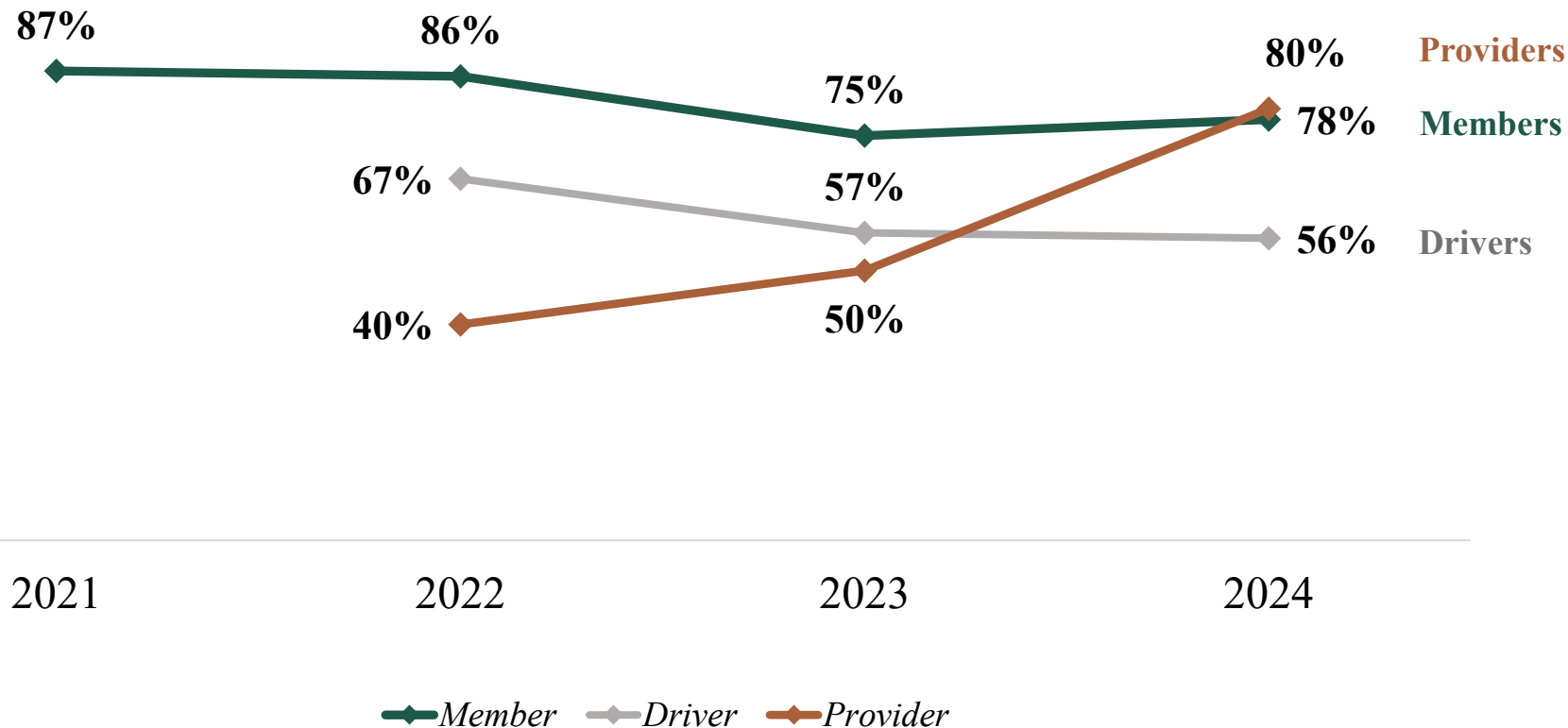
## NEMT Drivers

- 50% are between **35 and 50 years old**, *and 50% are 51 years old or older.*
- 67% are **female**.
- No one reported living with (a) **disability(ies)**.
- **English** was the primary language for all participants.
- **White, Biracial, Hispanic/Latino, and Black or African American** were the 4 identified race and ethnicities.

## NEMT Providers

- 54% are **51 years old or older**, *of those, 8% are 66 years old or older.*
- 69% are **male**.
- 16% reported living with at least one **disability**.
- **English and Tagalog** were the two primary language identified.
- **White, Asian, and Black or African American** were the top 3 identified race and ethnicities.

# Yearly Satisfaction Trends



**Member** satisfaction decreased from 2021 to 2023 but increased in 2024. It has remained 75% or higher 4 years in a row.

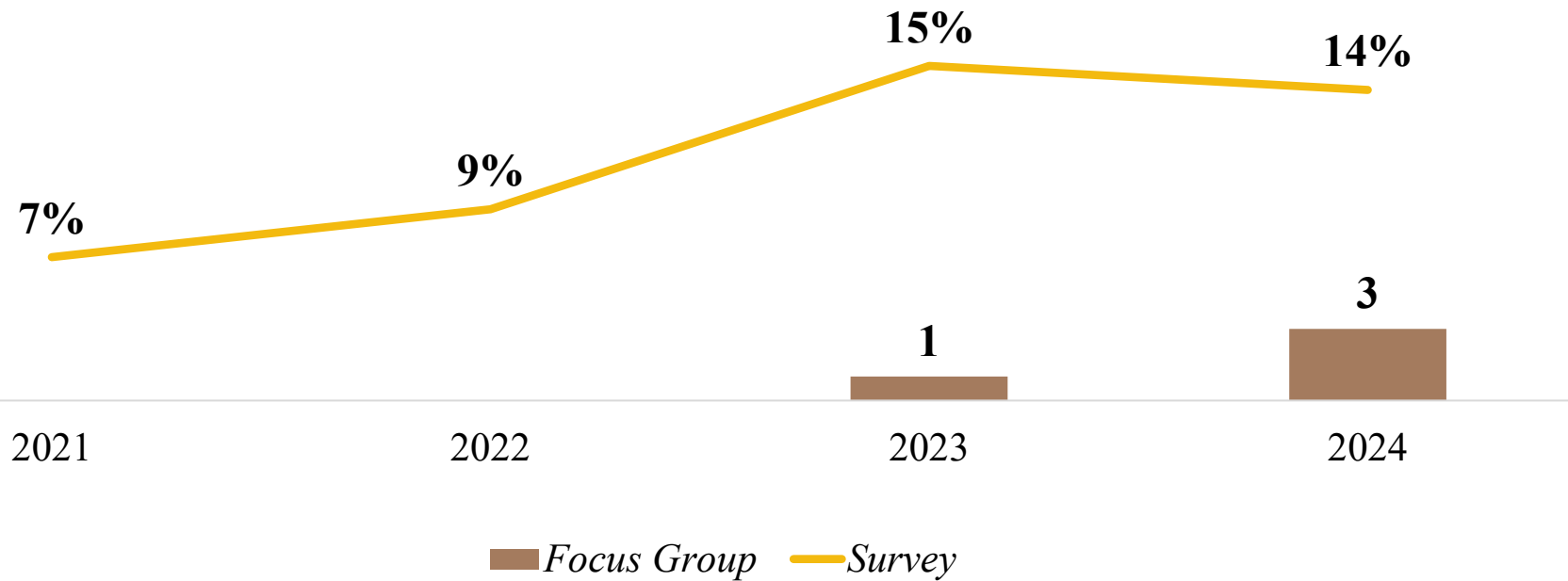
**NEMT driver** satisfaction has been decreasing from 2022 to 2024.

**NEMT provider** satisfaction has been increasing from 2022 to 2024.

*\*Drivers and providers were asked about satisfaction rate starting in 2022.*



# Member Participation Trends



**Survey participation** has been increasing over the years and maintained a higher participation rate, even with a slight decrease in 2024.

**Focus group participation** increased from 2023 to 2024.

*Focus groups were first offered in 2023.*

# Barriers & Challenges for Members



1 out of 10

Participants reported that a **language differential creates barriers** to accessing the NEMT program and services.



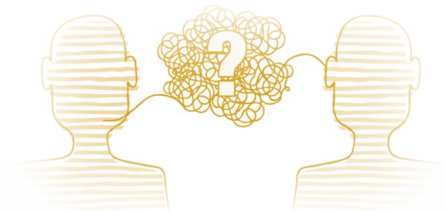
1 out of 3

Participants reported they **experience a barrier** to accessing the NEMT program and services. *Such as drivers not showing up for a scheduled ride, requiring specific vehicles but are unavailable, living with a disability, etc.*



2 out of 3

Participants reported they **experience a financial burden** with self-transporting and waiting for mileage reimbursement.



# Successes for Members



- **Call center** - 78% had a positive experience with contacting the call center to schedule trips, ask questions, or provide feedback about their experience with the NEMT program.



- **Bus fare** - 88% had a positive experience with calling in and requesting bus fare, and 88% had a positive experience with receiving bus fare.



- **Transport by NEMT drivers** - 93% had a positive experience with NEMT drivers during trip transport, and 96% feel safe with NEMT drivers transporting them. *This has stayed 95% or higher 4 years in a row.*



- **Mileage reimbursement** – 71% had a positive experience with the mileage reimbursement process.

# Member's Experience with Quality Assurance

## Challenges:

25% of participants do not find the grievance resolution letter to be helpful.

17% of participants did not find the trip denial explanation letter to be helpful.

66% of participants did not feel heard, or that a resolution met their needs, after submitting a grievance.

## Suggestions:

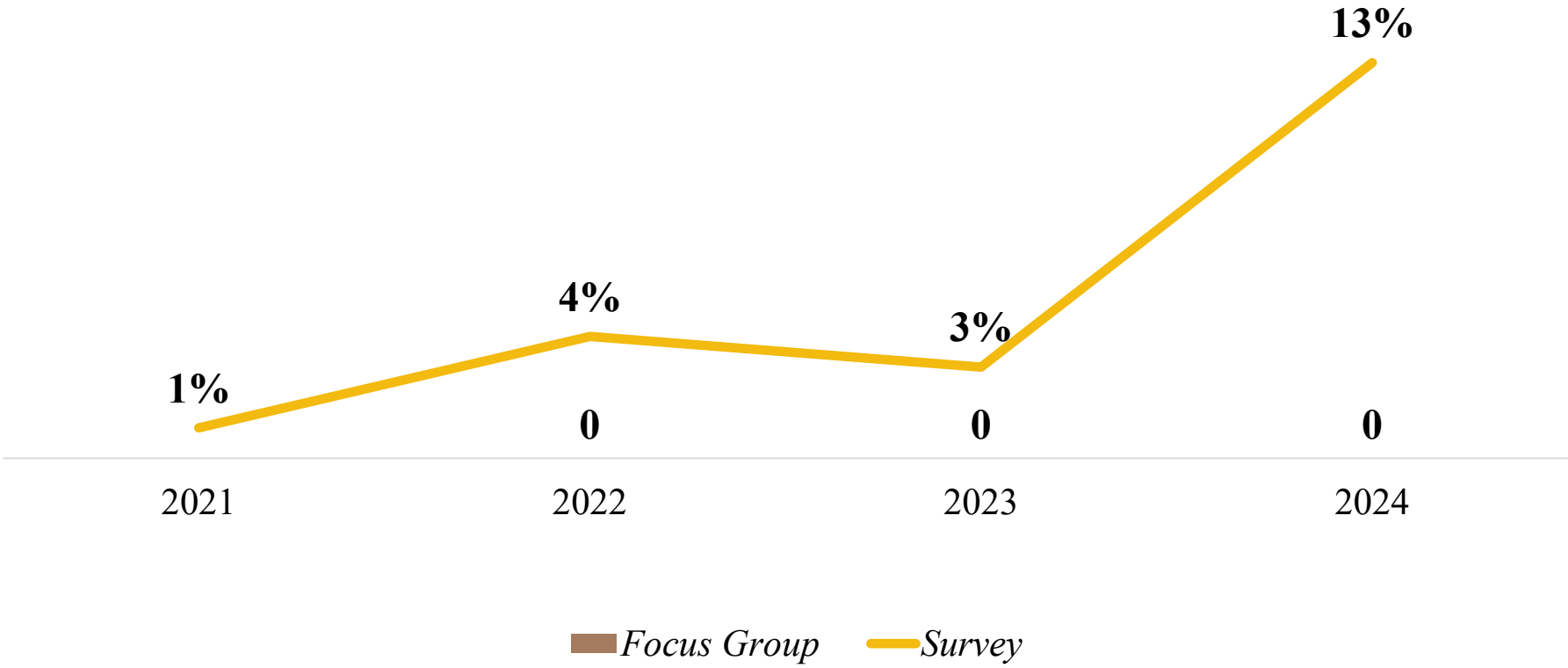
80% of participants would find it helpful if:

- The resolution letter was shorter.
- Less grievance letters were sent.
- They could opt out of receiving some or all letters.

60% of participants would find it helpful if:

- They could check the status of their grievance and resolution online.

# NEMT Driver Participation Trends



Survey participation has significantly increased of the years despite a decrease in 2023.

TransLink drivers have not yet participated in the **focus group**, despite it being offered 3 years in a row.



# Barriers & Challenges for NEMT Drivers



**1 out of 7**

Participants experienced **unsafe behaviors** at least once a year from members and/or their caregivers during transport.



**More than 1 out of 2**

Participants were asked to **help a member** with something that was **outside of approved transportation needs**.

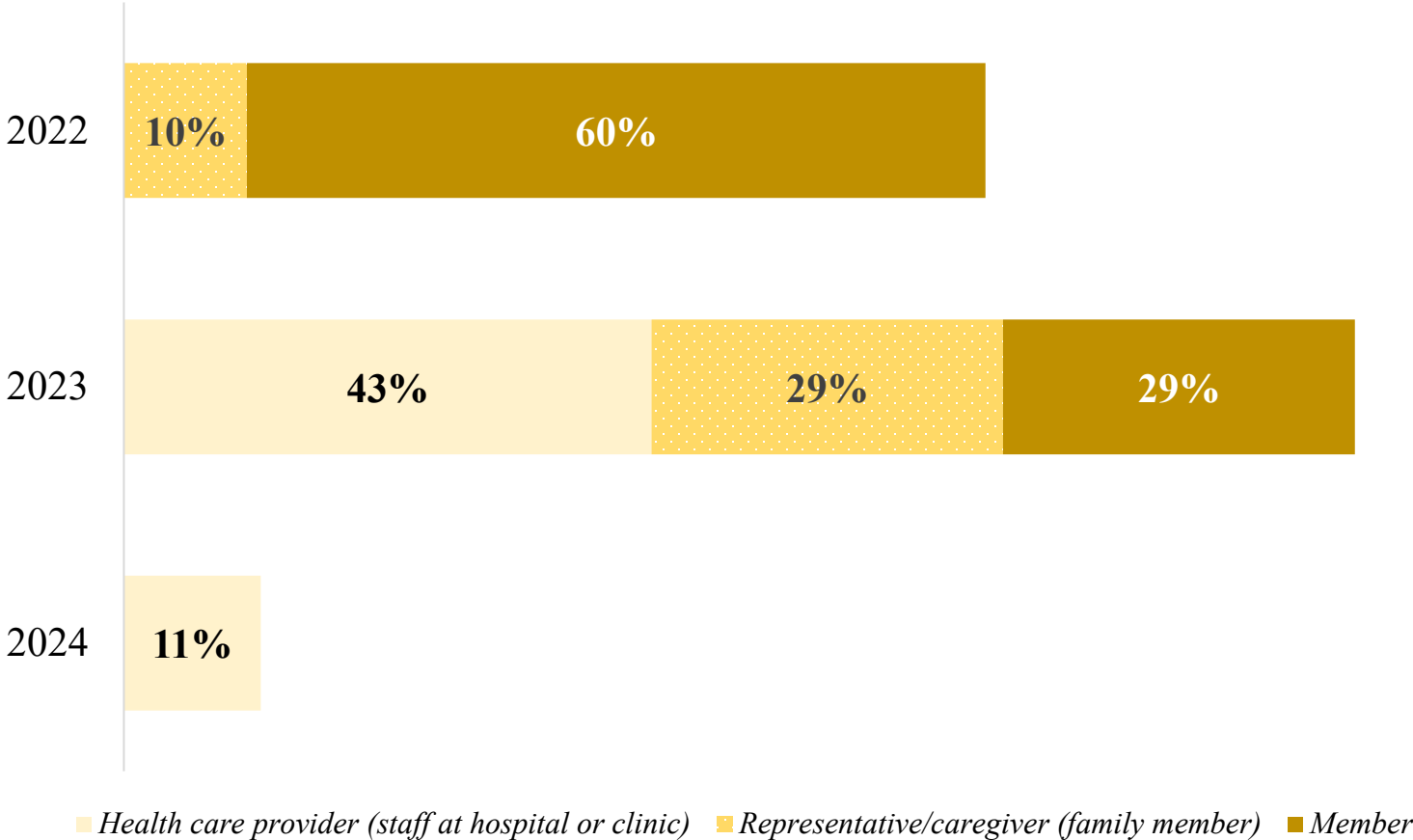


**More than 1 out of 2**

Participants received trip information with **missing or inaccurate mobility assistance needs**, such as a member needing a wheelchair. *This was the most common error in trip details.*

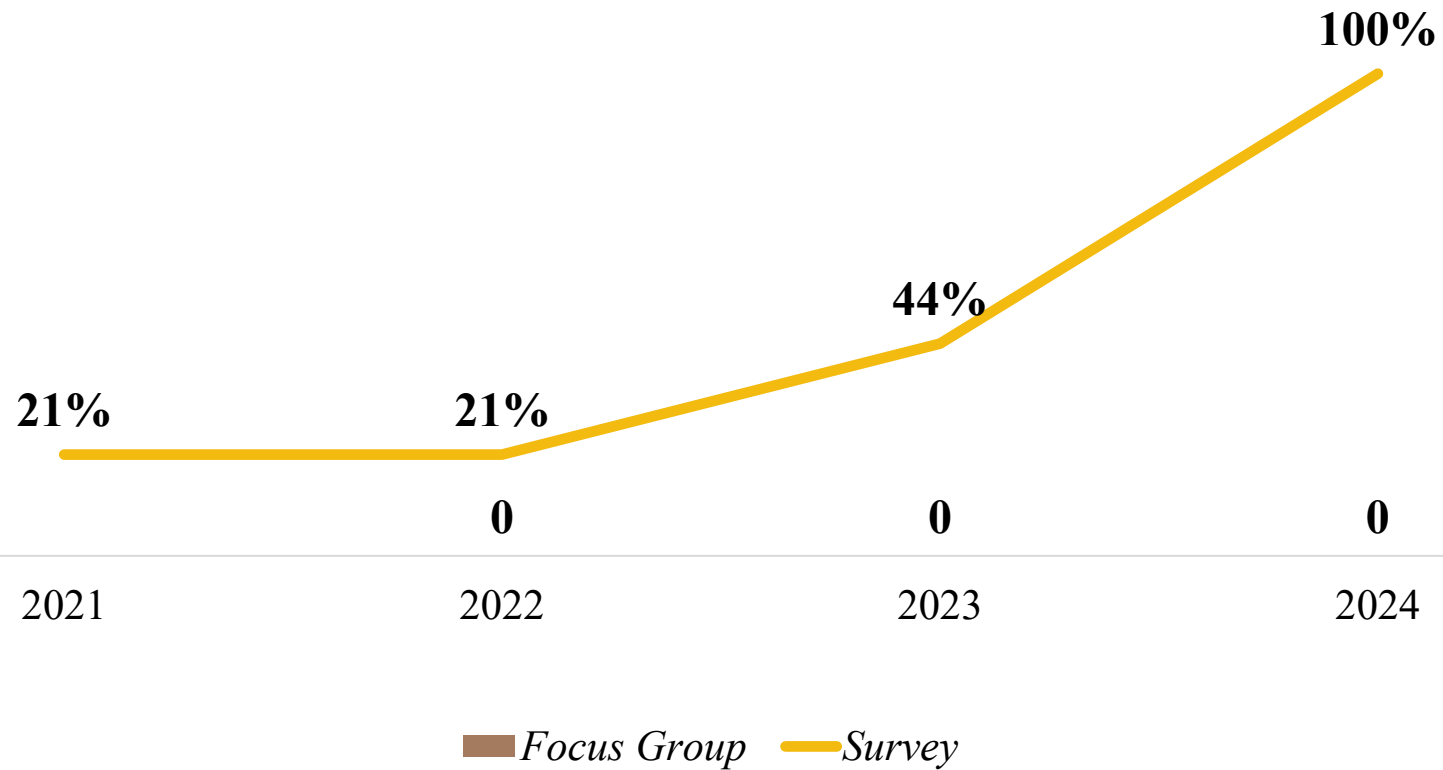


# Success for NEMT Drivers



Despite seeing an increase from 2022 to 2023, **discrimination against drivers** significantly decreased in 2024.

# NEMT Provider Participation Trends



**Survey participation** has been increasing over the years and hit 100% in 2024.

TransLink providers have not yet participated in the **focus group**, despite it being offered 3 years in a row.



# Barriers & Challenges for NEMT Providers



**1 out of 3**

Participants were **not offered opportunities to interact** with other providers for knowledge sharing and support.



**1 out of 3**

Participants **experience discrimination** from members, caregivers/representatives, healthcare providers, the brokerage, or a combination of any of the above listed.



# Successes for NEMT Providers



- **Trip assignments** - 94% received trip assignments that matched their availability and resources.



- **Trip management** - 100% received trip assignments with enough time to manage them.



- **Trip changes** – 100% were notified of trip changes with enough time to respond and adjust.

94%

Feel valued as an NEMT provider.

# Providing Feedback about the NEMT Program

## NEMT Drivers

**50%** of drivers **share about their experience** with driving for the NEMT program at least sometimes. *Responses included 'sometimes', 'often', and 'always'.*

**2 out of 3** drivers share about their experience **with their employer.**

67% feel comfortable sharing feedback, however, **33%** would like the opportunity to **share anonymously.**

## NEMT Providers

**93%** of providers **share about their experience** with operating for the NEMT program at least sometimes. *Responses included 'sometimes', 'often', and 'always'.*

**50%** share about their experience **with the brokerage dispatch.** *Top response.*

46% feel comfortable sharing feedback. However, **40%** would like the opportunity to **share anonymously.**

# Program Evaluation Recommendations for Improvements

## Members

- Raise awareness and access to services and materials offered in member's preferred language.  
*This is a barrier for about 1 out of 10 members.*

## Drivers

- CareOregon to communicate directly with drivers about NEMT surveys and focus groups.  
*To increase participation in the survey and focus groups (which has not had any, yet).*
- Offer an outlet for NEMT drivers to share feedback anonymously.  
*About 1 out of 3 reported they would feel more comfortable sharing anonymously.*

## Providers

- Increase opportunities for providers to engage with other providers for knowledge sharing and support.  
*Relationship building between the brokerage and NEMT providers.*
- Offer an outlet for NEMT providers to share feedback anonymously.  
*About 2 out of 5 reported they would feel more comfortable sharing anonymously.*

# Program Improvements Made & Planned For

- **Network Investments**

- NEMT brokerages using awarded funds to make investments that may apply to these areas:
  - Expansion or development of supplemental NEMT Driver training
  - Ambulance and accessible levels of service capacity analysis and feasibility for solutions
  - Modernization and efficiencies for processing member reimbursements
  - Increase fleet size and program capacity across NEMT provider network
  - Creation or expansion of volunteer driver program offerings

- **Education and Awareness**

- Published introductory NEMT educational video on each CCO Transportation page
  - Continuing to partner with CareOregon BMC team on educational content and materials to improve broad awareness and understanding of transportation resources and NEMT benefit offerings

- **Members**

- Increased reimbursement rates for mileage, lodging and meals
- Early stages of online/mobile app options for scheduling and accessing NEMT services



## Thank you to everyone who assisted with the program evaluation:

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*The complete NEMT Evaluation Findings Report is available on the [Home - News \(careoregon.org\)](#) page for internal staff or by contacting Yelena @ [voznyuky@careoregon.org](mailto:voznyuky@careoregon.org) for a copy.*

