

# VHA–Uber Health Connect Initiative: Implementation Playbook

April 2024



# Table of Contents

<b><u>Section Title</u></b>	<b><u>Page Numbers</u></b>
<b>Background and Overview</b>	3 - 5
<b>Implementation Approach</b>	6 – 13
<b>Key Processes</b>	14 -17
<b>Data &amp; Reporting</b>	18 - 19
<b>Messaging &amp; Communications</b>	20 - 22
<b>Compilation of Lessons Learned</b>	23 - 24



# Background and Overview

# Introduction & Purpose

This playbook outlines the implementation approach, activities and documents used in the Veterans Health Administration (VHA)-Uber Health Connect (VUHC) program. This document can be used as a reference guide when launching Uber Health at future VA Medical Centers (VAMCs).

**Note:** *Since this document was developed in April 2024, it should be adjusted and updated based on lessons learned as the program scales. This playbook is intended to be dynamic.*

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## **OUTLINE IMPLEMENTATION APPROACH**

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Describes the general approach to implementation and steps taken to launch Uber Health at each VAMC

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## **FOUNDATION FOR FUTURE IMPLEMENTATION**

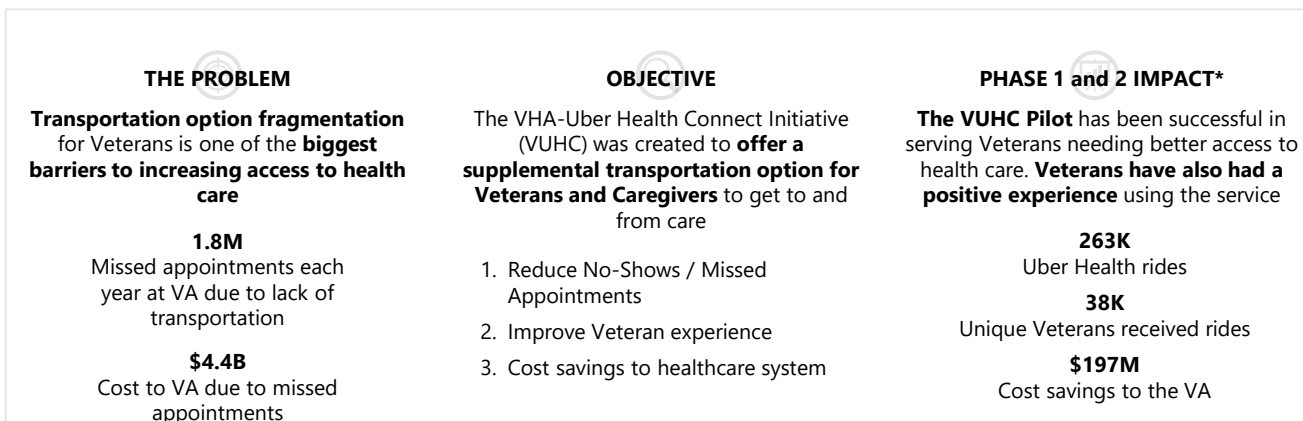
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Serves as a building block to scale the program at additional sites, as the process can be replicated and/or enhanced as needed

# Overview and Approach to Implementation

Transportation is an important hurdle to Veterans accessing healthcare. VHA's Innovation Ecosystem, the Veteran Transportation Program (VTP), and Uber Health have partnered to offer a supplemental transportation option for Veterans/Caregivers to get to/from care.

## VHA-Uber Health Connect Initiative Journey

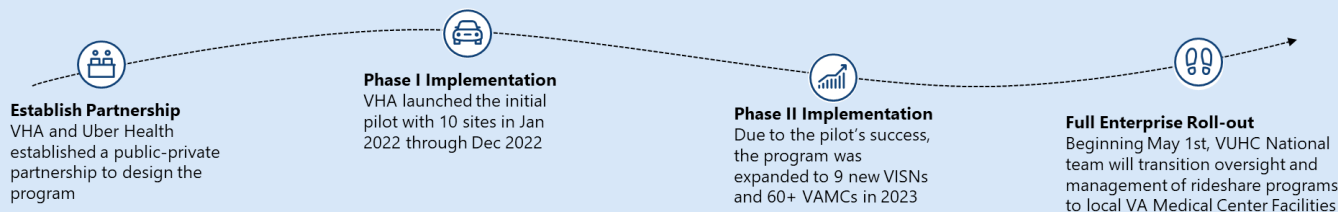


### VHA-UBER HEALTH CONNECT

Jan 2023 – Apr 2024

### VTP BT RIDESHARE SERVICES

May 2024 – Future



**Establish Partnership**  
VHA and Uber Health established a public-private partnership to design the program

**Phase I Implementation**  
VHA launched the initial pilot with 10 sites in Jan 2022 through Dec 2022

**Phase II Implementation**  
Due to the pilot's success, the program was expanded to 9 new VISNs and 60+ VAMCs in 2023

**Full Enterprise Roll-out**  
Beginning May 1st, VUHC National team will transition oversight and management of rideshare programs to local VA Medical Center Facilities



### FULL ENTERPRISE ROLL-OUT DETAILS

**Current VAMC Sites** will be responsible for manage day to day operations to include account startup procedures, verifying Veteran BT eligibility and consults, establishing and completing monthly billing and invoicing activities, coordinating and booking rides, and supporting any employee or Veteran related questions regarding the program.

**New VAMC Sites** that want to setup rideshare can go to VTP national SharePoint site to access set-up instructions, training materials and other program resources to begin a rideshare services program at their facility.

# Implementation Approach

# Site Launch Implementation Plan - Template

## Each VAMC site launch included four steps:

1. Pre-Launch Preparation
2. Executive Leadership Team (ELT) Presentation
3. Site Launch Training
4. Post-Launch Daily Huddle

## Sample One Month Launch Plan

	Mon	Tues	Wed	Thurs	Fri
Pre-Launch	<b>Pre-Launch Preparation:</b> VAMC Selection	<b>Pre-Launch Preparation:</b> VISN Leadership Briefing	<b>Pre-Launch Preparation:</b> Send Launch Readiness Checklist out to sites		
Week 1	<b>ELT Presentation and Site Launch Trainings</b> 9am – 12pm	<b>ELT Presentation and Site Launch Trainings</b> 9am – 12pm	<b>ELT Presentation and Site Launch Trainings</b> 9am – 12pm	<b>ELT Presentation and Site Launch Trainings</b> 9am – 12pm	<b>ELT Presentation and Site Launch Trainings</b> 9am – 12pm
Week 2 & 3	<b>Post-Launch Daily Huddle</b> 10-11am	<b>Post-Launch Daily Huddle</b> 10-11am	<b>Post-Launch Daily Huddle</b> 10-11am	<b>Post-Launch Daily Huddle</b> 10-11am	<b>Post-Launch Daily Huddle</b> 10-11am

# Pre-Launch Preparation




## Description

To ensure sites arrive prepared to the Uber Health (UH) Account Training, the Virtual Training, and the Site Launch sessions, please use the **site readiness checklist**. The checklist includes a detailed description of key forms and actions that sites must submit prior to each respective session.

## Logistics

- Send checklist to VAMC points of contact (POC) one week before UH Training;
- VAMC POC sends completed information 2 business days ahead of each respective session

## Launch Readiness Checklist

Step	Description	Completed
 <b>1. UH Account Training</b>	<ol style="list-style-type: none"> <li>1. Provide your completed W9 by COB on DD/MM. If Uber is not vendorized at your facility, provide W9 of UH and fill VA form 10091 VA to your fiscal contact</li> <li>2. Fill out the attached excel file with contact information for billing and invoicing , uber users list and PO# (see slide #3)</li> </ol>	<ol style="list-style-type: none"> <li>1. Yes/No</li> <li>2. Yes/No</li> </ol>
 <b>2. Virtual Training</b>	<ol style="list-style-type: none"> <li>1. Identify and invite Service Chiefs/stakeholders (Business Office, Community Care, Dialysis, Medicine (In-patient/Out-patient), Mental Health, Homeless Coordinator, Primary Care, Discharge Planning, Social Work, Emergency Department) and mobility and transportation staff for facility</li> <li>2. VAMC Mobility Manager confirm funds are obligated for the program by setting up a 1358 in VISTA</li> <li>3. After funds have been obligated, add a purchase order number in Excel file</li> <li>4. Confirm the LEAF training has been completed with transportation team, providers, and other VA staff that request rides</li> <li>5. Ensure the LEAF process includes drop down question for type of patient (Inpatient Discharges, Dialysis, Mental Health, Cancer Treatment, Community Care, Specialty Care, Primary Care, Emergency Care, Other)</li> </ol>	<ol style="list-style-type: none"> <li>1. Yes/No</li> <li>2. Yes/No</li> <li>3. Yes/No</li> <li>4. Yes/No</li> <li>5. Yes/No</li> </ol>
 <b>3. Site Launch</b>	<ol style="list-style-type: none"> <li>1. Invite key transportation staff that will be attending the respective scheduled sessions</li> <li>2. Send the Executive Assistant name of Executive Leadership team to set up ELT briefing COB on DD/MM</li> <li>3. Confirm ELT briefing date and time (30mins) with Genevieve</li> <li>4. Prepare a BT consult before launch at the facility and identify a Veteran for whom a ride can be booked</li> <li>5. Identify 1-3 locations that you would like to test Uber availability during the site visit</li> </ol>	<ol style="list-style-type: none"> <li>1. Yes/No</li> <li>2. Yes/No</li> <li>3. Yes/No</li> <li>4. Yes/No</li> <li>5. Yes/No</li> </ol>



# Executive Leadership Team (ELT) Presentation

## Description

This session is tailored to representatives from VAMC Executive Leadership Teams (ELTs) and used to discuss a high-level overview of the VUHC program including project timeline, milestones, and process.

## Logistics

- 30 minutes in duration
- In virtual environment, trainings are delivered via Microsoft Teams meeting
- 1-2 members of the support team's leadership should be in attendance
- VISN leadership and VAMC leadership should be involved in identifying invites

## Materials

- ✓ ELT Briefing Slides

## Pre-work

- Designate one team member to attend the ELT for introductions and be present for any questions from the respective VAMC ELT

## Day of Briefing

- Team representatives should plan to attend the briefing on time and remain engaged for the duration of the 30-minute session
- Provide an introduction including information on the team you represent and share words of support for the VUHC program launch
- Make note of leadership questions and feedback voiced during the ELT briefing session

## Post Briefing Activities

- Share any insights in the form of questions and feedback voiced by leadership during the ELT session to team members who will serve as facilitators for the following Virtual Site Launch Session. This will allow facilitators to anticipate any questions that may arise during the session and plan accordingly.
  - Questions and feedback received during these briefings may inform future messaging and communications materials needs

## Tips:

- While regular ELT presentations are not required, consider scheduling a kickoff call or sync with the leadership team to provide an overview of the initiative and spread awareness of the initiative across the facility leadership, clinical service lines, and staff in the facility.



# Site Launch Training

## Description

This interactive session is designed to be a hands-on learning opportunity where VAMC Mobility Teams interact directly with LEAF and the Uber Health dashboard to officially book a ride for a BT eligible Veteran.

## Logistics

- 3-hour duration (2 x 10-minute breaks included)
- In virtual environment, site launch sessions are delivered via Microsoft Teams meeting

## Materials

- ✓ Virtual Site Launch Session Slide Deck

## Pre-work

- Confirm with VAMC site that an eligible BT consult has been identified for the live ride-booking demonstration
- Review site checklist and ensure that the VAMC site has completed all steps and submitted all necessary information to the VUHC lead
- Confirm LEAF demonstration facilitators will be present during the training time block
- Designate one support team member to capture questions and feedback from attendees

## Day of Launch

- Aim to join sessions 5 – 10 minutes early and begin taking attendance
- Record a high-level summary of first ride booking, including details such as: length, appointment type, Veteran or facility feedback on first ride. This information can be used in future briefings and reports as testimonials.

## Post Launch Activities

- Review session notes for FAQs and update repository accordingly
- Circulate attendee feedback to support team for awareness and potential action

## Tips:

- Allocate time to include a demonstration of ride-booking for sites with greater rural presence to address concerns over usability. Allow Mobility Managers to test ride-booking in 2-3 areas of interest.
- Meeting in person as a group to complete the training as a team can be helpful. Consider including the facility leadership team, clinical service lines and transportation staff to complete training together as a team.



# Post-Launch Huddles

## Description

Huddles are designed to provide VAMCs with ongoing support. During this time, sites share updates on ride totals, what is going well, areas of improvement.

## Logistics

- 1-hour long huddles conducted daily for the initial 2 weeks post-launch, then transitioned to a monthly occurrence
- In virtual environment, site launch sessions are delivered via Microsoft Teams meeting

## Materials

- ✓ Virtual Site Huddle Slide Template
- ✓ Virtual Site Huddle Summary Template

## Pre-work

- Designate at least one team member to attend the huddle to answer questions, collect feedback, and offer support as needed
- Send the slides each morning before the huddle to confirm the agenda and any general updates that should be included ahead of the session

## Day of Huddle

- Team representatives should plan to attend the huddle on time and remain engaged for the duration of the 60-minute session
- Representative leading the huddle should plan to share their screen and annotate the slides as live updates are given

## Post Huddle Activities

- Save and share each huddle slide deck with the team to track feedback, outcomes, issues, and questions
- Pull common questions received during huddles into the FAQ document
- Track and follow up on action items at the site huddle

## Tips:

- To make efficient use of time, create a set of recurring questions that will be consistently used to collect feedback from each site. (Ex. Updated ride totals, what is working well, what could be improved)
- Designate one VAMC lead who will provide the daily update at the site huddle to create a centralized POC

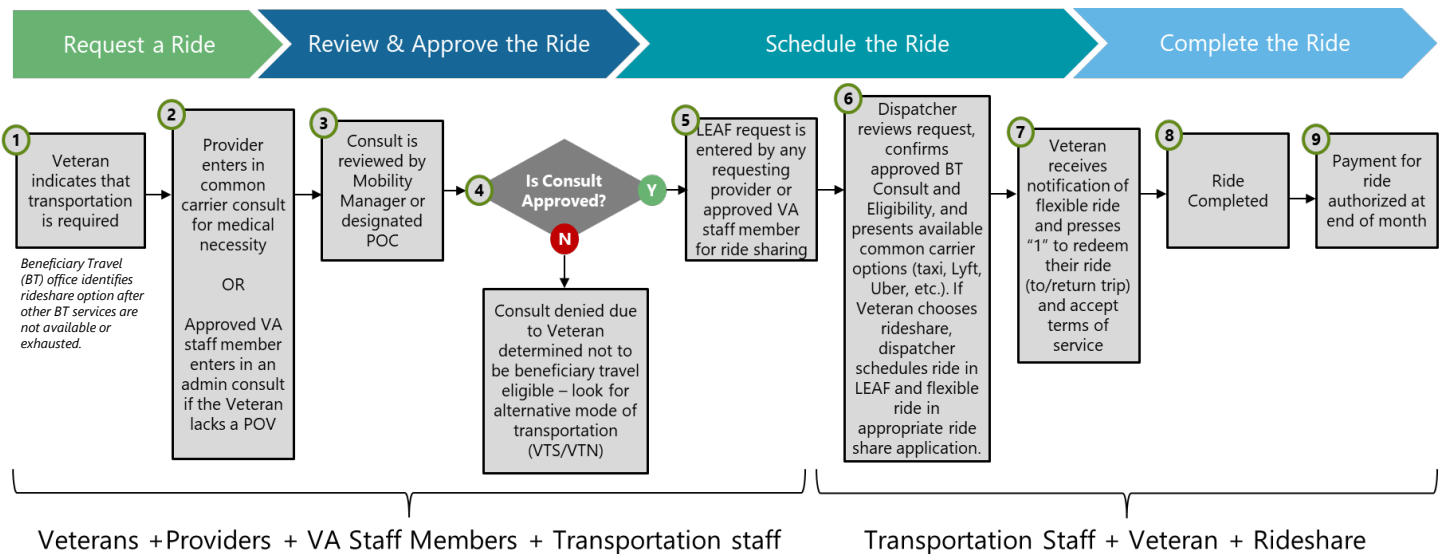


# Key Processes

# Ride Sharing Process

The following are the process and steps that a facility and Veteran would take to request, review/approve, schedule and complete a common carrier transportation (ride sharing) service with the program.

**Note:** This process flow should be regularly updated to capture current information



**Tips:**

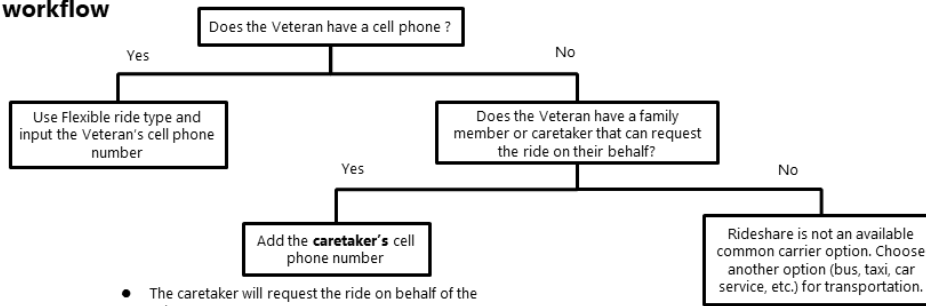
Identify several examples of eligible Veterans who would serve as good candidates for using ride-sharing services offered by ride sharing services. These illustrative examples will provide facilities with a better understanding of how ride-sharing can be leveraged at their VAMC.



# Flexible Rides Overview and FAQ

Pre-set the pickup/drop-off destinations and select a 24-hour window. The Veteran will need a cell phone for this option, and will need to reply to a text message to redeem the ride

## Flexible ride workflow



- The caretaker will request the ride on behalf of the veteran
- The caretaker will be responsible for responding to the uber SMS message and calling the Veteran to let them know the details of the ride (time, date, car make model, driver's name, car license plate number etc)

*\*\*Please note: The caretaker must be physically with the Veteran.*

Proprietary + Confidential

Question	Answer
Is the Veteran required to have a cell phone to receive a flexible ride?	Yes, the Veteran is required to have a cell phone because they will have to accept the terms of service between the ride share vendor and Veteran and then press 1 to request their ride from the ride share vendor directly. The Veteran's caretaker may also help request the ride on the Veteran's behalf.
Can a caretaker confirm the ride for the Veteran?	Yes, caregivers, caretakers, or family members can receive ride information and confirm the ride on behalf of the Veterans.
How far in advance can a flexible ride be scheduled?	Flexible rides can be scheduled up to 30 calendar days in advance.
How is a flexible ride scheduled?	The Veteran will receive a text message with the trip details and a link to terms (sent immediately after ride is booked). If coordinating in advance, the Veteran will receive reminders for their upcoming ride. The Veteran will need to respond to this SMS to redeem the ride within the scheduled 24-hour period.
How is a roundtrip flexible ride scheduled?	The Veteran will receive a text message with the trip details and a number to reply to redeem the ride over the 24-hour period. For the first leg, the Veteran will press 1, and then after their medical appointment and when they are ready to depart the facility, press 2 for the second leg of the trip. Please note a Veteran cannot accept the 2 <sup>nd</sup> leg of the trip until after the 1 <sup>st</sup> leg of the trip has been completed.
Can return rides be guaranteed by the ride share vendor?	No. All ride share rides are subject to driver availability in the area. If available, please reference the ride share heat maps for your local area to see where the highest network and reliability of drivers are located. Note: some rural areas make have low driver availability.
Is there an app that Veterans can use to request their ride?	No, there is no app. Veterans must contact their local facility to request a rideshare ride.
How can Veterans opt back in to receive text messages from the ride share vendor?	If a Veteran would like to opt back in to text messages from the ride share vendor or is having trouble receiving text messages, please have them try to restart the messaging service by texting "Start" to the ride share vendor number.

# LEAF Process

## Overview

The Light Electronic Action Framework (LEAF) is a VA-developed web application that helps VA facilities rapidly digitize existing processes to get better services to Veterans faster by digitally streamlining day-to-day processes. By digitizing paper-based forms, LEAF empowers any VA user to streamline business activities, increase transparency, and enable real-time data and status tracking.

LEAF is critical tool leveraged in the following ways:

- Submitting and scheduling ride requests
- Tracking key data related to Veteran transportation
- Cross-referencing data with ride trip CSVs available in the Uber Health dashboard for any discrepancies
- Compiling ride reports and metrics that will inform KPIs

## Key Benefits of LEAF

- LEAF allows facilities to **more effectively manage travel** with reviewing, approving, scheduling and closing out transportation requests as well as with back-end reporting and metrics
- LEAF **automates and captures several transport workflow request details** (e.g., BT consult approval, does patient need escort, appointment date/time, pick-up time, drop-off time, locations for rides)

## Tips:

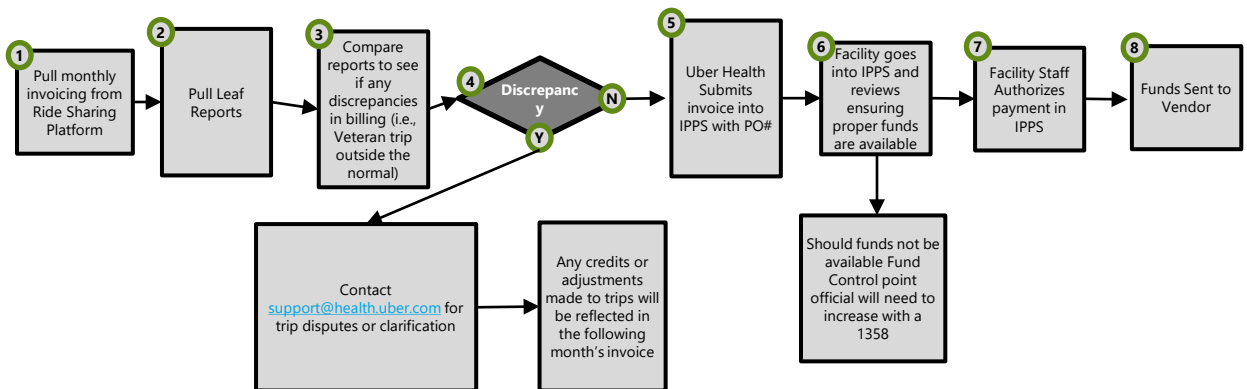
- If your VAMC has not interfaced with LEAF prior to the program it will be important to understand the platform and as LEAF is integrated into your workflows
- Include a live demonstration of ride-booking using LEAF during the trainings, launch sessions, and huddles (as needed) to help with onboarding



# Billing and Invoicing Process

The following diagram documents the process and steps that a facility would take to review and approve monthly invoicing reports, submit invoices into IPPS, and authorize payments.

Regular monthly billing & invoicing is essential for program operations.



## Tips:

- Work with individual VAMCs to identify pain points in the billing and invoicing process and work to implement improvements to address these
- Request VAMCs to regularly review monthly invoicing reports to catch any report discrepancies and encourage Mobility Managers to reach out to the Uber Health support team to address these immediately





# Data & Reporting

# Data & Reporting

Three reporting mechanisms measure program success. In addition to the one-time surveys, the dashboard is updated on a recurring basis by the VTP National Team.

## DATA COLLECTION TOOLS

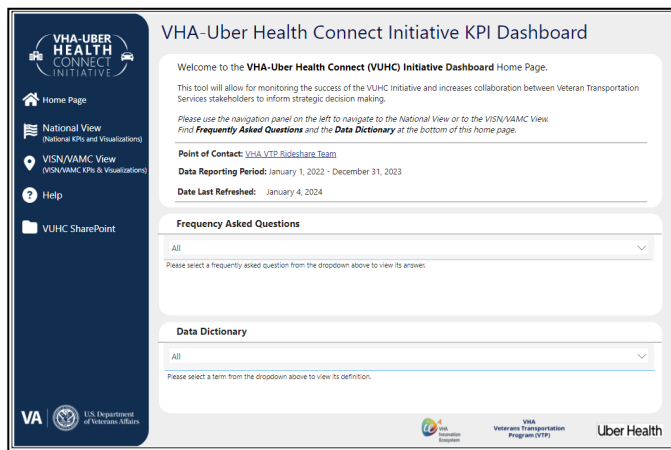
### Program Monitoring & Reporting

- **Overview:** The dashboard visualizes the data reported by the Rideshare Vendor Reporting system dashboard. It aims to foster data-informed decision-making and improve understanding of the effectiveness and success of the program.
- **Owner:** VTP
- **Audience:** VTP, VAMC, and VISN leadership, Mobility Managers, and transportation coordinators.

## KPIs

*KPIs this tool reports on include:*

- Total rides completed,
- Veterans served,
- Number of unique Veterans participating in program
- Total Spend and Estimated Cost savings
- Number of Missed Appointments avoided and Bed Days saved



### Veteran Experience and Employee Experience Surveys

- The Veteran Experience Survey measured overall Veteran experience with special mode transportation and ridesharing, this was only distributed during Phase 1 of the pilot.
- The Employee Experience Survey aimed to capture ongoing employee feedback on the pilot.

*Veteran Experience Survey (Phase 1)*

- Safety
- Accessibility
- Time Savings
- Provider Communications
- Customer Satisfaction

*Employee Experience Survey (Phase 2)*

- Process flow and efficiency
- Usability
- Adoption
- Productivity
- Recommendation for Expansion

# **Messaging & Communications**

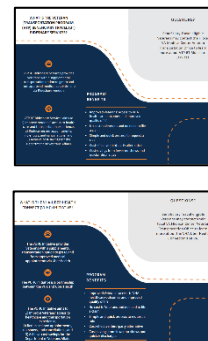
# Messaging & Communications

Multiple communications materials were developed for the program. Their purpose, intended audience, and distribution channels are shown below.

## Brochure

The brochure provides an overview of the program, eligibility, and FAQs

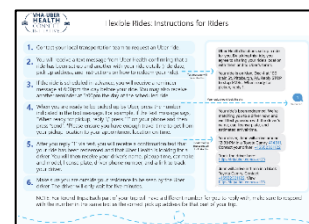
- **Audience:** VAMC staff participating in program as well as potential riders
- **Distribution:** This is available on the VA Teams site and can be accessed at any time



## Ridership Card

The Ridership Card is a tool to be distributed to Veterans to help navigate the flexible ride process.

- **Audience:** Veterans
- **Distribution:** This is available on the VA Teams site and can be accessed at any time



## Online Resources

Online resources include the VUHC Website and internal SharePoint.

- **Audience:** VAMC mobility teams
- **Distribution:** The website is publicly available. The SharePoint is available to VA Staff.
- **Website Link:** [VHA-Uber Health Connect Initiative \(va.gov\)](https://www.va.gov/vuhc/)



# Quarterly VISN Executive Leadership Committee (ELC) Briefing

It is recommended that the team hold a quarterly briefing with the VA leadership team to provide updates on program progress. A slide template has been developed for this briefing, but it will need to be populated and adjusted.

## Materials

- Quarterly Leadership Briefing Template

## Pre-work

- Confirm audience and tailor slide template and messaging as needed
- Populate the slide template with the latest data from Rideshare Services Vendor, customer experience survey, and the employee experience survey

## Day of Briefing

- Aim to join sessions 5 – 10 minutes early and begin taking attendance
- Provide brief introductions at the beginning of the session
- Walk-through briefing content
  - Allow time at the end of each key section for attendees to ask questions
  - Refer to back-up slides if additional reference materials are needed for discussion

## Post Launch Activities

- Track and follow up on action items from the briefing
- Collect feedback and identify any lessons learned
- Send slides to participating VAMC ELT members afterwards for reference

### Tips:

- While not required, consider scheduling regular briefings with to spread awareness of the initiative across the facility leadership, clinical service lines, and staff in the facility.
- Gain greater understanding on audience, purpose, and time allocated for the quarterly leadership briefing. These factors will govern how many slides can feasibly be covered and what content should be included or tailored to meet the purpose
- Consider including a section to spotlight high performing VAMCs and request the Mobility Team to share success stories and promising practices with others



# **Compilation of Lessons Learned**

# Compilation of Lessons Learned

The following includes an overview of issues that arose in the past and potential solutions. These problems have since been addressed in the Uber Health Connect initiative but could potentially arise with other Ridesharing Services Vendors.

Problem	Problem Statement	Mitigation/Solution
Minimal Participation	The facilities that did not actively participate in monthly mobility manager meetings, office hours and other training modalities saw lower volume of rides and cost savings and challenges with program scaling and sustainment in the VUHC Initiative when compared to their peer facilities.	Motivate the sites by highlighting the benefit that can be achieved with some upfront training and continued engagement and support on a reoccurring basis.
Driver Cancellations	Around 10% of all booked rides are cancelled. This can cause delays, stand Veterans, and strain resources.	Understand trends and patterns around cancellations when scheduling rides. This can be accomplished by keeping a rides cancelled log that tracks when cancellations occurred. For rides that may be cancelled, it is a good idea to have a contingency plan such as removing a rider that consistently misses rides or look at other modes of transportation if the issue is availability of drivers in a rural area
Maintaining VISN and VAMC level POCs	The mobility manager and billing and invoicing position experience high turnover. This can make it difficult to maintain points of contact for outreach and requires retraining.	Establish a champion at the VISN level who is tracking is tracking employee turnover, and who will notify you of any new changes.

# Compilation of Lessons Learned

Problem	Problem Statement	Mitigation/Solution
Whitelisting Emails	<p>Certain email accounts may be encountering issues with being blocked by the VA firewall. This could potentially disrupt communication and workflow as important emails may not be received. The root cause of this could be security measures in place to prevent spam or malicious content from entering the network.</p>	<p>A large-scale resolution for this issue involves engaging with VA IT by submitting a <a href="#">ticket</a>. This would allow the IT department to investigate the problem, possibly adjust the firewall settings, or whitelist the blocked email accounts, thereby ensuring important communications are not hindered. On an individual level, the "trusted sender" functionality in Outlook can be used. This feature allows users to manually specify trusted email accounts, which the system then recognizes and allows through, even if they would have been blocked otherwise</p>
Overdue Billing	<p>The problem at hand revolves around the significant number of overdue Uber invoices. This issue could be due to a lack of understanding of the billing process or simply forgetfulness on the part of those responsible for handling the invoices. The high number of overdue invoices could lead to financial discrepancies, strained relations with Uber, and suspended accounts.</p>	<p>The solution implemented involved two key strategies. The first was conducting two office hour sessions to go over the billing process. This educational initiative ensured that everyone handling the invoices has a clear understanding of the process, reducing the potential for errors or oversights. The second strategy was the implementation of reminders on the 10th and 20th of each month. These reminders serve as a nudge to prompt those responsible for the invoices to handle them promptly, reducing the likelihood of them being overlooked or forgotten. Mobility Managers should check the admin dashboard (<a href="https://business.uber.com">business.uber.com</a>) for application of payments and to email <a href="mailto:remittance@uber.com">remittance@uber.com</a> and b2b-collections with their Payment Number (bank reference# for bank transfer or check#), Payment Total Amount (each payment should total the Month's Billing Total in the statement) and Statement Number (you can find the 6 digit statement # in the top right corner of the invoice)</p>



# Compilation of Lessons Learned

Problem	Problem Statement	Mitigation/Solution
PO# Turnover	<p>The issue revolves around the turnover of Purchase Order numbers (PO#s) at the beginning of each financial year. This could potentially lead to mismanagement of new PO#s, impacting Uber's ability to bill each site. The challenge is to capture and manage these new PO#s efficiently and accurately before the start of a new PO#.</p>	<p>One suggested method to address this issue is by creating a spreadsheet on SharePoint. This would enable capture and tracking of new PO#s as they are generated at the start of the financial year, and ensuring all relevant parties have access to the updated information.</p>
VA SharePoint and Survey Access	<p>The concern here is related to sharing documents hosted on SharePoint within the VA. When these documents are shared, it's important to ensure that the right people can access them, but at the same time, security and privacy of the documents should be maintained. Selecting the correct document permission can be a challenge, especially when trying to balance accessibility and security.</p>	<p>One way to address this issue is by setting the document permission to 'Access with link'. This allows any person in the VA who has the link to access the document. This is a practical method to ensure that the document is accessible to all relevant parties within the VA, without having to individually assign permissions.</p>
"Missing" and "Other" Data Types	<p>The problem here pertains to the management of individual Uber Dashboards across various sites. Each site has a unique dashboard, and sometimes, certain data fields may be missing. This could potentially hinder the smooth operation and monitoring of Uber services at these sites.</p>	<p>The recommended solution involves adjusting the data field selections for each specific site. If certain data fields are missing, they may have to be manually activated or "turned on." Furthermore, if an 'Other' selection needs to be removed, the most common items that fall into 'other' should be captured first. These items should then be replaced in the data selection, effectively eliminating the 'Other' category.</p>

# Compilation of Lessons Learned

Problem	Problem Statement	Mitigation/Solution
Multiple Points of Entry at VAMCs	Multiple points of entry at many VAMCs led to cancellation fees and frustrated Veterans.	Install signage to reduce missed rides and cancellation fees while providing a better experience for Veterans.
Pick-up/ Drop-off Location	Navigating a large VAMC campus can be confusing for Uber drivers resulting in Veterans being dropped off at the wrong location.	Include notes to drivers to help guide drivers to the correct pick-up location, use physical signage, create smart pick-ups
Driver Availability in Rural Areas	Uber drivers tend to be concentrated in more populous areas. This can be challenging when booking rides to and from Veterans that live in low trafficked or rural areas.	Uber provides resources such as zip-code based heat maps and a reliability predictor tool that help mobility managers make a more informed decision when deciding which form of transportation to use with a Veteran.
Technology Literacy	VTP requires that Veterans are able to use a mobile phone to redeem flexible rides setup through Uber's Dashboard interface. Some of the older Veteran population either does not have a cell phone, or struggles with the technology, impeding their ability to redeem flexible rides.	Consider using the rider card distributed by the VUHC leadership team or developing your own ridership card which can be printed and distributed to Veterans. These cards provide a step-by-step process for redeeming a ride. In addition, you can provide a quick one-on-one lesson the next time the Veteran is at your facility

## Compilation of Lessons Learned

Problem	Problem Statement	Mitigation/Solution
Effective use of Uber's Dashboard	Uber's Dashboard has many features which can make a transportation coordinator's workflow more efficient. Using the dashboard to it's full potential will improve outcomes.	The transportation team should use the "Needs Attention Feature," which prioritizes trips with issues and makes it easier for the team to track. The team should also use the "Member Management Feature" to upload Veteran rosters and maintain Veteran profiles. Mobility Managers to request support directly from the Uber health dashboard regarding any trip specific issues such as driver cancellations
Items left in Uber	If a Veteran forgets a personal item in their Uber, it is important to take the correct steps to have the best possibility of the lost item being returned.	Leverage Uber's "Lost Items Tool" to connect directly with drivers if a Veteran leaves something in the vehicle.
Phone Communications	Communicating individually with each Veteran can be a laborious task.	Use Uber SMS and Automated calling features. Inform Veterans that the driver may call them from a 1800 number when arriving. This call may appear as spam. A Mobility Manager script was also drafted to explain the Program and the rideshare process to the Veterans.

# Compilation of Lessons Learned

Problem	Problem Statement	Mitigation/Solution
Reliance on existing systems	The ride set up and billing processes rely on existing systems and processes, such as beneficiary travel (common carrier) consults, LEAF, and IPPS. at sites before training & launch.	Baseline readiness assessments should gauge current use and familiarity with these tools
Recreating trips for routine users	The transportation team was recreating trips for routine users and needed a way to streamline the booking process by saving Veteran profiles.	The Member Management feature allows Mobility Managers to create Veteran profiles and view rider details directly from the ridesharing dashboard. It has streamlined the process of re-booking Veterans by reducing the amount of time staff needed to create new trips.

## Additional Resources

Name	Description
Site Launch Training Deck	A slide deck to help new sites launch the program
Final Report	KPI and Data reporting for the pilot (Jan '22 – Mar '24)
Compilation Report	A summary of the pilot's activities
Ridesharing Services Power BI Dashboard	An interactive dashboard which allows users to query data and KPIs associated with participating sites
SharePoint	The program's SharePoint is a directory of important resources.
Website	Public facing website describing program details
Brochure	Introductory brochure for virtual or physical distribution
VTP BT Rideshare Services Instructions for Riders: Uber Flexible Rider	Instructions specific to new riders