

Checklist: Starting a Non-Emergency Medical Transportation (NEMT) Provider Company



Disclaimer:

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1. Legal and Business Formation

- Choose and register business name (confirm domain and business name availability)
- Form LLC with appropriate state agency
- Obtain Federal Employer Identification Number (EIN) from IRS
- Obtain necessary local and state business licenses and permits
- Research and comply with state-specific licensing and Medicaid enrollment requirements
- Apply for a National Provider Identifier (NPI) number
- Establish a relationship with a local business attorney for contract reviews, employment practices, and compliance advice
- Open a business bank account
- Set up a professional business email system (Google Workspace or Microsoft 365 preferred)

2. Compliance & Regulations

- Familiarize with state Medicaid and local NEMT regulations
- Obtain required certifications (e.g., CPR, First Aid, CTS or PASS training)
- Ensure compliance with HIPAA privacy regulations
- Establish driver qualification files (background checks, MVRs, drug tests, medical exams)
- Set up a drug and alcohol testing program if required

3. Insurance Coverage

- Identify an NEMT industry knowledgeable insurance broker
- Obtain appropriate commercial auto insurance
- Secure general liability insurance
- Acquire workers' compensation insurance (if required)
- Evaluate need for professional liability and cyber liability insurance

4. Vehicles and Equipment

- Determine levels of service to provide (ambulatory, wheelchair, stretcher, etc.)
- Decide whether to purchase or lease vehicles
 - Decide new or used
- Plan for reserve vehicles (10–20% of fleet size recommended) (if possible)
- Register and inspect vehicles as required
- Plan to identify the vehicles (choose, wrap, decals, paint job, signage, etc.)
- Equip vehicles according to minimum equipment standards, including:
 - Wheelchair securement devices
 - Fire extinguisher
 - First aid kit
 - Spill kit
 - Seatbelt cutter
 - Window punch
 - Install GPS tracking, vehicle cameras, and safety equipment

- Implement a preventive maintenance program with documented schedules

5. Service Area and Hours of Operation

- Clearly define and communicate your service area using zip codes, radius, city/county names, or a combination
- Establish and communicate hours of operation

6. Financial Management

- Set up accounting software
- Develop budget plan and track expenses
- Ensure adequate initial funding (recommended 3–6 months operating expenses)
- Identify and monitor key financial reports (P&L, balance sheet, cash flow)
- Implement strong cash flow management practices
- Establish billing, invoicing, and payment systems
- Set up payroll services or contractor payment systems

7. Contracts and Revenue Diversification

- Create standard client service agreements
- Diversify revenue streams (private pay, broker contracts, facility partnerships)
- Establish client intake and onboarding processes
- Develop a payer mix strategy to avoid dependency on a single source

8. Technology Integration

- Implement NEMT scheduling and dispatching software
- Ensure interoperability between dispatch, billing, and accounting systems
- Set up communication tools for drivers and passengers
- Obtain a virtual fax service for document transmission
- Upgrade to HIPAA-compliant email if handling PHI (sign BAA)
- Implement cybersecurity practices (encryption, password security)

9. Policies and Procedures

- Develop policies aligned with NEMTAC standards:
 - Safety and accident prevention
 - Passenger confidentiality and privacy
 - Incident reporting and management
 - Vehicle maintenance schedules
 - Customer service expectations

10. Risk Management and Contingency Planning

- Develop emergency preparedness plans for vehicle breakdowns, passenger incidents, and operational disruptions
- Maintain insurance claims and incident reporting structures

11. Marketing, Community Engagement, and Branding

- Create a professional website and Google Business Profile
- Establish social media presence
- Produce marketing materials (business cards, flyers)
- Utilize digital marketing strategies (SEO, email marketing)
- Attend and exhibit at local, state, and national industry conferences
- Join local and national industry associations
- Engage with healthcare and transportation communities
- Develop a service area
 - Clearly define and communicate your service area using zip codes, radius, city/county names, or a combination
 - Establish and communicate hours of operation

12. Operational Preparedness

- Establish dispatch and scheduling systems
- Optimize routing practices
- Create structured onboarding for new drivers
- Develop an employee handbook
- Determine staffing model (employees, contractors, or mixed) and ensure compliance with labor laws

13. Training and Staff Development

- Implement initial and ongoing training programs (CTS, AMDS, etc.)
- Provide specialized training for handling vulnerable passenger populations
- Promote professional development and refresher training

14. Preparing for Accreditation

- Align operations with NEMTAC Provider Standards
- Conduct internal audits after the first year
- Target readiness to apply for NEMTAC Accreditation between 12–24 months after startup
- Develop a growth plan for scaling operations

Ongoing Management

- Regularly review financials and operational KPIs
- Maintain policy compliance and update procedures
- Continuously evaluate insurance coverage
- Actively participate in industry associations and professional development
- Engage with local 911 centers, EMS, and fire departments to promote non-emergency transport services
- Build mentorship or peer advisory relationships
- Commit to continuous customer service excellence
- Attend local, state, and national industry conferences and training programs