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State of NEMTAC – June 2025 Update

Prepared for distribution – June 2025

As we approach Transform 2025 this August, the Non-Emergency Medical Transportation Accreditation Commission® (NEMTAC®) is entering one of its most transformative years to date. With growing momentum behind our standards, stronger national engagement, and an expanded presence across the healthcare and transportation sectors, NEMTAC is truly Transform-ing the industry.

Transform 2025: Ahead of Pace for a Record Year

Taking place August 24–26 in Dallas, **Transform 2025 is already ahead of pace to be our largest and most impactful national event yet**. With **44 exhibit booths confirmed out of 63 total spaces**, we have already surpassed last year's exhibitor count — and demand continues to grow.

We are on track to welcome over 800 attendees from across the non-emergency medical transportation (NEMT) ecosystem, representing every major stakeholder category:

- NEMT Providers (fleet-based, independent, rural, urban)
- Brokers and Managed Care Organizations
- Medicaid Programs and Regulatory Agencies
- Hospitals and Healthcare Systems
- Technology and Dispatch Platforms
- Public Transit and Mobility Management
- Vehicle and Equipment Manufacturers
- Insurance, Risk, and Safety Experts
- Emergency Services and Preparedness Agencies
- Patient Advocacy and Accessibility Leaders

Elevating National Standards

As the only ANSI-Accredited Standards Developer (ASD) exclusively focused on NEMT, NEMTAC continues to advance the industry's regulatory and operational framework. Our approved and pending standards — spanning accreditation, data exchange, service levels, driver education, and KPIs — are being integrated into regulatory approaches across multiple states.

This work was recently featured in a national publication by **Health Management Associates (HMA)**, recognizing the essential role of standards in strengthening transportation access and outcomes in Medicaid. To continue this conversation, NEMTAC Board Chair **Tanya Wood-Copeland** will speak on HMA's upcoming webinar:

"Innovative Transportation Strategies to Expand Access, Improve Member Outcomes and Reduce Cost"
Wednesday, June 26, 2025 | 1:00–2:00 PM ET

Featuring panelists **Sufian Chowdhury (CEO, Kinetik)** and **Tammy Mihm (TennCare)**, the session will explore the policy and infrastructure advances required to scale patient-centered transportation nationwide.

New Tools and Standards for NEMT Providers

To support providers directly, **NEMTAC recently released the NEMT Provider Startup Checklist**, a practical resource designed to help new and emerging providers align with national best practices and meet compliance expectations from day one.

In parallel, the **NEMT Provider Standard** — defining core organizational, operational, and safety benchmarks — is finalized and will soon be released for public comment. This standard complements the broader NEMT Accreditation framework and serves as a cornerstone for providers seeking consistency, quality, and accountability.

To further support transparency and engagement, **NEMTAC has published draft standards and accompanying one-page overviews to its website**, covering a wide range of topics including trip terminology, levels of service, data exchange, and driver education. These documents offer a first look at the emerging national standards that will shape the next phase of NEMT policy and practice.

As part of our commitment to advancing access and visibility in the industry, NEMTAC is also preparing a national initiative designed to elevate provider participation and promote quality through a centralized, standards-aligned platform. More information on this effort will be shared later this year.

Expanding Stakeholder Engagement

In May, the NEMTAC Board approved a revised list of stakeholder categories and launched a new structure of 10 Advisory Committees — ensuring that our standards and education programs are developed by, and for, the full spectrum of industry professionals. These active committees now cover areas such as healthcare access, vehicle safety, insurance, public transit, technology, and emergency preparedness.

Strategic Industry Engagement

In addition to our presence at the 2025 CTAA Expo, NEMTAC continues to engage directly with national organizations shaping healthcare and transportation policy. This includes active participation in recent

or upcoming events hosted by the **Transportation Alliance (TTA)**, the **National Adult Day Services Association (NADSA)**, the **International Association of Transportation Regulators (IATR)**, and the **National Association of Medicaid Directors (NAMD)** this fall. These engagements ensure that NEMTAC's standards and insights are contributing to broader conversations around access, compliance, and system integration across sectors.

As a neutral, third-party standards developer, NEMTAC does not engage in lobbying or policy advocacy. Our role is to develop and maintain consensus-driven national standards. Stakeholders interested in advocacy or legislative efforts are encouraged to engage with national and state-level industry associations that are best positioned to lead those efforts.

Growing with Purpose

To support this period of growth, **Joel T. Smith** has joined the NEMTAC team as Program Manager. Joel brings strong operational and standards coordination experience to help manage increased demand across accreditation, education, and committee engagement.

Get Involved:

Register now for Transform 2025 in Dallas
https://nemtac.co/events/

Apply to serve on a NEMTAC Advisory Committee
https://app.glueup.com/membership/21745/apply/application-details/

Disclaimer: NEMTAC is an ANSI-Accredited Standards Developer (ASD). References to draft standards, advisory committee activities, and stakeholder engagement reflect ongoing consensus-building activities and do not represent finalized American National Standards unless otherwise noted.

Thought Leader Interview

Thought Leader Interview: Steven Newman

Founder, 360 Quality Care + Transport Services

Before Steven Newman ever thought about non-emergency medical transportation (NEMT), he learned what world-class service looked like — at 30,000 feet.

Growing up in England, Steve launched his professional career with TWA during the golden era of commercial aviation, when airlines were held up as customer care leaders. "We were trained not just to move people, but to care for them — with consistency, professionalism, and dignity," he recalls. That early foundation in hospitality followed Steve into his later work as a customer experience consultant, helping companies across industries build more thoughtful, human-centered systems.

It was only later, when helping care for an aging parent, that Steve's personal life collided with professional insight. Transportation, he realized, wasn't just a logistical need — it was often the single most critical link between someone and their health, freedom, or peace of mind. In 2016, driven by empathy and deep service principles, Steve entered the NEMT field with a vision: to deliver a higher level of care for people with mobility challenges, and to design a business model that's recognized and reimbursed for doing so.

Today, Steve runs a successful NEMT company in the St. Louis metropolitan area with a strong focus on provider- and privately-paid transportation. NEMT Today sat down with him to learn how his airline roots, service-first culture, and belief in accountability are helping reshape what's possible in this critical healthcare sector. A summary of that conversation is below.

What made you interested in accreditation from NEMTAC?

Steve wanted to provide best-in-class NEMT transports in Missouri, where regulation is relatively light. He was seeking a national standard that his company could proudly meet and exceed—something that would instill confidence in both provider and private-pay clients. NEMTAC accreditation offered the legitimacy and structure he was looking for. Steve described the current state of the NEMT industry as uneven and said simply, "NEMTAC is in the right place at the right time."

How did the accreditation process influence the way your company does business?

"Accreditation made us look at how we do things," Steve said. His business was growing quickly, but

documentation — like SOPs — hadn't caught up with internal culture and habits. The process of accreditation "moved us from unwritten processes to documented processes," which helps safeguard quality as the company continues to scale.

Steve noted his company is the only one in the St. Louis area with NEMTAC accreditation, which he calls a major differentiator. There's only one other accredited NEMT provider in Missouri, and the two now collaborate — proving that shared standards build mutual trust.

Has accreditation helped bring in new business?

Yes. Steve says hospital systems, in particular, "appreciate accreditation and the liability reduction that can come with it." It's become a calling card that demonstrates professionalism and consistent performance — both of which are essential when handling vulnerable patients.

Were there any surprises on the path to accreditation?

"There weren't many surprises because we were well prepared," Steve noted. His company had strong systems and a healthy culture — it just needed the discipline of documentation.

The real surprise came afterward. "I've been pleasantly surprised by the value of accreditation in winning new clients." He's also found real value in the community NEMTAC provides, including networking and best-practice sharing among other providers.

What would you tell providers who haven't sought accreditation?

"If your goal is to be best-in-class, you will need to be accredited," Steve says. Accreditation boosts both internal performance and external credibility. His friendly warning: "Be prepared to systematize and document everything" — a process that ultimately strengthens the business from within.

What is unique about your NEMT delivery model?

Steve's company focuses on patients who require transport with a higher level of care – particularly the region's most chronic and acute. Most rides are provider-paid, with about one-third coming through his state's Medicaid broker. His "priority transport" model emphasizes comfort, timeliness, and predictability. Drivers arrive 45 minutes early, avoid multi-loads, and limit trips to seven per day to maintain flexibility and avoid burnout. On-time arrival is guaranteed, and in the rare case of a delay, the client receives their next ride for free.

What role does customer experience play in your model?

It's the heart of everything. Drivers are often retired healthcare or service industry professionals who know how to treat people with dignity. Steve encourages his drivers to take detours past meaningful places — like a client's former home — simply to brighten someone's day. He tells his team, "Make the ride the best twenty minutes of the client's day."

The company also takes care of its staff with good pay, PTO, sick time, and various performance based incentive programs. The result? A high retention rate—drivers average more than four years of service. Steve's efforts haven't gone unnoticed; he's been recognized as one of the city's "Best Places To Work" by the *St. Louis Business Journal.*

What would you like stakeholders — brokers, MCOs, state officials — to understand about your approach?

Steve believes NEMT providers can be world-class customer service organizations. "It's about culture," he says. Unfortunately, too much of the industry — including ride-share-style services — are focused on volume, not experience and results. He points to the ambulance industry as a more consistent model due to higher regulation and better pay.

Steve advocates for a "Priority Medical Transport" tier of NEMT—designed to support the region's most in need and most at risk patients who require timeliness, comfort, and dignity. He advocates that this middle-tier model will save the healthcare system money through timely appointments, fewer readmissions, and proactive care treatment plans. He believes it deserves greater recognition — and reimbursement that reflects the value it delivers.

Driving Compliance Forward: The Critical Role of Credentialing in Non-Emergency Medical Transportation

By Adam Cohen, ProCredEx President

As the healthcare industry continues to evolve, Non-Emergency Medical Transportation (NEMT) has emerged as a vital service, ensuring patients with limited mobility or access can get to their medical appointments safely and on time. However, with its growing importance comes increased regulatory scrutiny, pressure to reduce costs, and the need to combat fraud, waste, and abuse. At the heart of these challenges lies a crucial, yet often overlooked, function: driver and vehicle credentialing.

The Growing Need for Rigorous Credentialing

Credentialing is more than a box-checking exercise — it's a frontline defense in ensuring safe, reliable, and compliant NEMT services. Proper credentialing of drivers and vehicles verifies that all providers meet stringent background, licensing, insurance, training, and vehicle inspection standards. These measures help protect patients and taxpayers alike.

But as regulatory bodies intensify their focus on accountability — particularly amid potential cuts to Medicaid and Medicare funding — compliance has become more than a regulatory obligation; it's a business imperative. Failure to meet these standards can result in fines, loss of contracts, or even criminal liability.

In-House Credentialing: A Costly and Risky Model

Traditionally, many NEMT providers have attempted to manage credentialing internally. However, this approach is becoming increasingly unsustainable. In-house teams often lack the scale, specialization, or technology needed to handle the volume and complexity of credentialing efficiently. This not only drives up operational costs but increases the risk of non-compliance due to missed updates, inconsistent processes, or incomplete documentation.

The result? Gaps in compliance that can expose organizations to legal, financial, and reputational harm.

A New Model of Efficiency and Assurance

Enter ProCredEx and similar specialized credentialing organizations. Leveraging their background,

experience, and scale, companies like ProCredEx are bringing a new level of efficiency and precision to NEMT credentialing. Using secure digital platforms, streamlined verification processes, data-driven analytics, they offer a more agile and cost-effective solution than traditional in-house operations. This isn't just technology. It's a full outsourcing of credentialing operations that reduces costs, increases processing speeds, and improves quality.

These third-party credentialing providers are purpose-built to handle the increasing demands of regulatory compliance. They provide continuous monitoring, automated alerts, and comprehensive documentation — ensuring that every driver and vehicle meets current standards without the administrative burden falling on NEMT regulators, payors, brokers, and providers.

Responding to Industry Trends and Regulatory Pressures

The timing for such innovation is critical. The Centers for Medicare & Medicaid Services (CMS) and state Medicaid programs are under mounting pressure to rein in spending, which could mean reduced reimbursement rates or more stringent program integrity measures. In this environment, demonstrating compliance isn't just about staying out of trouble — it's about staying in business.

Moreover, there is growing momentum to root out fraud, waste, and abuse across the healthcare system. With transportation fraud among the top offenders in Medicaid programs, the government is likely to ramp up audits and enforcement. A robust, outsourced credentialing partner provides a critical shield against such threats.

The Path Forward: Prioritize, Outsource, and Protect

Transportation companies must prioritize credentialing as a strategic function, not just a regulatory checkbox. By partnering with credentialing specialists, organizations can reduce operational costs, improve compliance reliability, and position themselves to thrive in a more competitive and tightly regulated environment.

As the industry navigates shrinking budgets and growing oversight, those who invest in high-quality credentialing today will be the ones still driving tomorrow.

The Meaning of Safety
Why Your Employees Should Understand What This Means!

By Frank Ciccarella, Owner Synergize Consulting LLC

It is without question one of the most difficult explanations that people struggle to define. Is it having no accidents? Is it having no Incidents? Is it being compliant with DOT? What does Safety really mean? Why is it important for your employees to understand this six-letter word and how does it apply to their everyday work?

Let us start with the word Safety. When I look up the word, I find that the definition states that safety is the condition of being protected from or unlikely to cause danger, risk, or injury. As it relates to our business, this definition is almost correct. The simpler and more defined meaning of Safety is the freedom of Risk. Risk is the possibility of having harm/ bodily injury or damage to property. So, when you put these two definitions together, Safety means the freedom from harm/bodily injury or damage to property.

Understanding safety begins with understanding risk and how do we remove risk in our operations? Risk involves two areas of concern, the first is unsafe conditions, and the second is unsafe behaviors. By eliminating or reducing these unsafe conditions and unsafe behaviors in your operations, you will become a safer company.

What are unsafe conditions and unsafe behaviors?

It is easy for an operation or its employees to end up in these areas. Unsafe Conditions can start with bad housekeeping in the shop, walkways or driveways not treated for snow removal or ice removal, bad drivers' room or office furniture, potholes not filled in the yard, use of improper tools, improper shop safety rules, and the list can go on and on. Unsafe Behaviors are not any better. Drivers not completing a pre-trip inspection, not stopping properly at stop signs, improper turns, speeding, bad intersection behavior while driving, improper following distance, smoking in a no smoking zone, using a cell phone while driving, again the list can go on. We must remember when thinking about unsafe conditions or unsafe behaviors, that people are the root cause of all accidents by their actions or inactions. Accidents do not just happen! They have a cause.

Teach employees to see safety!

When we talk about safety in our operations, it is important to teach our employees to see safety! It is up to us to identify and eliminate unsafe conditions and unsafe behaviors. Accidents happen when the following occurs:

1. People fail to pay attention: Not looking for the unsafe condition around them or practicing unsafe behavior(s).
2. People exceed their capabilities: lifting an object that is too heavy, or drivers driving without enough sleep, are examples of when people need to recognize the unsafe behavior or condition.
3. People can develop a pattern of unsafe behavior. Our employees need to recognize what is unsafe behavior and change the way they do things. Unsafe behaviors lead to accidents or unsafe conditions. Examples would be a failure to check your mirrors before backing, not tapping on the horn before backing, or an unsafe behavior of picking up tools on the ground after a job is done, or a hose laying on the ground that could lead to a tripping hazard.

As Managers / Supervisors/ Staff, we must correct unsafe conditions and unsafe behaviors when we see them. If needed, we must discipline employees to help them understand what events are unsafe conditions and unsafe behaviors that can cause and have the potential for being a tragic event. We need all our employees to help eliminate risk.

About the People We Hire

Each person that we hire will behave differently to given circumstances. This is based on their individual CAN DO – Is the person capable of doing the job and WILL DO – Does the person desire to do the job? Understanding these factors is critical to job performance and safety.

Can Do – is made up of a person's Knowledge, Skills, and Abilities of the job.
Will Do – is made up of a person's Values, Motivation and Personality.

We must understand that people are different and managing their behavior will help you, as an owner, manager, or your staff, to lead and motivate employees to act safely. If you make sure that employees have the knowledge and skills they need to do their job, then their Can-Do factors will be aligned with their job and they will be safer.

If you have established that safety is an important value, then your employees Will Do factors will also be aligned to be safer executing their job performance.

In Summary

It is important for you and your staff to become Safety Leaders and to value safety. Whenever unsafe behavior exists, or an unsafe condition exists, you must take action to eliminate the risk when you see them. Whenever I talk with companies about Safety, I try and educate them on creating a safety culture of "Double Zero Tolerance" which means, No Unsafe Conditions and No Unsafe Behaviors!

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AI in Insurance: Transforming Risk Management and Claims Handling

By *Michael O'Shea*, COO at *MOTER Technologies*

Artificial Intelligence (AI) has rapidly evolved from a futuristic concept into a critical operational tool within the insurance industry. Today, insurers must stay ahead by applying AI to streamline operations, improve pricing accuracy, and enhance customer experiences. AI has become indispensable, and at MOTER Technologies, we are driving this transformation with advanced, real-world applications that deliver measurable impact.

Historically, risk assessment relied on retrospective analysis of past data- such as accidents, past claims, traffic violations, and demographic factors. For commercial fleets, this often meant reviewing incident logs from previous years or analyzing claims trends by vehicle type or location. Today, AI revolutionizes this by providing predictive, context-aware insights in real-time. For example, rather than waiting for patterns to emerge in annual reports, AI can proactively flag risky driver behaviors such as speeding through construction zones or taking sharp turns in poor weather, before they escalate into incidents.

Decades of research have shown that certain driving behaviors- like hard braking, speeding, or distracted driving- are closely correlated with traffic collisions. Today's vehicles can detect many of these patterns, and our AI algorithms analyze them against each driver's personal baseline. Like a personalized instructor in every vehicle, our system identifies high-risk habits and surfaces timely reminders to reduce the likelihood of accidents. Using computer vision and machine learning, we enable insurers to deeply understand driving environments as they unfold. Our visual analytics detect hazardous conditions and risky maneuvers, converting real-time perception data into precise risk models. This capability helps insurers price policies accurately, manage risk proactively, and significantly enhance safety across their fleets.

However, understanding and predicting risk is only part of the equation. AI is also transforming the way insurers and fleet managers handle operational complexity and large-scale documentation. Insurance reporting has long been burdened by overwhelming data volume and manual inefficiencies. Our Intelligent Document Processing (IDP), powered by Large Language Models (LLMs), automates fleet reporting by distilling complex datasets into clear, concise insights. The result is streamlined reporting, reduced errors, and faster, better-informed decisions for fleet operators.

While documentation and reporting are vital to day-to-day operations, AI is also set to transform one of the most critical customer touchpoints in insurance: the claims process. Timely and accurate response at the First Notice of Loss (FNOL) can shape the entire customer experience and influence long-term

retention. At MOTER, we are developing next-generation Video-to-Language Models (VLMs), built on Generative AI, to reimagine this experience. These models will translate accident video data into accurate, detailed incident descriptions to enable insurers to accelerate claims resolution and enhance precision in reporting, all while improving policyholder satisfaction.

Beyond claims management, we're also enhancing incident detection itself through decentralized analytics, where vehicle data is analyzed directly within the vehicles themselves ("on the edge"). By applying machine learning to vast amounts of data, we can quickly identify subtle incidents, such as minor collisions. Our embedded neural networks trigger immediate alerts, allowing insurers and fleet managers to respond swiftly and accurately. These in-vehicle AI models can also assess the severity of collisions as they happen, enabling fast triage for claims teams or emergency responders. Because the processing happens on the edge, privacy is enhanced and data transfer costs are minimized, ensuring both efficiency and security.

Our commitment to intelligent automation doesn't stop at claims or incident detection; it extends to empowering the people behind the wheel and those managing them. Through our fleet management portal, we support operators with an intelligent chatbot that delivers personalized, easy-to-understand insights tailored to each fleet's unique operational context. Rather than generic data, fleet managers receive targeted guidance delivered exactly when and where it's needed.

Managing many vehicles means wrestling with oceans of telemetry, ADAS alerts, and driver-monitoring flags. Our Insurance Risk Analysis Agent blends LLM technology with human expertise to translate raw inputs into clear, prioritized action. The system offers automated data-rich briefs for actuaries, behavior analysis for each driver, and batch summaries for fleet managers. This enables smarter underwriting, proactive coaching, and insurance-value-driven risk mitigation.

At the individual level, our AI technology provides drivers with real-time, context-specific coaching. By analyzing trip scores in conjunction with environmental conditions, we deliver tailored feedback that encourages safer driving habits reducing risk in the moment and improving safety outcomes across the fleet.

AI has moved beyond potential and is actively transforming insurance operations and delivering measurable results. At MOTER Technologies, we are at the forefront of this transformation, delivering AI-driven solutions that span predictive risk modeling, intelligent documentation, next-generation claims handling, decentralized analytics, and personalized driver engagement. Through these innovations, we're helping insurers and fleet operators unlock new levels of efficiency, precision, and customer satisfaction, setting the standard for what modern insurance can achieve.

Bridge the Gap in Medical Transportation with the Traversa

The **Traversa Transport Wheelchair by Broda** is bridging the gap in NEMT transportation, offering a smarter solution for providers. It's built for passengers who need more support than a standard wheelchair provides, but don't require a full stretcher transport. Engineered for safe, comfortable travel, the Traversa delivers hospital-grade features in a compact, NEMT-ready frame.

- **Compact footprint fits** easily through doorways and vehicle lifts
- **Tilt and recline positioning** for comfort, pressure relief, and respiratory support
- **Crash-tested** and secure for in-vehicle transport
- **One attendant operation** with stretcher-like features and intuitive controls

Whether you serve clients with low mobility, behavioral health needs, or chronic conditions, the Traversa makes transport easier — for your team and your riders.

Elevate Your NEMT Services!

Choose the transport solution designed to meet real-world NEMT demands.

Learn more at BrodaSeating.com/Traversa or call **1-844-552-7632** for a demonstration.

FREEDOM ✦ MOTORS

Innovation on Display: Freedom Motors USA Unveils Game-Changing ADA Van Conversion at Transform 2025

Andy Keller | Commercial Sales Specialist | Freedom Motors USA, Inc.
(269) 425-5115 | akeller@freedommotors.com | freedommotors.com

Freedom Motors USA, a proud sponsor of **NEMTAC Transform 2025**, is set to turn heads on the show floor with a bold leap forward in vehicle accessibility and versatility.

Making its debut at **Booth #301**, the spotlight will shine on the mobility industry's first-ever **Superwide 48-inch ADA-compliant rear-entry ramp Chrysler Pacifica** — a truly revolutionary vehicle built with the diverse needs of the NEMT industry in mind.

This breakthrough design isn't just wide; it's wise. With enough space to comfortably transport **two bariatric wheelchairs**, the van also features the **option for stretcher/gurney transport**, bringing an unprecedented level of adaptability to providers managing a variety of client needs.

And if that weren't enough, Freedom Motors is introducing an exclusive **flip/fold/swivel seating system** — a seating innovation that provides unmatched interior flexibility. Whether your operation needs to switch between passengers, wheelchair users, or stretchers, this setup makes transitions seamless and efficient.

Plan to stop by Booth #301! Learn how you can upgrade your fleet and streamline your operations, this is one stop you can't afford to skip. Don't just keep up — **lead the way with Freedom Motors USA.**

Make sure to connect with **Andy Keller** and others from Freedom Motors, who are dedicated to redefining accessible transportation and passionate about delivering high-performance mobility solutions that elevate both provider capabilities and rider comfort.

Move AI

How Move AI Helped Flag a Fraudulent Driver — and Why That Matters for NEMT Providers

It started like any other audit — a routine check of trip data for a mid-size NEMT fleet. But when one driver's bookings were reviewed more closely, something didn't sit right. He was regularly marking himself as "arrived" far from the actual pickup address, and logging the passenger onboard almost immediately after. It wasn't a glaring issue on a single trip. But over time, the pattern emerged.

Using Move AI's reporting dashboard, the operations team compared the driver's behavior to others across the same time period. The system automatically analyzed metrics like time-to-pickup and distance-to-arrival. This driver wasn't just inconsistent — he stood out as a top outlier.

In isolation, it might've been dismissed. But the broader data told a different story: inflated times, questionable pickups, and a trip log that didn't align with real movement. For the provider, this wasn't just about catching fraud — it was about protecting their business, riders, and compliance standing before a broker or agency flagged it first.

This is the kind of risk NEMT providers face every day — often without realizing it.

Built for the Way NEMT Actually Works

With Move AI, the guesswork stops, putting transportation providers in a position to be proactive rather than reactive. It was developed as an evolution of iCabbi's taxi platform to support the growing number of fleets expanding into NEMT. Backed by the company behind the world's largest and most powerful taxi technology, iCabbi set out to build a purpose-built NEMT solution–one that drives efficiency through intelligent, AI-powered route optimization. The result: Move AI.

Move AI supports providers at every layer of the operation — from trip planning to dispatch to compliance:

- Trip verification and GPS tracking ensure that pickups happen where and when they should.
- Routing optimization helps reduce waste, unnecessary mileage, and overbilling risks.
- Driver credential tracking flags expired documents or eligibility gaps before they lead to denied trips.
- Audit-ready logs provide clear, consistent records for brokers, payers, or state agencies.

It's not about catching people — it's about helping good providers stay good, and making it easier to prove it.

A Community Committed to Better Care

We know the stakes are high. NEMT providers are often lifelines to care — and even small operational gaps can put contracts, reputations, and rider safety at risk.

That's why we believe the solution isn't just better technology, but stronger partnerships across the industry. We've seen what happens when it works: like with Newport Cars in Staten Island, who credited Move AI with helping them consistently hit their on-time performance targets and maintaining trust with their broker partners.

At the end of the day, this work is about people — ensuring they get to dialysis, therapy, or treatment safely and on time. And it's about giving providers the tools and visibility to do it right, every day.

To learn how Move AI can help protect your operations against fraud, schedule a demo to speak to one of our team members. Interested in learning more about fraud, waste, and abuse in the NEMT industry? Watch our recent webinar in partnership with NEMTAC HERE.

Healthcare Adrift: Navigating America's Medical Deserts with NEMT

By Nirav Chheda, co-founder and CEO of [Bambi.](#)

A profound crisis of access plagues the American healthcare landscape. "Medical deserts" — vast geographic areas where citizens have severely limited access to essential medical services — represent a systemic breakdown. Groundbreaking [analysis from GoodRX](#) reveals that over 80% of U.S. counties exhibit inadequate access to at least one critical healthcare pillar, including pharmacies, primary care, and hospitals (6).

This is not a niche rural issue; it is a national problem. The scale is staggering: over one-third of the U.S. population, approximately 121 million people, resides in a county classified as a healthcare desert, with Black-majority census areas in major cities like Chicago and Los Angeles often constituting urban healthcare wildernesses (6).

The populations most acutely impacted are the most vulnerable: the elderly, individuals with disabilities, low-income families, and minority populations who often require more frequent and specialized care (13). For these individuals, the consequences are not abstract policy points but deeply personal and damaging realities. Delayed or denied healthcare access translates directly into higher rates of illness and death (2). People in these regions consistently experience poorer health outcomes, including higher incidences of chronic disease and more preventable hospitalizations (5).

The lived reality involves immense logistical and financial burdens. Consider a patient in rural Mississippi facing a four-hour drive and "astronomical costs" for transport and lodging just to see a specialist (4). This is compounded by the psychological toll of anxiety and the feeling of abandonment. The narrative of suffering is supported by stark data: an estimated 30 million Americans live at least an hour's drive from a hospital with trauma care, a disparity that represents a profound betrayal of health equity (9).

Healthcare Deserts, County by County

Counties where most people lack adequate access to pharmacies, primary care providers, hospitals, hospital beds, trauma centers, and/or low-cost health centers.

Number of healthcare deserts
1 2 3 4 5 6
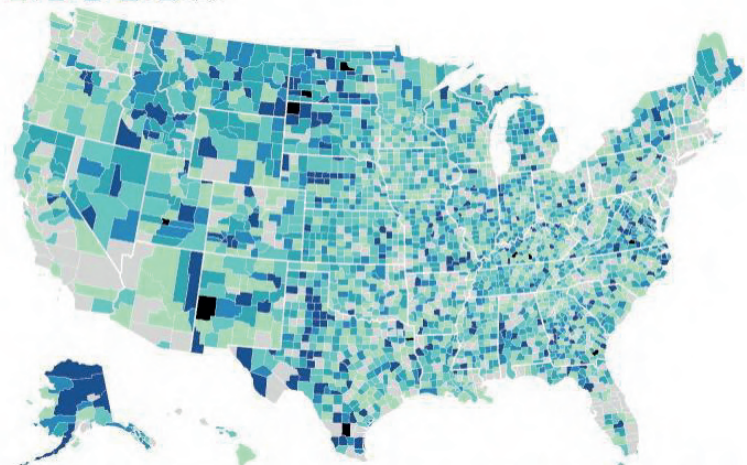
Note: Pharmacy, hospital, trauma center, and low-cost health center deserts could not be calculated for the following counties due to missing data: Oglala Lakota, South Dakota; Shannon, South Dakota; Wade Hampton, Alaska; Kusilvak Census Area, Alaska; and Bedford, Virginia.

Source: GoodRx

GoodRx

Interact with the map: https://www.datawrapper.de/_/0HrLo/

NEMT: A Oasis in the Desert

In this bleak landscape, Non-Emergency Medical Transportation (NEMT) emerges as a crucial intervention. Each year, an estimated 3.6 million Americans miss or delay care simply because they lack a way to get there — a chasm NEMT exists to bridge (11). As a federally mandated Medicaid benefit, NEMT provides a lifeline for vulnerable populations, and its growing market reflects its indispensable role (11, 14).

The true value of NEMT is measured in the lives it transforms. For patients facing long drives and crippling expenses, it can be the difference between managing a condition with dignity and succumbing to a crisis (4). Across underserved rural areas, patients have called NEMT a "game-changer," providing not just a ride but invaluable emotional and logistical support during challenging treatments (10). The impact is particularly profound in geographically isolated regions like Appalachia and for Native American populations, where historical inequities compound transportation challenges (3). NEMT riders consistently emphasize that the service restores dignity, reduces stress, and enables the consistent medical treatment fundamental to managing chronic illness (7, 10).

NEMT: Strategic Investment with Powerful Returns

The economic case for NEMT is exceptionally strong. For every $1 spent on the service, Medicaid saves approximately $11 in averted emergency room visits and hospital admissions — an extraordinary return on investment (16). The Medical Transportation Access Coalition estimates that NEMT saves the Medicaid program a staggering $40 billion annually by ensuring patients attend routine appointments, thereby preventing costly acute interventions (15). The math is simple and compelling: an average NEMT ride costs about $36, a mere fraction of the cost of an ambulance ($1,200-$2,500) or an ER visit ($2,000-$3,000) (15).

A comprehensive study focused on high-risk diabetic populations found conclusively that regular NEMT utilization led to a significant reduction in the average cost of care (12). This evidence reframes NEMT not as an ancillary expense but as a strategic, high-yield investment in preventative care, chronic disease management, and overall population health.

Modernization and the Path Forward

The future of NEMT lies in its integration into a broader, technology-enabled healthcare ecosystem. Modernization through digitization and automation is already making the service more efficient and reliable. Key features like intuitive software interfaces, AI-optimized scheduling and dispatch, real-time GPS tracking, and optimized routing are becoming the standard (1, 14). For patients stranded in medical deserts, a smooth and reliable NEMT experience, powered by smart technology, is a critical enabler of consistent care.

The existence of medical deserts is a correctable failure of policy and priorities. Alleviating this crisis requires a multi-faceted approach. Supporting advocacy organizations, demanding sustainable

funding for NEMT from policymakers, and embracing technology within the industry are all critical steps. NEMT, especially when enhanced with smart technology and adequate funding, represents a practical, cost-effective, and human-centric solution that saves money, preserves dignity, and, most importantly, saves lives.

About the Author

Nirav Chheda is the co-founder and CEO of Bambi Health and the host of the "NEMT Experts" podcast. Through Bambi, he leads the development of innovative technology designed to create a more efficient and reliable medical transportation ecosystem, bridging the gap between patients, providers, brokers, payers and transport services to improve health outcomes. His influence is further amplified through his podcast, where he facilitates critical conversations with industry leaders on the trends, challenges, and solutions shaping the future of NEMT.

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NEMT and Patient Connection: Technology's 'No Closed Door' Policy

By Miguel MicInnis, CEO, Coordinated Transportation Solutions (CTS)

The digital transformation of healthcare can be a double-edged sword. On the one hand, the increased use of technology has made it easier for providers to give people the care they need — such as through the increased use of telemedicine or even the ability to schedule digitally. In addition, digital technology has increasingly helped patients take advantage of non-emergency medical transportation (NEMT) services, so they can easily book and coordinate rides to their doctors' appointments.

However, when it comes to digital self-service, there are unintended consequences that can marginalize vulnerable populations. While in some ways technology can build a bridge between a person and their medical care, it may also marginalize people from underserved communities. As a result, in order for there to be true access to care, systems must be put into place that meet patients wherever they are — whether physically, emotionally, or cognitively.

Understanding the Patient Access Challenge

Of course, no patient population is a monolith, so people seeking care have different needs and challenges that can impact access. Some have challenges that affect their cognition and memory. Others have difficulty communicating because of their limited English proficiency. Some are navigating the challenges associated with aging.

Patients are also different in their ability to adapt to technology. Not every senior citizen, for example, is uncomfortable with technology. There are seniors that may be perfectly fine using websites and mobile applications. Their counterparts may have never touched a computer before or figured out how to use mobile devices. This discrepancy illustrates how access may not just be about the means, but also confidence and capability.

Given the numerous differences in patient needs, access is a layered challenge that requires more than a one-size-fits-all approach. There is a continuum to access that requires as much flexibility to address as it does empathy.

For example, when someone is discharged from a medical facility and needs an NEMT provider for a ride home, patients who are not knowledgeable about, or comfortable with, technology may enlist the help of a front desk employee or nurse's aide. Those who don't mind technology may use a member

portal to coordinate transportation on their own. Likewise, access and technology comfort may play a role in how patients engage with health plan call centers and care coordinator support.

Creating Multiple Access Points: Redundancy as Strategy

Despite the challenges patients may face with access, no patient should be left behind when they need care — and the NEMT business can foster a "no closed door" policy within the industry so there are multiple pathways available to accommodate all patients.

Call centers provide a good example of this. If Mrs. Jones wants to ask where her ride is, she may feel most comfortable speaking to a live representative. However, if she's more tech-savvy, she may want to get the information from a virtual agent. Similarly, tech users may want mobile apps to find out information and schedule their rides.

Technology as an Enabler, Not a Barrier

There is no doubt that technology can be a barrier. But it can also be an enabler — though sometimes patient education may be necessary to get more reluctant patients to use it. If Mrs. Jones doesn't feel comfortable speaking to a virtual attendant, her patient behavior can be changed if she's told about the efficiency of getting certain information without actually speaking to someone.

But it's important to remember that although technology can augment it, it should never be seen as a replacement for the human touch. With call center automation, for instance, the technology has become so sophisticated that it not only sounds human, it can transfer callers to a human if it detects through voice cues that someone has become frustrated. That way, Mrs. Jones won't feel alienated from the NEMT service if the automated system doesn't work for her needs.

There are times, however, when technology just isn't appropriate. During an initial client intake when people are discussing sensitive health information, the last thing they want is to speak to an automated attendant. Using technology can be a plus, but it should be customized based on individual consumer comfort, the healthcare plan's member profile, and the readiness of a population to adopt technology.

Anticipating Future Needs: The Growing Complexity of Aging

As the American population gets older and develops more health challenges, including chronic conditions, NEMTs must be prepared to accommodate them. One way is through effective data sharing, within HIPAA boundaries, which would allow transportation providers to better align their services with patients' unique needs. This will help transportation companies provide services based on physical mobility limitations, equipment requirements, and language preferences.

Additionally, NEMTs can coordinate with insurance plans to provide customized services to patients. Each plan will have its own vision of how to best use technology to serve its market. The more transportation companies can help each plan with its vision and strategy, the more it will help solve

access problems. This will further help NEMTs understand what patients will need in the future, so they can anticipate the needs — not merely react to them.

Collaborative Customization: The Role of Plans and Brokers

From cost to customer experience to efficiency, health plans have different goals. No matter what their goals are, in order to best serve patients, technology has to be part of the equation. But the extent to which insurance companies adopt technology will be based on the needs of its stakeholders and how much money they're willing to invest. To respond to these differences, NEMTs can partner with plans to ensure they provide services that best align with insurers' needs and goals. Whether they want a Chevy or a Cadillac, NEMTs' role is to make both available — and guarantee they both arrive on time.

Equity Begins With Access

While technology is the future, to provide equitable access to care for everyone, a "no closed door" policy is necessary. To provide this equity, NEMT and the healthcare community should design systems that boost inclusion and invest in flexible access models. Transportation isn't just a way to get from Point A to Point B, it opens access to healthcare and makes it more equitable for our most vulnerable communities.

How Collaborative Disaster Response Strategies Can Help Drivers and Patients When Weather Turns Severe

NEMT brokers, health plans, and transportation providers must often think outside the box when disaster strikes, working together to ensure access to life-sustaining care

By Ashley Roberts, SafeRide Health Vice President of Marketing & Communications

Non-emergency medical transportation can be an essential benefit to close healthcare gaps while ensuring better outcomes. But when severe weather or other disasters strike, it takes nimble and concrete policies to ensure that vulnerable populations can still access life-sustaining care.

While some medical care can be postponed during a weather emergency, skipping or pushing back an appointment isn't an option for those who depend on dialysis treatments, chemotherapy, substance abuse management, or care for injuries or wounds.

"These members absolutely have to access care," said Chris Koenig, Vice President of Transportation Operations for SafeRide Health, a leading NEMT broker. "If they don't go, there is a higher likelihood that they will be hospitalized and that their mortality rate will increase exponentially after every future mistreatment."

Emergency Evacuations: How NEMT Can Go Above and Beyond When the Worst-Case Scenario Becomes Reality

Whether a region is affected by hurricanes, earthquakes, extreme temperatures, tornadoes, snowstorms, or wildfires like those that have devasted Southern California, the No. 1 priority

during a severe weather or other disaster event is maintaining members' health and safety. NEMT brokers, health plans, and transportation providers can help connect members with life-sustaining care despite bad weather or road conditions. In the most severe cases, some plans have even allowed members to use their NEMT benefits to evacuate life-threatening situations.

For example, in October 2024, as Hurricane Milton approached the Gulf Coast of Florida, staff at a skilled nursing facility in the path of the storm learned of an evacuation order in their area. More than 100 residents, many of whom were bedbound, needed to be moved to another facility inland. When a health plan serving the region, along with SafeRide Health and local transportation providers, learned of the evacuation order — and knowing that moving the residents would require extra support — they worked together to coordinate the rescue. Recruiting dedicated transportation providers from the community (some of whom had left their own families to pitch in), teams worked tirelessly around the clock to transport all residents safely.

Later, in early 2025, as operations staff was tracking winter snowstorms and plunging temperatures, the California fires began. For nearly a month, flames spread across the Los Angeles region, ultimately resulting in 28 deaths and more than 200,000 evacuations. Health plans in fire zones and surrounding areas again worked with the broker and local transportation providers to rally the local community and find routes to get members where they needed to go — whether that was to get medical care, to evacuate or, in some cases, to find temporary housing because they'd lost their home.

Some plans have worked in other ways to expand NEMT access and flexibility in emergency situations, including temporarily pausing advance notice requirements on changes to rides. In some cases, plans even offered rides without counting them toward members' transportation benefit — no questions asked.

"In all these cases, none of the organizations involved worried about how they would get paid or how it would all function from an administrative perspective. Health plans, care teams, transportation providers, drivers — everyone knew we were going to go all in and get members to safety because these were people in need," said Mary Clare DuRocher, SafeRide Health Vice President of Account Management.

Preparing for NEMT Challenges Before They Begin: How a Disaster Response Strategy Works

While drivers were on the ground in California getting members to life-sustaining care and helping them flee to safety, teams were working behind the scenes 1,300 miles away. Staff at the SafeRide Operations Center in San Antonio were tracking the fire's path: Keeping tabs on Southern California roads and transportation provider and clinic closures; prioritizing evacuations and life-sustaining care; and coordinating rides for as many members as possible, all while communicating updates to their partner health plans several times a day.

The first step when a severe weather or other disaster strikes, Koenig said, is to identify and prioritize members with life-sustaining transportation needs, and to do whatever is possible to get them that essential care. In cases like the California fires, for example, SafeRide works with case management teams, transportation providers, and medical facilities in the community to find life-sustaining care for as many members as possible. That may involve looking for alternate routes and care locations, rescheduling appointments and, in some cases, even requesting that facilities outside the impacted region extend their hours to accommodate members who can't access care at their usual clinic.

Close partnership with case management and social worker teams is crucial during a disaster event, said Koenig — especially for members who require life-sustaining trips. Proactive NEMT brokers can provide resources to help connect members to housing and transportation support, government assistance programs, emotional health and substance abuse support, and disaster distress helplines.

All of the behind-the-scenes infrastructure is set up to support NEMT long before an event is on the horizon, Koenig said. The Operations Center is designed and staffed to anticipate severe weather or other disruptions, and to seamlessly support calls even if internet or phone lines should go down. It keeps tabs on weather and road conditions throughout the country, alerting health plans as soon as a any event that could possibly impact NEMT is detected. Account managers give daily and sometimes hourly updates to plans that have members in an emergency.

"There are times when multiple events may be happening at the same time in different states, so having quality communication and reporting tool stacks are key to ensuring health plan members in all areas we serve have access to life-sustaining care," said Koenig, adding that SafeRide's disaster preparedness plan is robust in the NEMT industry.

"We're in these communities and we have the resources," DuRocher said, "so we're going to help."

Beyond the Ride: How Partnership Is Transforming NEMT

Non-emergency medical transportation (NEMT) is often reduced to a transaction: a pickup, a drop-off, a completed trip. But those of us who live and breathe this work know it's much more. A reliable ride can change everything — and getting it right takes more than vehicles. It takes trust. It takes partnership.

At Provide A Ride, we've learned that long-term, outcome-driven partnerships — with clients, healthcare providers, and community organizations — are the key to transportation that supports people, not just systems.

We don't wait for performance reports to start the conversation. From kickoff through day-to-day operations, we work shoulder to shoulder with partners to meet member needs — with flexibility, accountability, and speed. Your challenges become ours. That's how real partnerships works.

Staying close to the communities we serve changes everything. Our relationships with dialysis centers, senior housing, case managers, and local nonprofits give us real-time insight into where the gaps are — and how to close them. These voices shape our operations, training, and even the feedback we give to state agencies.

We don't assume we know best. We ask. We listen to riders, drivers, partners, and payors — and turn what we hear into action. That's how we evolve. That's how we build trust.

We're proud of the partnerships we've built — not just contracts, but relationships grounded in shared responsibility and a common goal: helping people get where they need to be, reliably and respectfully.

If you're a managed care organization, agency, or healthcare leader looking for a transportation partner who delivers more than just vehicles, let's talk.

Cybersecurity: What's the Big Deal?

By Chris Vattimo, General Manager, Healthcare, North America – Mamori.io

Let's say you've got a special box.

Inside it: pictures of your kids, your bank info, your high school diary (no judgment), and maybe even your secret chili recipe. It's your private world. Now imagine someone picking the lock and helping themselves to everything in it.

That's cybersecurity in a nutshell — keeping that digital box of yours locked up tight, only accessible to you and the people you trust.

Now imagine that box isn't just yours. It's a hospital's patient database. Or the onboard system of a NEMT vehicle transporting a dialysis patient. Suddenly, keeping the box locked isn't just about privacy — it's about people's lives.

So What Are We Protecting Against?

Let's take a walk through the rogues' gallery:

- **Hackers** – The digital world's version of cat burglars. They want your stuff — data, credentials, access — and they're not afraid to break a few (virtual) windows to get it.
- **Viruses & Malware** – Like catching the flu, but for your systems. They slow things down, corrupt data, and generally cause a mess.
- **Phishing** – Those slick emails pretending to be your bank or boss? They're baited hooks hoping you'll hand over the keys to the kingdom.
- **Ransomware** – Imagine your whole system locked up with a digital padlock and a sticky note demanding payment. That's ransomware — straight-up extortion.

And once the bad guys get in? They can impersonate you, siphon off money, erase files, or even bring entire organizations to their knees.

Why Healthcare Really Needs Cybersecurity

Let's move from chili recipes to real stakes.

Healthcare organizations hold something far more valuable than money: **Protected Health Information (PHI)** — your name, your medical history, your prescriptions, your most personal truths. To a criminal, that's gold.

They can use PHI to:

- Commit **medical identity theft**
- Launch **ransomware attacks** that halt care delivery
- Cause **data breaches** that violate privacy laws and erode public trust
- Trigger **system disruptions** that delay diagnoses and treatment

When a hospital network is hacked, it doesn't just mean late-night IT headaches — it can mean life-saving care grinds to a halt.

Why NEMT Absolutely Needs Cybersecurity

Now, let's talk about the NEMT industry — those who make sure patients get to appointments, treatments, and services that literally keep them alive.

Cybersecurity might not be the first thing that comes to mind when you think about a medical transport van, but the reality is: NEMT is increasingly digital, connected, and targeted. Here's why cybersecurity is a mission-critical part of your operation:

- **Patient Data on the Move** – Drivers and dispatchers collect sensitive data: pickup/drop-off locations, mobility assistance needs, appointment times, even real-time health notes. If a tablet or phone with that information gets hacked or stolen, you're looking at a major breach.

- **Dispatch & Communication Systems** – NEMT runs on coordination. Secure communication between drivers, dispatch, facilities, and clients is non-negotiable. A compromised system can result in missed rides, patient no-shows, or worse — misrouted transports during time-sensitive situations.

- **Connected Vehicles & Equipment** – GPS, vehicle tracking, and mobile data collection tools are all part of the modern NEMT landscape. If a hacker gets access, it's not just data at risk — it's your operations and your reputation.

- **24/7 Operational Readiness** – NEMT doesn't stop. A cyberattack can lock you out of your routing software, billing platform, or scheduling tools — bringing your fleet to a standstill.

- **Vendor & Supply Chain Risks** – If one of your technology partners suffers a cyberattack, you could feel the ripple effect in delays, outages, or compliance issues.

- **Revenue Protection & Business Growth** – Let's be real—you're not just transporting patients; you're running a business. A managed cybersecurity solution that provides Zero Trust security, PEN testing, reporting, and compliance attestation helps protect revenue and keeps your focus on growth. It's not just about surviving — it's about thriving.

The Bottom Line

Whether it's a national hospital network or a regional NEMT provider, digital systems are woven into the fabric of care delivery. And just like you wouldn't send a vehicle on the road with bald tires, you

shouldn't run a healthcare operation without strong cybersecurity.

Cybersecurity is your shield. It protects your riders, your staff, your data — and your future. In NEMT, trust is everything, and that trust starts with keeping the digital doors locked and the wheels turning safely.

In the end, it's not just about protecting systems.
It's about protecting people.
And that's a big deal.

Join Chris Vattimo at NEMTAC Transform 2025 for a valuable breakout session that dives deeper into cybersecurity strategies for NEMT leaders. You'll leave informed, empowered, and ready to lock the digital doors tight.

Time Management Tips to Maximize Your Potential

By Howard F. Berkowitz

If you've resolved to stop procrastinating, work smart and be more productive so that you can maximize your potential, these time management tips can help you do just that.

1. Limit Multi-Tasking

While many people boast that they're great multi-taskers, that may not be a good thing. Entrepreneur reported that a University of Michigan study found productivity drops as much as 40% when participants try to do two or more things at once. Aim to focus on one task at a time to increase your productivity.

2. Schedule Your Time According to Your Energy Level

If possible, try to create a schedule based on your particular energy levels at various times of the day. For example, if you tend to have more energy and focus in the morning and less in the afternoon, try to create a routine that includes more tasks earlier in the day. Good planning is 90% of time management. Break down your tasks from the moment you wake up until bedtime – not just during your work hours, setting a time limit for each and sticking to it. This can help with all sorts of things in your personal and work lives, including big milestones like searching for and buying one of the Charlotte homes for sale.

3. Make Time for Exercise

Being physically active can boost energy and help clear your mind so that you'll be more productive afterward. That means scheduling in time for exercise should be at the top of your must-do list. It can be anything from a yoga session to an hour at the gym, a 30-minute jog or walk, or getting out on the golf course.

4. Leave 'Buffer Time' Between All Those Tasks

Don't schedule one task after another. Allow for some "buffer time" that will allow you to breathe in between so that you'll feel less rushed.

5. Set Your Alarm Earlier

We all need more time and one of the easiest ways to get that is to set your alarm to wake you up earlier. You can use those extra minutes to exercise, read, and plan out the day ahead.

6. Know Your Goals

Be sure that you're engaging in activities that support your short– and long-term goals. If you don't youcould waste a lot of time that could be far more productive. That daily plan should include working on activities and tasks that will help you reach your potential so that you can grow your career, or your business.

7. Eliminate Distractions

Pay attention to how many times you get distracted while you're in the middle of working on an important task. The most common distractions are typically self-induced. That includes interruptions by your smartphone, email, Facebook notifications and so on. Smartphones are one of the most addictive devices and insidious time wasters. Turn off your phone occasionally so that you can focus on the task at hand. Then, plan breaks during the day to catch up on voicemails, texts, emails, etc.

Howard F. Berkowitz is the Managing Partner for H&S Personal Car Service & Consulting, Inc. is a public transportation consulting firm specializing in improving operational management, comprehensive analysis, financial performance, and quality of service. We bring over 30+ years of public and private transportation experience and a network of industry associates to each assignment

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The Speed Revolution: How Speed-Limiter Laws & Technology Are the Next Regulatory Frontier for Road Safety

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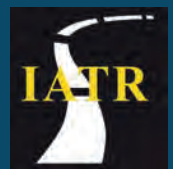
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The Safety-Tech Shift Taxis Can't Ignore

Speed kills. That truth is what's driving a new wave of regulatory actions across the United States, focused on reducing high-risk driving behavior using technology. Among the most talked-about interventions is the rollout of speed-limiting systems, ranging from telematics to passive driver warning systems to Intelligent Speed Assistance (ISA). A convergence of state legislation, federal rulemaking, and growing public sentiment means speed-limiting mandates could soon reshape the regulatory and operational landscape for fleets of all sizes.

This article explores the emerging policies, technologies, and legal challenges that operators and drivers must prepare for now. While the taxi and for-hire vehicle (FHV) sectors have faced numerous tech

and compliance shifts in recent years, the implications of speed-limiter laws could prove particularly transformative or disruptive.

How Speed-Limiting Systems Work

There are three main types of speed-limiting systems, each with different implications for fleet operations:

Passive Systems: These generate visual and audio alerts when a vehicle exceeds the speed limit by a defined threshold (e.g., 10 mph). These are less invasive and relatively inexpensive but do not have as significant an impact on reducing road fatalities as more advanced systems do.

Speed Governors: These include physical speed limiters or throttle governors that prevent the driver from exceeding a programmed speed. They offer more ability to restrict speed than passive systems, but they are not as effective in ensuring compliance with local speed limits and may raise more operational concerns for drivers in certain industries.

Intelligent Speed Assistance (ISA): This system uses GPS, digital maps, and/or onboard cameras to determine real-time speed limits and actively prevent speeding or exceeding a threshold above the speed limit. In the EU, ISA is now mandatory for all new vehicles as of July 2024, setting a precedent that U.S. lawmakers may increasingly cite.

Fleet operators exploring these systems must consider hardware and installation costs, integration with existing telematics platforms, driver acceptance, and data-sharing policies. Many vendors are now offering turnkey ISA solutions with compliance tracking dashboards and over-the-air updates, tailored for both light-duty and commercial vehicles.

FMCSA and the Federal Agenda

At the federal level, the most significant development is the U.S. Department of Transportation's renewed focus on speed-limiting rules for commercial vehicles. The Federal Motor Carrier Safety

Administration (FMCSA) has been developing a proposed rule that would mandate speed limiters in commercial vehicles weighing more than 26,000 pounds. Initially introduced in 2016, in 2022, the FMCSA published an advance notice of supplemental proposed rulemaking, and the prior administration anticipated the actual SPRM being released in May 2025.

While the current scope primarily focuses on heavy-duty trucks, this framework has the potential to expand to include other commercial vehicle classes, especially as states and cities begin to craft their speed-related mandates. This potential expansion in regulatory scope could evolve over time to include other federally-regulated passenger ground transportation modes such as buses, motorcoaches, and luxury limousines.

There is also resistance to speed limiter rules. The U.S. House of Representatives is advancing H.R. 2819, the Deregulating Restrictions on Interstate Vehicles and Eighteen-wheelers, or "DRIVE," Act. Sponsored by Rep. Josh Brecheen (R-OK-2), the bill, introduced in April 2025, seeks to prohibit the FMCSA from mandating speed-limiting devices on certain vehicles, citing concerns over operational limitations and driver autonomy, arguing federal overreach into vehicle operation is unwarranted and burdensome. As of mid-2025, the bill remains in committee. This debate evolving around ISA underscores the high stakes of this issue and the polarized views around technological enforcement in transportation.

State-Led Innovations

Even as the federal process inches forward, state and local governments are moving faster. These new laws mainly focus on the use of speed-limiting technology as applied to habitually reckless drivers or so-called "super speeders" as opposed to the federal government's current focus on heavier commercial vehicles. This methodology often reduces industry opposition as it is not as universal or subject to federal rules.

Washington State Governor Bob Ferguson signs House Bill 1596, also known as the BEAM Act, into law on Monday, May 12, 2025

Washington, D.C., became the first U.S. jurisdiction to pass legislation mandating ISA installation for repeat speeding offenders. The law, D.C. Law 25-161, officially titled the Strengthening Traffic Enforcement, Education, and Responsibility (STEER) Amendment Act of 2024, requires drivers with excessive violations to install a GPS-linked system that audibly warns or limits vehicle speed relative to posted limits. The policy, hailed by the FIA Foundation as a groundbreaking model for urban safety, could soon become a reference point for other U.S. cities and states.

Virginia lawmakers followed suit with legislation that empowers judges to order speed-limiting devices for habitual speeders. Virginia House Bill 2096, passed in April 2025, establishes the Intelligent Speed Assistance Program as an alternative to license suspension for certain high-speed and reckless driving

offenses. The program requires the installation of ISA systems in vehicles registered to the participant and includes penalties for tampering with these systems. The law takes effect on July 1, 2026.

California lawmakers are attempting an even bolder approach. California Assembly Bill AB981 would mandate that individuals with prior serious driving violations install ISA devices and pay a state-imposed fee to cover the technology. The bill also outlines a fee schedule to be adopted by certified ISA manufacturers. While not adopted this session, the bill will be re-examined when the new session convenes.

Georgia House Bill HB308 would have added another layer to this growing national trend. It proposed amendments to Title 40 of the state's motor vehicle code to include ISA provisions for specific categories of high-risk drivers. However, HB308 was vetoed by Governor Brian Kemp in May 2025. While he acknowledged the bill's good intentions, particularly its focus on curbing reckless stunt driving, he cited concerns that the punishment and related enforcement infrastructure would not be applied consistently.

Maryland's HB1139, meanwhile, proposes an ISA pilot program for drivers who accrue license suspension points. The bill would require affected individuals to participate in the program, obtain a restricted license from the Motor Vehicle Administration, and operate only vehicles equipped with intelligent speed assistance systems. Drivers would be prohibited from violating the requirements of the program. As of June 2025, the bill remains in committee.

In Washington State, Governor Bob Ferguson recently signed the BEAM Act, which would require ISA for drivers who have previously had their licenses suspended for excessive speeding, starting in 2029. The bill is named after the four victims who died in a crash in Renton in March 2024: Andrea Hudson, 38; Boyd Buster Brown, 12; Matilda Wilcoxson, 13; and 12-year-old Eloise Wilcoxson. Between 2019 and 2023, fatal crashes involving a speeding driver increased by 40% in Washington. Over the same period, speeding tickets for motorists driving more than 50 mph have increased by 200%. In general, the Washington State speed limit is 25 mph on city and town streets, 50 mph on county roads, and 60 mph on state highways.

New York's Assembly Bill A2299C requires ISA devices for drivers who accrue 16 or more speeding violations within 24 months. This is among the more advanced proposals in the nation, and current estimates indicate it would affect approximately 18,000 drivers statewide. The NYC Department of Transportation has publicly endorsed the legislation, emphasizing its potential to save lives and complement

NY State Senator Andrew Gounardes addresses a crowd at Brooklyn Borough Hall, alongside NYC Department of Transportation Commissioner Ydanis Rodriguez

the city's broader Vision Zero strategy. Over the last two years, New Yok State's legislature has discussed and revised legislation proposed by Senator Andrew Gounardes and Assemblymember Emily Gallagher (both of Brooklyn); this year, it was passed in the New York State Senate, but the legislation was not brought to the State Assembly for a vote prior to the end of the legislative session.

Separately, the NYC Department of Citywide Administrative Services (DCAS) has piloted ISA technology across city-owned vehicles since 2022, encompassing both passive and active systems. As of 2025, over 700 vehicles have been outfitted with ISA technology, and city officials have credited the program with reducing speeding by about 64%.

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These state initiatives vary in their implementation, but all signal a growing appetite for legislative tools to combat speeding using intelligent enforcement systems.

Legal and Operational Challenges

The legal picture is far from settled. A host of jurisdictional issues complicate the implementation of speed-limiting technology mandates beyond habitually dangerous drivers.

Preemption remains a major legal hurdle. Under 49 U.S.C. § 31141, the FMCSA may preempt state or local law that purports to regulate safety if it determines that such law has no safety benefit, that such law is incompatible with FMCSA safety regulation, or that such law would cause an unreasonable burden on interstate commerce.

Fleet classification further complicates rulemaking. Taxis, for-hire vehicles (FHVs), limousines, and app-based rideshare services fall under different regulatory frameworks depending on the jurisdiction. Laws that generically target "commercial vehicles" may inadvertently over-include small private businesses or under-include high-mileage FHVs that operate in quasi-commercial roles. For example, if New York imposed ISA requirements on registered livery vehicles, app-based rideshare drivers outside New York City, many of whom perform a comparable function, may be left out. Conversely, a blanket requirement for all non-personal vehicles could encompass small commercial vans and sole proprietors, who may not typically be subject to fleet-level safety mandates. The resulting gaps and overlaps can pose enforcement challenges and legal risk.

On the operational side, liability concerns for a widespread adoption of ISA will need to be addressed. If a speed-limiting device malfunctions, failing to slow a vehicle or erroneously limiting speed, the chain of responsibility is unclear. Questions could arise about whether blame lies with the driver, the fleet, the ISA software provider, or the vehicle manufacturer. To mitigate this risk, some proposals require override mechanisms to be built into all systems, but the legal standard for what constitutes a reasonable override remains unsettled for a national implementation. Ensuring that devices function properly under a wide range of conditions, including those with complex road infrastructure featuring

underpasses and ramp speeds, or where traffic flow requires higher speeds, is both a technical and legal necessity.

The Path Forward: How Should the Passenger Ground Transportation Industry Get Ahead of the Curve in the ISA Road?

The road ahead for the commercial passenger vehicle sector is one of both responsibility and opportunity. Proactively responding to the shifting legal landscape will require education and effort. For fleet operators and industry leaders, this means engaging early and often in the policymaking process, submitting public comments, participating in pilot programs, and highlighting operational realities that should shape future mandates. Trade groups should build coalitions across sectors, aligning the interests of trucking, taxi, bus, limousine, and ride-hail services (transportation network companies/ TNCs) where possible.

One example of an industry that is ahead of the ISA curve is the bus and motor coach industry. Bus companies generally support the imposition of speed-limiting devices on buses because they already utilize these devices. In a 2015 survey of its members, the United Motorcoach Association (UMA) found widespread use of speed limiters, with 93.2% of survey respondents reporting such use. Both the American Bus Association (ABA) and UMA support the purpose of the speed limiter rulemaking – reducing the severity of crashes involving heavy vehicles – but both are reluctant to fully support mandatory speed limiters for buses. The ABA explains that it "is not opposed to the use of speed limiting devices, [but] it remains concerned about a mandate and the creation of additional safety risks, particularly at a time when traffic fatalities are already at a record level." Instead, the ABA endorses continued voluntary adoption of speed-limiting devices and notes that within the motorcoach industry, use of such devices is already widespread. The UMA has concluded that there is insufficient scientific evidence to support establishing a compulsory use of speed limiting devices, and absent a scientific basis with measurable results, UMA cannot support such a rule. "UMA encourages comprehensive studies with definitive conclusions before pursuing further rulemaking."

Technology adoption will be key. Investing in scalable, interoperable speed-monitoring solutions, especially those that integrate with existing telematics infrastructure, can help fleets stay ahead of compliance requirements. Equally important is setting up robust internal systems, including creating ISA usage protocols, training drivers and staff, preparing for override scenarios, and establishing procedures to handle hardware or software failures. Legal teams should be involved in assessing risks and helping to structure contracts with technology vendors to ensure effective management of these risks.

More broadly, for any nationalized adoption, the industry must push for rational, uniform rules that reflect the diversity of vehicle types and business models. This includes providing clear definitions of what constitutes a commercial vehicle, reasonable exemptions for low-capacity operators, and federal coordination to prevent a patchwork of conflicting rules. By taking an active role in shaping the regulatory conversation, the industry can help ensure that the focus of speed-limiting technology is to

enhance road safety without hindering service.

Clear regulatory mandates can also help avoid labor classification issues. In most jurisdictions, the independent contractor (IC) model, rather than fleet ownership, is the dominant structure for many taxis, app-based FHVs, and luxury limousine operations. This complicates compliance with speed-limiting mandates, as operators often do not directly control the vehicles. If cities or states require ISA installation as a licensing or operating condition, it allows companies to enforce technology standards across their platforms without opening themselves up to labor misclassification claims. In this way, ISA mandates can create a level regulatory playing field while simultaneously insulating companies from legal exposure in jurisdictions where labor classification remains a contentious issue. This approach mirrors earlier public policy efforts, such as drug testing and background check requirements, which have been successfully implemented without necessitating reclassification of drivers.

ISA could also play a significant role in addressing the twin crises of traffic safety and commercial auto insurance. Many urban policymakers are actively working toward Vision Zero goals, aiming to eliminate traffic deaths by reducing speeding and other risky behaviors. Meanwhile, commercial auto insurance rates, especially in the taxi and FHV sectors, have skyrocketed due to increased litigation, higher medical costs, and fewer underwriters willing to take on risk. By reducing the likelihood and severity of crashes, ISA has the potential to lower claim frequency and payouts, making drivers and fleets less expensive to insure. Early pilot programs, such as New York City's municipal fleet ISA rollout, have demonstrated significant reductions in speeding violations, thereby improving safety and serving as proof of concept for insurers. If supported by data, ISA adoption could become a bargaining tool for operators seeking more affordable coverage or better underwriting terms in a challenging market. As insurance affordability becomes a critical issue for the industry, ISA may provide one of the few tangible ways to demonstrate risk mitigation and boost the bottom line.

While speed-limiting technology is not yet mandatory for all taxis and FHVs, the direction of travel seems clear. What began as a niche trucking policy is evolving into a broader safety initiative with implications for every fleet and ground transportation operation on the road.

The ground passenger transport industry should view Intelligent Speed Assistance not as a far-off or sector-specific issue, but as a rapidly-approaching reality with direct implications for daily operations, liability, compliance, and customer safety. Whether you're a taxi owner navigating city streets, a luxury limousine operator serving high-speed corridors, a bus company aiming to reduce crash risk, or an FHV fleet owner or driver managing one or more vehicles, the rise of speed-limiting mandates presents both a regulatory challenge and a strategic opportunity. Early adoption of these technologies and engagement with policymakers can position operators as leaders in safety and innovation, while also helping to avoid disruptive, one-size-fits-all mandates in the future. As the push to lower traffic fatalities and reckless driving intensifies, speed control will no longer be optional – it will become a core part of how vehicles are regulated, rated, and trusted.

Reimagining How Small NEMT Providers Operate

By Aya Bazzi, Momentm Technologies

Imagine running your NEMT operation with fewer headaches, less paperwork, and more time to focus on what truly matters: your riders/members and your mission. Soon, a new tool will be unveiled — one designed from the ground up to reduce costs, save time, and simplify your daily workflow.

For over 30 years, Momentm Technologies has transformed the NEMT industry with enterprise-grade solutions. But after listening closely to our clients and their provider networks, we recognized a gap — especially for small and emerging NEMT transportation providers and PACE centers. Our latest innovation is crafted specifically for you, addressing the pain points that keep you up at night: streamlining operations, easing administrative burdens, and making every dollar count — all at an affordable rate.

We know that cost is a critical consideration for small, new, and emerging operations. Our offering is designed to deliver both robust and easy to use features, with the flexibility that ensures you get more value for every dollar spent.

The result? A more efficient, more manageable way to run your business without any unnecessary complexity or expenses. Say goodbye to pen and paper, and hello to a clean, simple, and intuitive platform designed with you and your members in mind.

You'll be able to test drive the software, navigate its intuitive interface, and discover how it simplifies scheduling, billing, and compliance — all with guidance from our team of experts. Whether you're new to NEMT technology or looking to upgrade, our live demo environment is designed to give you a hands-on feel for how our solution can make your daily workflow more efficient and manageable. Watch out for a solution that promises to make your life easier. The big reveal is coming soon.

Revealed at NEMTAC 2025 – Booth #322
A new innovation from Momentm Technologies

Momentm Technologies
info@momentmtech.com
www.momentmtech.com
1-833-685-4014

How Wingz is Redefining NEMT for Brokers: A Collaborative Alternative to Uber and Lyft

What Is Wingz

Wingz was founded in 2011 with a simple idea: offer pre-scheduled rides with trusted drivers. Over the years, Wingz has evolved into the leading rideshare platform focused on NEMT, now operating in over nine states and continuing to expand nationally. Wingz specializes in ambulatory rides (including curb-to-curb, door-to-door and hand-to-hand service levels) for vulnerable populations—many of whom rely on Medicaid to cover their medical travel. Wingz isn't trying to do everything for everyone. Its focus is clear: deliver consistent, credentialed, compassionate medical transportation for those most in need.

How Wingz Uniquely Serves NEMT Brokers

1. Purpose-built NEMT Technology&Operations

Wingz's platform is designed around the needs of brokers — not just riders. From targeted driver recruiting in rural areas where brokers have network gaps to auto-assigning standing orders to consistent, reliable drivers, every element is tailored to the complexities of medical transportation. With Wingz, brokers get a true partner ready to collaborate as opposed to a one-size-fits-all approach used by Uber and Lyft.

2. Credentialed Drivers

Driver quality should be non-negotiable in healthcare transportation. Unlike Uber and Lyft — who often skip basic safeguards like drug testing, have lower driver age requirements, and rarely require even a simple vehicle inspection — Wingz goes far beyond the bare minimum. All Wingz drivers undergo credentialing for medical transportation. They undergo comprehensive background checks, drug screenings, exclusion list reviews, HIPAA compliance training, and Passenger Assistance, Safety&Sensitivity (PASS) certification. Most importantly, Wingz drivers know in advance that they're transporting a member to or from a critical healthcare appointment — so they show up prepared, on time, and with the right mindset.

3. Transparent, Flat-Rate Pricing

Uber and Lyft charge variable rates and are infamous for their surge pricing. Such variability makes it very difficult for brokers to predict and budge costs. Wingz's flat-rate pricing model eliminates the unpredictability of variable pricing, helping brokers maintain predictable transportation budgets.

4. Human-Centered Support

When something goes wrong, Uber and Lyft offer little more than in-app bots or long wait times. Wingz, on the other hand, provides direct access to 24/7 support teams and account managers who are assigned by state and client, so there's always someone ready to step in who is responsive and familiar with the market. Whether it's investigating a missed trip, clarifying a rider concern, or adjusting a process, Wingz is just a call, text, or email away — and we actually respond.

Helping NEMT Brokers Reduce Reliance on Uber and Lyft

Uber and Lyft have helped fill capacity gaps in NEMT, but they were never designed with the healthcare journey in mind. Their core strengths — on-demand availability — are offset by major weaknesses when it comes to credentialing, care continuity, and price predictability.

Wingz is helping brokers move away from overreliance on these platforms by offering:

- Collaborative partnership
- Credentialed supply
- Fixed contracted rates
- Consistent driver/member relationships
- Lower operational risk

NEMT brokers including Verida, Alivi, Tennessee Carriers, and MTM have all successfully leveraged Wingz to stabilize their supply, expand capacity, and reduce dependency on general rideshare providers.

Key Differences from Uber & Lyft

Feature	Wingz	Uber/Lyft
Focus	NEMT	General rideshare
Pricing	Contracted, flat-rate	Dynamic including surge rates
Driver Recruiting	Rural and Urban	Urban
Driver Credentialing	Background checks, drug screening, live interview screening, Passenger Assistance, Safety&Sensitivity (PASS) training, and more	Basic background check
Driver Relationship	Same driver for standing orders	Random driver match
Technology	Customizable	One size fits all
Scheduling	Primarily pre-scheduled rides including standing orders	Primarily on-demand

Feature	Wingz	Uber/Lyft
Service Levels	Curb-to-curb, door-to-door, hand-to-hand	Curb-to-curb
Incident Response	Within 24 hours	None
Support	24/7 live support with account managers	Limited

Final Thoughts

As the NEMT industry evolves, brokers face increasing pressure to deliver reliable transportation without cutting corners on safety or care. Wingz was built to meet that challenge. By combining vetted driver supply, proprietary technology, and compassionate support to all stakeholders, Wingz offers NEMT brokers an alternative TNC partnership model to Uber and Lyft. Uber and Lyft will continue to play a significant role — but they shouldn't be the default. Wingz is helping brokers like Verida, Alivi, Tennessee Carriers, and MTM regain control of their transportation ecosystems and build a more dependable, compassionate network of care. Wingz isn't just helping people get to appointments — it's helping the entire NEMT system work better.

Understanding Non-Emergency Medical Transport Operation Standards

Non-emergency medical transport (NEMT) operation standards are essential for ensuring patient access to healthcare services without the immediacy required by emergency transport. Comprehending these standards is crucial for providers, patients, and regulatory bodies as they promote safety, efficiency, and high-quality patient care. This article explores the critical elements of non-emergency medical transport operation standards, emphasizing their importance, the regulatory framework supporting them, and the challenges providers face in maintaining compliance. We will also examine the future of these standards and the innovations shaping the industry.

Overview of Non-Emergency Medical Transportation (NEMT)

NEMT provides essential transport services to patients who need to reach medical appointments or healthcare facilities without requiring emergency care. The primary goal of nonemergency medical transportation is to ensure individuals, especially those with mobility issues, have reliable access to healthcare services, thus reducing barriers to treatment. Medicare transportation coverage often plays a role in facilitating these services, alongside Medicaid support.

NEMT plays a pivotal role in improving healthcare accessibility by bridging the gap between patients and healthcare providers. Populations such as the elderly, disabled, or low-income individuals often face transportation challenges that can lead to missed appointments and inadequate medical care. By offering safe, affordable, and efficient transport options, NEMT services enhance health outcomes and promote preventative care, contributing to a healthier community.

The NEMT ecosystem involves several stakeholders, including transportation providers, healthcare providers, insurance companies, and patients. Transportation providers ensure safe and timely transport, while healthcare providers depend on NEMT to facilitate patient attendance at scheduled appointments. Insurance companies, including those providing Medicare transportation coverage, often fund NEMT services, particularly for Medicaid recipients. Patients are central to this ecosystem, as their needs and experiences drive demand for effective NEMT solutions.

Importance of NEMT Operation Standards

Implementing non-emergency medical transport operation standards significantly enhances service quality. Adherence to established protocols ensures that staff are well-trained and prepared to handle various scenarios, streamlining operations and creating a professional environment focused on patient needs. High operational standards lead to improved service delivery, increasing customer satisfaction and trust.

Patient safety and comfort are paramount in medical transport, and compliance with NEMT safety practices is critical. These standards cover everything from vehicle maintenance to NEMT training, ensuring patients are transported in safe, well-maintained vehicles by professionals who understand their specific needs. This commitment to safety not only protects patients but also reassures their families that their loved ones are in capable hands.

Non-compliance with non-emergency medical transport operation standards can have severe consequences. Providers neglecting these guidelines may face legal repercussions, financial penalties, and damage to their reputation. Non-compliance can lead to unsafe transport conditions, potential harm to patients, and further legal issues, resulting in loss of clientele. Therefore, strict adherence to NEMT operation best practices is essential for the success and integrity of any NEMT service.

Regulatory Framework for NEMT Operations

The non-emergency medical transport (NEMT) sector operates within a complex regulatory framework of federal and state regulations. At the federal level, guidelines from the Centers for Medicare & Medicaid Services (CMS) significantly influence NEMT operations, especially for Medicaid services, including how much Medicaid pays for non-emergency transportation. States implement their own regulations, which can vary widely, adding another compliance layer for NEMT providers. Understanding these regulations is crucial for meeting legal and safety standards.

In addition to government regulations, accreditation bodies, like the Non-Emergency Medical Transportation Accreditation Commission (NEMTAC), establish industry standards. These organizations set criteria for transport services to ensure quality, safety, and efficiency. Accreditation enhances service credibility and provides a framework for continuous improvement, allowing NEMT providers to maintain high care standards.

To ensure compliance with various regulations, NEMT operators should adopt best practices such as regular staff training on regulatory changes, maintaining detailed operational records, and implementing quality assurance programs. Routine audits can identify areas for improvement and ensure adherence to all applicable standards. Prioritizing compliance helps NEMT providers meet regulatory requirements and enhance patient safety and service reliability.

Challenges in Meeting NEMT Standards

Non-emergency medical transport (NEMT) providers face several challenges in adhering to operation standards. A major issue is the complexity of regulatory requirements, which can vary significantly by state and payer, including Medicare transportation coverage. Navigating these regulations often requires dedicated resources and expertise that smaller operators may lack. Additionally, maintaining a trained workforce is challenging, as providers ensure that drivers and staff comply with safety and are trained in patient care standards.

To overcome these compliance challenges, NEMT providers can implement robust training programs focusing on regulatory knowledge and patient transport best practices. Regular audits and evaluations can help identify compliance gaps, allowing timely corrective actions. Leveraging technology, such as NEMT telematics, route optimization software, and electronic record-keeping, can streamline operations and maintain compliance with documentation requirements.

The NEMT regulatory landscape is continually evolving, influenced by changes in healthcare policies and the growing emphasis on patient-centered care. Providers must stay informed about these shifts to adapt their operations accordingly. Engaging with industry associations and participating in continuing education can equip NEMT providers with the knowledge and tools necessary to navigate this dynamic environment effectively.

Future of NEMT Standards and Innovations

The NEMT landscape is rapidly evolving, with emerging trends poised to redefine operational standards. One significant trend is the increasing emphasis on patient-centric care, prioritizing passenger comfort and needs. This shift drives NEMT providers to enhance training protocols and service delivery models, ensuring all personnel offer compassionate and dignified transport.

Technology plays a crucial role in this evolution, as innovations such as GPS tracking, mobile apps, dual-facing cameras with AI technology, and telematics help to enhance service standards. Integrating these technologies can improve operational efficiency, reduce wait times, and ensure prompt vehicle dispatch. Additionally, data analytics, including insights from the medical transportation load board, allows for better route planning and resource allocation, leading to more reliable service for passengers.

Looking ahead, we can expect changes in NEMT regulations and standards. As service demand grows, regulatory bodies may implement stricter guidelines to ensure safety, accessibility, and quality of care. These changes could include enhanced training requirements for drivers, more rigorous vehicle inspections, and a focus on integrating NEMT services within the broader healthcare system. Staying ahead of these trends and regulatory changes is essential for NEMT providers aiming to maintain compliance and deliver exceptional service.

Laying the Foundation: Why CTS Certification Is the Bedrock of NEMT Professionalism

By Joel Smith, NEMTAC Program Manager

As Non-Emergency Medical Transportation (NEMT) continues to grow in scope, complexity, and scrutiny, the importance of standardized, foundational training for drivers has never been more critical. This year, NEMTAC is undertaking a comprehensive update of its Certified Transport Specialist (CTS) course — an initiative that not only modernizes content but reinforces the role of certification as a vital tool for industry integrity.

The CTS curriculum — currently composed of 15 concise, highly targeted modules — is being rewritten to better meet the needs of today's NEMT providers. This update emphasizes real-world applicability, language accessibility (8th-grade reading level), and alignment with national best practices. Topics such as customer service, safety, HIPAA awareness, ADA compliance, and incident reporting are being reframed in the context of emerging technologies, evolving patient expectations, and rising regulatory demands.

But CTS is more than a training course. It represents a verified standard for what every NEMT driver should know before ever turning on the ignition.

In clinical healthcare and allied sectors, entry-level certification is a baseline expectation. From Certified Nursing Assistants (CNAs) to Emergency Medical Responders (EMRs), structured onboarding through verifiable certification not only ensures competence but sets a cultural tone: We are professionals, and we take this work seriously.

The same principle holds true for NEMT.

Certification does more than impart knowledge. It signals readiness, accountability, and a shared understanding of safety and service expectations across an industry that is often fragmented. For transportation providers, CTS offers a scalable training framework. For brokers and payers, it offers a benchmark of quality. And for passengers, it instills a level of confidence that the person transporting them is prepared — not just behind the wheel, but in every aspect of care and communication.

Other industries have long embraced this model. Consider how the pharmacy industry requires Pharmacy Technicians to be certified before handling medications, or how behavioral health techs are trained in de-escalation and client interaction. The message is consistent: professional standards begin at the point of entry.

As we revise the CTS program, we are doubling down on that truth. Our goal is not just to update modules, but to elevate the role of the NEMT driver as a trained, certified professional — an essential contributor to patient care and community access.

The updated CTS course will launch later this year, with options for online self-paced learning, agency-based implementation, and in-person instruction through certified trainers. Whether you're a solo operator or managing a fleet of 100 vehicles, CTS isn't just the first step — it's the right one.

Transforming Transportation Access: Accreditation in Action

By Joel Smith, Program Manager, Accreditation & Certification, NEMTAC

Non-emergency medical transportation (NEMT) sits at the intersection of healthcare access and logistics, and establishing trust within this space requires more than operational competence — it demands systematic accountability. That's why NEMTAC Accreditation is more than a credential — it's a transformative process rooted in broader healthcare quality models and academic evidence.

1. Accreditation as a Driver of Improvement

Healthcare literature consistently shows accreditation functions as a catalyst for performance enhancement. As noted in a study published in BMJ Open Quality, "Accreditation motivates change, improves safety culture, and strengthens internal process controls." Similar reviews confirm that accreditation enhances process integrity, safety culture, and operational quality . Recognizing this, NEMTAC's standards echo these principles—rigorous, data-driven, and structured to provoke continuous quality improvement in NEMT.

2. Cross-Industry Insights: Joint Commission, CAMTS & EDAC

Looking beyond hospitals, accreditation frameworks in related fields reinforce shared benefits:

- **Joint Commission** accreditation supports staff recruitment, organizational structure, and even easing regulatory compliance — some accredited hospitals avoid duplicate federal/state surveys

- **CAMTS** (Commission on Accreditation of Medical Transport Systems) audits full medical transport operations — from policies to patient safety. Its global reach showcases accreditation as a hallmark of reliable service

- **Evidence-Based Design (EDAC)** in healthcare facilities demonstrates how external accreditation helps integrate empirical research — like staff safety or patient outcomes — into practice

NEMTAC draws from these models, focusing on vehicle readiness, staff training, operational policies, and risk mitigation frameworks.

3. Tangible Benefits for Providers and Patients

Applying accreditation in real-world settings yields clear, measurable gains:

- **Operational consistency & risk management.** By following standardized processes and procedures—like JCI's SAFER™ Matrix—accredited providers reduce the variability that leads to patient mishaps.

- **Trust & payer recognition.** Just as NCQA-accredited health plans are rated higher and preferred by insurers, NEMT accreditation strengthens credibility with Medicaid agencies, brokers, and healthcare payers.

- **Staff development & engagement.** Healthcare accreditation fosters staff training and retention. Similarly, NEMTAC-aligned education protocols build workforce readiness—promoting culture, competence, and retention.

Providers like Handi Van, Reliant Transport, Navarre Corporation, Entrusted, and Aryv Inc are adopting accreditation to embed these strengths into their operations.

Building a Learning Organization

Accreditation is not a single event — it sparks a structured cycle of assessment, delivery, learning, and improvement. This mirrors the concept of a learning health system—where continuous evaluation and evidence integration are standard practice. NEMTAC Accreditation integrates performance data and feedback loops to build this kind of adaptive, data-informed organizational culture in NEMT.

Highlights in Action: Call the Car

"NEMTAC gave us a framework to strengthen our operations and measure success"— said Kurt Tomongin of Call the Car, a provider now featured in our recent YouTube spotlight. The full video showcases how structured evaluation — not merely compliance — reorients providers toward accountability, safety, and improved passenger experience.
This testimonial underscores accreditation's power — not as a static certificate, but as a living framework systems and staff actively work with and learn from.

Next Steps: Scale, Standardize, Share

NEMTAC continues to evolve: updating vehicle inspection, launching readiness protocols, and expanding digital engagement — including conference platforms like Transform 2025 — to highlight best practices and successful models.

A Call to Action:

1. **Reflect on academic parallels.** Just as hospitals and health systems benefit from accreditation, so can NEMT organizations — through safer operations, stronger cultures, and elevated trust.

2. **Approach accreditation as transformation.** The process is developmental, not just compliance-driven.

3. **Deploy shared standards across networks.** Collaborative accreditation helps scale quality and equity for all communities.

4. **Leveraging evidence in vehicle and staff readiness** builds safer outcomes and can reduce missed appointments and delays.

Conclusion

Accreditation is more than a badge — it is a systematic, validated, and evidence-driven pathway to elevate operations, safety, and patient trust. By anchoring in academic best practices and models from hospital, transport, and systems accreditation, NEMTAC empowers providers to pioneer a future where non-emergency medical transportation is not just a service — but a critical pillar of quality care.

NEMT Today is a quarterly digital publication available in the Winter, Spring, Summer, and Fall seasons, measuring 8.5" x 11" in a vertical format that offers an interactive reading experience. Our focus is on educational articles that cover various aspects of Non-Emergency Medical Transportation (NEMT), including business operations, industry trends, regulatory compliance, technology, and customer service. We welcome submissions that highlight these topics.

Submission Deadlines

Final copy for articles and advertisement is due on the following dates:

- Winter issue - January 1st
- Spring issue - April 1st
- Summer issue - July 1st
- Fall issue - October 1st

Each issue will be published approximately one month after the submission deadline.

Article Specifications:
- Furnish articles in Word files format
- 1000 word maximum or less preferred
- All articles must be submitted with author name and title
- All articles must be submitted with a title
- All articles must be submitted with a minimum of 1 photo relevant to the article
- Articles that heavily promote an organization will be considered sponsored content and the editor will contact you for approval and payment

Submit Article

Article Submission

NEMT Today provides an excellent opportunity to advertise and connect with key stakeholders, including NEMT providers and payers. As a magazine dedicated to showcasing best practices innovation, and developments within the medical transportation industry, advertising with us is an effective way to promote your brand and reach your target audience.

Ad Specifications
- Furnish press ready pdf files
- All fonts must be embedded, and all images must be 200dpi minimum (300 dpi preferred)
- All advertisement will be invoiced and payment must be received prior to edition publication
- Prices and Specifications listed below:

Description	Size/Specs	Price
Full Page Sponsored Content	Up to 1000 words	$1500
Full Page Ad	Bleed 8 3/8" x 11" Trim 7 7/8" x 10 ¾" Live Area 7" x 10"	$1500
Half Page Ad – Vertical	Vertical 3 3/8" x 10"	$750
Half Page Ad – Island	Island 4 5/8" x 7 3/8"	$750
Half Page Ad – Horizontal	Horizontal 7" x 4 7/8"	
Quarter Page Ad - Standard	Standard 3 3/8" x 4 7/8"	$500
Quarter Page Ad – Horizontal	Horizontal 4 7/8" x 3 3/8"	
Embedded Video Add on (only available with purchase of Full or Half page Ads)	Provide YouTube URL	$250

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Submit Advertisement

NEMTAC® ACCREDITED
NON EMERGENCY MEDICAL TRANSPORTATION ACCREDITATION COMMISSION®

The Board of Directors established a strategic alliance with **Professional Credentials Exchange** (ProCredEx), leading to the creation of a cutting-edge online platform that streamlines the credentialing process. This system has been in place for two years and continues to enhance efficiency, allowing organizations to assess their readiness before requesting an assessment survey. Currently, multiple organizations are actively pursuing accreditation through this platform. All **NEMTAC® Accreditations** remain valid for three (3) years from the date of award by the Board of Directors.

As part of the established process, applicants must submit a **$600 application fee** when applying. They have the flexibility to pay the accreditation fee either upfront or through monthly installments. This comprehensive fee provides full access to all services offered by **ProCredEx**. Accredited organizations are already fully integrated into the system, ensuring a seamless experience.

Accredited Organizations

Care aVan (AL) 10/6/2020-2023*
Call The Car (CA) 2/16/2021-2027**
Grove Transit (MS) 10/29/2021-2023*
AmeriCare Mobility Van (MN) 11/12/2021-2028**
Black and White Transportation (OH) 05/18/2022-2028**
Superior Shuttle (TX) 6/18/2022-2025*
M7 (CT) 3/21/2023-2026
Clear Choice Express (AZ) 3/21/2023-2026
Secure Medical Transport (KS) 3/21/2023-2026
Ride YourWay (MI) 5/18/2023-2026
360 Care + Transport (MO) 9/7/2023-2026
H&M Transport (VA) 8/23/2024-2027

Seeking Accreditation

Entrusted
Go Ride
Handi Van
HealthLift
Lift Assist
Navarre Corporation
Raider Ram, Inc. dba Reliant Transport
Aryv of Wisconsin, LLC
Better Care Alternative Corporation
Transportation on Demand, Inc.

Updated: 07/17/2025

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Each member serves in an individual capacity. Commitments include orientation, participation, confidentiality, and COI management

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