Today’s Objective

» Describe Mobility Ohio’s History and Pilot Project

» Provide Lessons Learned from ODOT’s Collaboration with State Human Service Agencies
Overview
Mobility Ohio Partners

Ohio Department of Aging  Ohio Department of Developmental Disabilities  Ohio Department of Health
Ohio Department of Jobs and Family Services  Ohio Department of Medicaid  Ohio Opportunities for Ohioans with Disabilities

Ohio Department of Transportation

Mobility Ohio
Statewide Stats

3,600+ Entities provide HST in Ohio

88 Counties administer HST funds locally

14 Ohio state agencies receive and administer federal HST $

12+ Federal agencies provide HST $ to Ohio via 130+ federal programs

Mobility Ohio
14 STATE AGENCIES
DIFFERING POLICIES

EACH AGENCY WORKS DIRECTLY WITH MULTIPLE PROVIDERS

HUNDREDS OF PROVIDERS
INCONSISTENT POLICIES

DUPICATED SERVICE FOR SOME RIDERS;
LIMITED OR NO SERVICE FOR OTHERS.

ONE AGENCY

EFFICIENT COORDINATION

HUNDREDS OF PROVIDERS
STANDARDIZED POLICIES

CONSISTENT SERVICE FOR ALL RIDERS
The Mobility Ohio Pilot Goal

Demonstrate the effectiveness of consolidating human service transportation policies, sharing costs and coordinating trips through a one-stop regional transportation resource center, prior to statewide implementation.

Improve safety, quality and availability of transportation for older adults, people with disabilities, and those with lower incomes.
History
History

» 1990s-2000s

» ODOT Handbook for Coordinating Transportation Services
» State agencies develop their own policies and funding programs for local affiliates
» Policies encoded into Ohio Administrative Code/Revised Code
» Federal incentives for state Medicaid departments to rely on brokerages and managed care organizations (MCOs) to administer NEMT
» NEMT provider network unable to meet demand for service (quantity and quality)
Ohio Mobility Transformation

» 2011: Office of Health Transformation established to reform Medicaid and improve Ohioans’ health outcomes

» 2015: Governance Structure for Mobility Transformation Initiative
  » Mobility Transformation Committee (state human service agency directors – aka Policy Group)
  » Working Group (high-level administrators with links to client services)
Ohio Mobility Transformation

» 2016: Ohio Department of Medicaid (ODM) proposes a statewide NEMT brokerage as solution for multi-million budget deficit

» ODM released Request for Information (RFI) to determine potential negative impacts

» ODOT and transit system input resulted in pause in brokerage plan

» Planning begins for Pilot RTRC, continues after change in Governor in 2019

» Agency study and industry input for policy alignment

» HSTC Regions formation
Mobility Ohio

» New administration, new initiative name

» Working Group successes
  » Consensus on consistent safety and quality standards (driver qualifications, vehicle types, provider insurance, driver training, etc.)
  » Testing of rate-setting tool
  » Successful applications for ICAM and CDC funding
  » Development of Pilot RTRC administrative/implementation models

» Pilot RTRC to launch in 2024
What We’re Doing
The Mobility Ohio Pilot Objectives

• Establish a **regional governance structure** to oversee human service transportation
• Pilot a **one-stop hub in Southeast Ohio** for trip scheduling, billing and mobility management
• Use a consistent **rate-setting methodology** based on providers’ fully allocated costs
• Implement **consistent driver and vehicle safety and quality standards** through a real-time statewide database (DRIVES)
• **Braid federal funding and share trip costs** among multiple funding sources
The Mobility Ohio Pilot In Action

A Regional Transportation Resource Center (RTRC)

» A one-stop hub where clients and customers can conveniently schedule trips by phone or online for multiple trip purposes

» Funnel human service transportation funding from the state to the region, increasing cost-efficiency
Pilot RTRC’s Roles and Responsibilities

» Contract with for-profit, non-profit and public transportation providers

» Ensure compliance with safety and quality standards

» Serve as the region’s hub for mobility management services
Rate-Setting Methodology

» Providers will bill the RTRC at rates based on their fully allocated costs

» This will allow braiding of Federal transportation funds while avoiding cross-subsidization
Safety and Quality Standards

- This simplified Safety and Quality Standards provides an overview of the requirements and rules for health and human service transportation provided under Mobility Ohio.

- Implement in January 2024
DRIVES

The DRIVES database is being developed by the State of Ohio to provide the RTRC with technology to register transportation drivers, providers and vehicles.

The Drives system will maintain up-to-date records on their criminal history and motor vehicle records, and track the status of their compliance with safety and quality requirements in real time.
What are the ingredients to successful DOT engagement with other state agencies?
Use a Top-Down Approach

» Commitment from Governor’s office and cabinet-level state agency leaders

» Decision-makers came to, and stayed at, the table

» ODOT is planning the Pilot RTRC with its state agency committee partners
  » ODOT will direct local-level partners on implementation
  » Partner state agencies will engage local affiliates to adjust their transportation purchasing and trip booking procedures
See Things from Partners’ Points of View

» ODOT attempted to discern the concerns that drove other agencies’ decision-making

  » ODOT’s focus was providing public transit and preserving local match for small and rural systems

  » ODM’s focus was to provide healthcare coverage for low-income Ohioans

  » Departments of Aging and Developmental Disabilities were most concerned with quality of care for vulnerable clients and customers

» ODOT educated partners about transit in Working Group meetings

Mobility Ohio
Evaluate Agency and Workforce Impacts

Determine the current state of transportation workforce conditions and the potential consequences of implementing consistent, statewide uniform provider standards across funding programs

- Survey agencies and transportation providers
- Hold input meetings
Evaluate Agency and Workforce Impacts

» Share your findings

» Standards would not be a hardship to the majority of providers

» Availability of statewide qualifications database and training opportunities would be beneficial

» Providers were clear in desire for one set of state rules across human service programs

» Most state agencies agree with policy alignment implemented through a single-agency approach: one agency responsible for enacting all standards through uniform Ohio Administrative Code (OAC) rules applied to all participating agencies
Celebrate Small Wins Along the Way

» Aspects of the pilot will move the needle on coordination, on their own
  » DRIVES database will allow any transportation provider to have instant access to real-time driver and vehicle safety and qualification status
  » RTRC scheduling and dispatching software will provide replicable technology to implement the coordinated trip brokering model in any HSTC region
  » Rate-setting tool will allow any provider to determine a unit rate based on a consistent methodology that considers their fully allocated costs
Engage with Locals to Remain in Sync

» ODOT engaged pilot region stakeholders early
  » Pandemic delays led to these motivated locals “going their own way”
  » Provide locals with clear expectations for deliverables
  » Carefully employ a comprehensive communications strategy

» Bring state DOT employees along, too
  » Educate and update them frequently and consistently
  » Grant-making decisions should not conflict with the effort (e.g., mobility management and technology projects)
Conclusions

» A “grand vision” can be overwhelming to stakeholders
  » Know what to say, when – plan your communications well
  » People may fill the gaps in their own understanding with well-intentioned but counterproductive ideas

» It doesn’t hurt when others think the solution is their idea – even when you’ve done 95% percent of the development

» An implemented solution is better than the ideal solution
Your Questions, Comments

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Thank You!