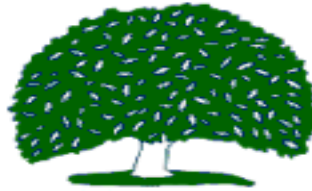


**ASSESSMENT
OF
NON-EMERGENCY MEDICAL TRANSPORTATION
IN
UPPER LITCHFIELD COUNTY**



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FUNDED BY THE FOUNDATION FOR COMMUNITY HEALTH

PREPARED BY HOLT, WEXLER & FARNAM, LLP



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EXECUTIVE SUMMARY

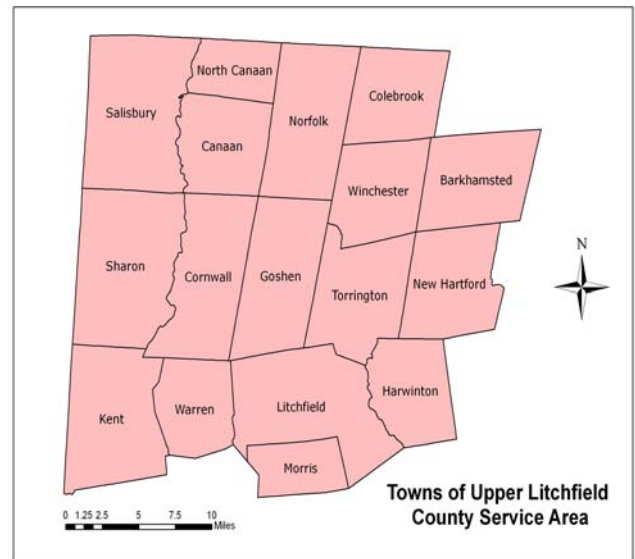
The Connecticut Office of Rural Health (CT-ORH) commissioned an assessment of non-emergency medical transportation (NEMT) in upper Litchfield County as a next step to its 2006 *"Rural Health in Connecticut: Challenges and Opportunities"* report.

NEMT services get residents (patients) to and from medical care for non life-threatening circumstances. Examples of health services include primary care, specialty care, dental care, behavioral health services, and pharmacy services. This assessment examines NEMT services available within a seventeen (17) town area referred to as "upper Litchfield County."

CT-ORH staff assembled a NEMT Advisory Group. Advisory Group Members were selected because of their knowledge of or involvement with NEMT issues as well as their availability. The Advisory Group set parameters for the study, reviewed data and offered recommendations and next steps to advance NEMT services. Data reviewed by the Advisory Group included:

- Demographic information
- Transportation infrastructure and NEMT provider profiles

Towns in Upper Litchfield County NEMT Study



- Impressions from Chief Elected Officials
- Impressions from healthcare providers such as physicians and social workers, as well as an inventory of third-party payers
- NEMT requests to Emergency Medical Services within the EMS Network
- NEMT Funding resources
- Other rural transportation models
- Other anecdotal information shared during Advisory Group discussions



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Themes Emerging from the Data

- By 2030, nearly 4 out of 10 residents of upper Litchfield County will be over 65 years of age - increasing the potential need for and use of NEMT services
- 6.8% of households in upper Litchfield County do not own or have access to an automobile
- Nineteen (19) transportation providers offer NEMT services to residents living in the study area; services are configured in an “opportunistic” or “patchwork” configuration
- Two (2) high need NEMT concentrations areas exist. The cluster areas are Sharon, Salisbury and North Canaan; and Winchester, Torrington and Litchfield. These clusters hold high concentrations of healthcare services
- Multiple funding sources support services; each funding source uses specific eligibility requirements
- Transportation costs such as gas prices increase faster than adjustments by funding sources – limiting services
- Residents lack information about NEMT transportation services; tend to access NEMT less frequently due to self-sufficient mentality; and prefer more

discrete options that resemble a car service (v. chair lift vans)

- Providers and community leaders express willingness to explore multi-town transportation solutions, especially approaches that build on existing investments

Next Steps in Advancing NEMT

- Continue the NEMT dialogue by convening leaders and NEMT experts
- Explore the feasibility and benefits of re-configuring existing resources and/or services to operate a regional or multi-town: a) call center; b) ride broker; and/or c) transportation coordinator
- Coordinate NEMT marketing and public awareness efforts including web pages, newsletters, mailings, and conferences
- Monitor and re-assess in three years advances in NEMT service approaches, NEMT funding levels, and changes in demand and need for NEMT services (e.g., change in health indicators)

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PURPOSE OF THE STUDY

The Connecticut Office of Rural Health (CT-ORH) promotes the health of persons living in rural Connecticut.¹ In June 2006, CT-ORH published a report titled, "*Rural Health in Connecticut: Challenges and Opportunities.*" The 2006 report told the story of rural health in Connecticut, and provided data and tools that local healthcare providers, administrative bodies and coalitions could use to address health issues affecting Connecticut.

The 2006 report identified *cost* and *transportation* as two factors limiting access to the healthcare system. One recommendation originating from the 2006 report encouraged CT-ORH to foster collaborative efforts that address human services transportation needs.

What is Non-Emergency Medical Transportation (NEMT)?

NEMT refers to transportation services that help residents (patients) get to and from medical care for non life-threatening circumstances such as primary care; specialty care; dental care; behavioral health services; and pharmacy services.

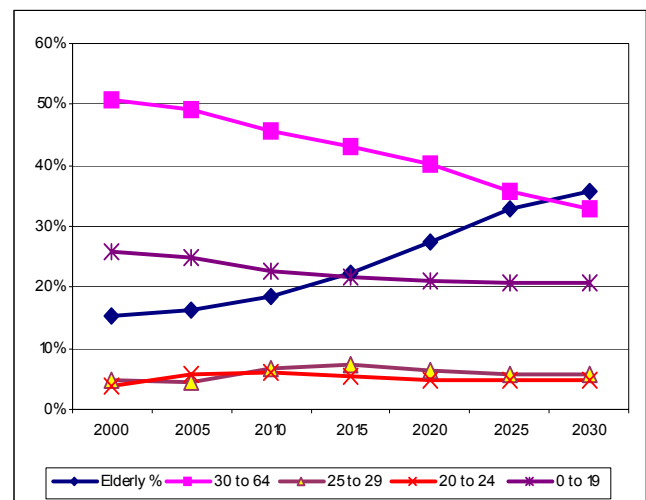
In response, CT-ORH secured a grant from the Foundation for Community Health to assess NEMT services available

¹ Refer to **Appendix A** for more information about CT-ORH or visit www.ruralhealthct.org.

to residence living in upper Litchfield County. Selected data points illustrate the importance of and rationale for the NEMT assessment:

- **Aging Population.** **Figure A.1** shows that by 2030 Litchfield County residents over age 65 will double in size (to nearly 4 out of 10 residents) and place more potential demands on the NEMT resources².

Figure A.1 Shifts in Demographics 2000 – 2030
Source: CT Data Center



- **Quality of life.** Simply stated, "if you haven't got your health, then you haven't got anything."
- **Prevention costs less.** The 2006 report (page 49) stated that

² The following town projections are classified as preliminary as SDE data remains outstanding: Canaan, Colebrook, Cornwall, Harwinton, Kent, Litchfield, Morris, New Hartford, Norfolk, North Canaan, Salisbury, and Sharon



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individuals with limited transportation access to primary care and medical specialists often wait until their condition worsens forcing them to visit emergency departments.

At the very least, the NEMT assessment describes the existing conditions related to the supply and demand for NEMT services. Ideally, the NEMT assessment report creates an opportunity for leaders, providers, and funders to develop short- and long-term strategies for monitoring and adjusting how NEMT services support access to healthcare and promote quality of life.

METHODOLOGY

NEMT Advisory Group. CT-ORH staff assembled a NEMT Advisory Group. Advisory Group members were selected on the basis of their knowledge of or involvement with NEMT issues.³ The NEMT Advisory Group met three times:

- Meeting 1 – to discuss the scope of the study and support data collection

- Meeting 2 - to discuss transportation models used in other rural areas
- Meeting 3 - to review the findings and provide input for recommendations and next steps

The consulting firm of Holt, Wexler & Farnam, LLP completed technical data collection, analysis, and report writing tasks, and assisted the Advisory Group.

Study Area. The study area included 17 towns in “upper Litchfield County”⁴: Barkhamsted, Canaan, Colebrook, Cornwall, Goshen, Harwinton, Kent, Litchfield, Morris, New Hartford, Norfolk, North Canaan, Salisbury, Sharon, Torrington, Warren, and Winchester.

The NEMT study area covers 674.61 square miles, and holds a total population of 94,098 residents (36.2% of Litchfield County). **Map A.1** and **Map A.2** show the 17 towns comprising upper Litchfield County⁵ and included in the NEMT study.

³ Refer to **Appendix B** for a list of NEMT Advisory Group Members and their affiliations.

⁴ The Advisory Group decided to focus data collection in Connecticut (and did not include New York State).

⁵ Thirty-one (31) towns comprise Litchfield County. A variety of non-emergency transportation providers define their service areas using differing geographic parameters within the region.



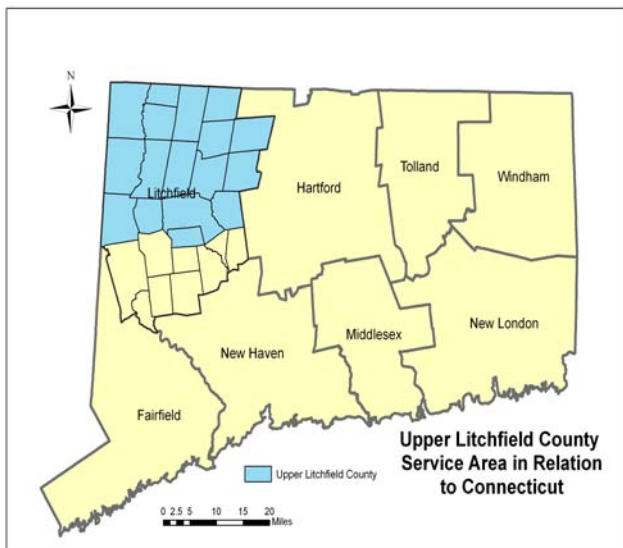
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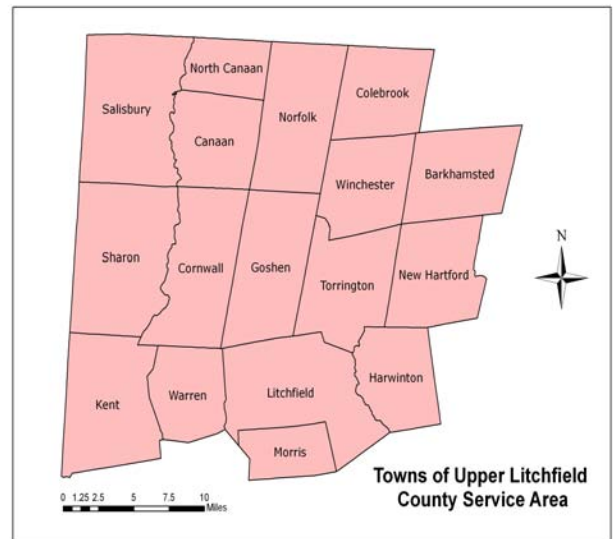
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Map A.1 Upper Litchfield County Locator Map



Map A.2 Isolation Map of Towns in NEMT Study



Data Collection. The NEMT Advisory Group identified six (6) sets of data relevant to understanding NEMT services in upper Litchfield County:

- Demographic information
- Transportation infrastructure and NEMT provider profiles (gathered through telephone interviews)
- Impressions from Chief Elected Officials (gathered primarily through telephone interviews)
- Impressions of healthcare providers such as physicians and social workers, as well as an inventory of third-party payers (gathered through telephone interviews)

- NEMT requests to Emergency Medical Services (gathered via interviews within the EMS Network)
- Funding resources supporting NEMT services

Additionally, consultants compiled other relevant studies and collected information about successful, innovative models from other areas.

Limitations. The study did not survey NEMT service users and did not include New York-based transportation and/or healthcare services used by Connecticut residents.⁶

⁶ Rider data in referenced herein originates from a 2006 rider survey completed by the NWCTD. Refer to Appendix I for survey findings.



FINDINGS

Population Demographics. Table

A.1 (Appendix C) shows town-by-town population characteristics for upper Litchfield County. The selected data sets provide insight about the populations most likely to use NEMT. Highlights of Table A.1 include:

- 16.2% of residents (or 15,259) are 65 years or older compared to 13.8% statewide. **Figure A. 1 (page 1)** shows how the projection approaches nearly 40% in 2030.

Mobility Characteristics of Older Americans⁷

- 27% of people over 75 do not drive
- Older people who do not drive take three times fewer trips-taking on average only two trips per week compared to seven per week of those who drive
- 23% of non drivers take existing public transit or a transportation service offered by a nonprofit organization
- 50% of non drivers cannot walk to the nearest bus stop.
- 5.6% of residents (or 5,146) live below the federal poverty level compared with 7.9% statewide. 17.5% of residents (16,141) live at

⁷ Schlossberg, Marc. "The Future of Human Service Transportation: A Coordinated Approach." April 1999. Unpublished.

200% below federal poverty level compared with 19.3% statewide.

- The average number of Medicaid recipients during Fiscal Year 2006 equaled 9,955 with an additional 667 benefiting from State Administered General Assistance.
- 6.8% (or 2,604) of occupied housing units were not linked to automobile access compared to 9.57% statewide.

Two clusters of towns emerge with higher actual numbers and/or concentrations of residents most likely to need NEMT services:⁸

- Sharon, Salisbury and North Canaan
- Winchester, Torrington, and Litchfield

Identification of these towns (and/or clusters) does not negate the existence of need for NEMT in other towns. The clusters, however, provide a reference point for reviewing and interpreting other data sets.

⁸ Refer to Map A. 3 (**Appendix D**) for the town clusters with higher actual numbers and/or concentrations of residents.



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Transportation Infrastructure and NEMT Service Provider Profiles.

Four (4) major transportation arteries traverse upper Litchfield County and provide direct routes for NEMT services in the region. These arteries connect upper Litchfield County to cities outside the region (i.e., Hartford and Waterbury) and to the border states of Massachusetts and New York. The arteries include:⁹

- US HWY 44 (East/West)
- US HWY 7 (North/South)
- US HWY 202 (Northeast/Southwest)
- CT Route 8 (North/South)

No major US Interstate passes through upper Litchfield County. Only one town (Warren) is isolated from the four (4) transportation arteries. All other towns in upper Litchfield County contain at least one major highway or route (offering transportation providers more direct access to healthcare services).

Except for Torrington (classified as micro metropolitan), each town within the

NEMT study area is considered rural.¹⁰ Typically, rural areas offer fewer NEMT services than their urban or suburban counterparts.

Public and non-profit organizations deliver NEMT services to upper Litchfield County residents. **Table A. 2 (Appendix F)** summarizes these NEMT service providers. The information is organized by provider type such as public, quasi-public, private for-profit, non-profit, and volunteer organizations. **Table A. 3 (Appendix G)** provides input/output data regarding operation hours, cost, vehicle fleet, and ride restrictions. (Tables A.2 and Table A.3 form the basis for an updated service inventory and information directory.)

The NEMT provider inventory revealed:

- The Northwestern Connecticut Transit District (NWCTD) offers fixed routes and mandated services throughout 16 of the 17 towns located in NEMT study area (Warren is not served by the NWCTD). NWCTD also provides limited

⁹ Refer to **Map A. 4 (Appendix E)** for major transportation arteries in upper Litchfield County

¹⁰ The Connecticut Office of Rural Health definition of rural, adopted by the Advisory Board June 2004, uses the 2000 U.S. Census data and OMB designations. All towns in a designated Micro-metropolitan Statistical Area with a population of less than 15,000 and those towns in Metropolitan Statistical Areas with a population of less than 7,000 are designated rural for the purposes of the CT-ORH.



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transportation to health centers outside the NEMT service area but are unable to increase frequency based on jurisdiction restrictions.

- For-profit cab and livery companies offer services daily across all 17 towns with no rider restrictions.¹¹
- The Blanche McCarthy Senior Center offers services to Barkhamsted and New Hartford one day per week with no restrictions.
- The NWCTD and Geer offer transportation coordination services. NWCTD offers a toll free phone number to residents and assists in scheduling rides. Geer offers transportation on a first come first serve basis. In the event Geer is unable to provide transportation to a resident, Geer and the NWCTD work together to coordinate services.
- Five (5) providers serve only their own organization's clientele.
- Four (4) Senior Centers provide service coverage across 9 out of 17 towns.
- The Sharon, Salisbury, and North Canaan cluster is serviced by Geer, NWCTD, cab and livery services and organization clientele specific providers.

- Town of Warren residents receive NEMT services only from one (1) senior center and one provider limited to serving only its own clientele (not serviced by the NWCTD).
- Gas prices continue to rise with no increase in funding to accommodate the increases. Zero budget growth translates into fewer services.

Table A. 4 (page 7) shows an analysis of transportation services available by town, including rider restrictions. Refer to **Appendix H** for a more complete description of the major NEMT providers (e.g., NWCTD, Geer).

Coordinating NEMT & Healthcare Visits

- Patients must schedule health appointments in advance; not always able to schedule transportation in advance
- Residents may prefer not to ride in vans or vehicles with agency names
- Rider restrictions (imposed by funders) may limit the use of vehicles
- Inconvenience may be high as an entire day may be needed to attend a doctor's visit. For example, sometimes groups of patients visit the same healthcare facility and patients must wait until each person completes his/her individual appointment

¹¹ One for-profit cab company (Torrington City Cab) does not offer wheelchair access vehicles.



Table A. 4 Town by Town analysis of transportation providers and rider restrictions

Towns	Barkhamsted	Canaan	Colebrook	Cornwall	Goshen	Harwinton	Kent	Litchfield	Morris	New Hartford	Norfolk	North Canaan	Salisbury	Sharon	Torrington	Warren	Winchester
Transportation Providers																	
Colebrook Senior Center			•								•						
Washington Senior Center															•	•	
Sullivan Senior Center ¹²						•		•							•		
Blanche McCarthy Senior Center ¹³	•									•							•
Campion Ambulance	•				•	•		•		•					•		•
Goshen Community Care and Hospice					•												
Geer Inc.		•		•								•	•	•			
American Red Cross							•									•	
FISH of Cornwall				•													
FISH of Kent							•										
TRED	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
LARC	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
American Cancer Society	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
ALS Association	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
NW CT AIDS Project	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Northwestern CT Transit District	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•
Curtin Livery	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Torrington City Cab	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Kelley Transit								•							•		•
Summerville Senior Center ¹⁴					•	•		•		•					•		•

Transportation Restrictions By provider	
DMHS Clients only	Red
Senior Citizens and Disabled	Yellow
Organization's clients only	Cyan
Residents of specific town only	Blue

¹²The Sullivan Senior Center is exploring implementation of an ITN Transportation Model within the NEMT service area. The current proposed replication model is under consideration and may require further adjustment prior to implementation.
¹³ Transportation services provided by Blanche McCarthy Senior Center to Barkhamsted and New Hartford are offered one day per week (on different days) and have no rider restrictions. All services within Winchester are for the elderly and the disabled.
¹⁴ Summerville Senior Center provides transportation for client's of the Senior Living and Adult Day Center only. Valerie Manor located in Torrington will coordinate transportation for clients but does not own transportation vehicles or provide direct transportation through contracted services.



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Chief Elected Officials. Fourteen (14) of 17 Chief Elected Officials (CEOs) in upper Litchfield County shared (through a structured interview) their impressions about NEMT services and demand.¹⁵

Overall, CEOs recognized that NEMT services make a significant difference in the lives of individuals who need transportation. However, CEOs did not recognize NEMT services as an urgent priority when placed in a broader regional or town-related policy, budget, and/or service context. Specifically:

- 12 (of 14) CEOs acknowledged that a portion of their municipal funds currently support the NWCTD.
- 10 (of 14) CEOs did not feel that a need exists to increase NEMT services in their respective towns. Of those respondents, most felt that existing services (i.e., NWCTD, Geer) provide adequate transportation services to the area.
- 6 (of 14) of CEOs reported that NEMT services are a “top five” issue in their town and six (6) indicated that services are not “top five” issue. Three of the 6 CEOs who identified it as a “top five”

¹⁵ Thirteen (13) CEOs completed interviews via phone and one (1) provided the information via written responses.

issue explained the aging population as the basis for their rationale.

- CEO offices do not receive a high volume of NEMT-related phone calls. The highest volume totaled five (5) NEMT calls per month (in two towns).
- 7 (of 14) CEOs stated they would participate or support a process to create regional coordinated transportation solutions.

Healthcare Providers. NEMT responds to a lack of access to healthcare services. Medical services in upper Litchfield County cluster within the Sharon, Litchfield and Torrington areas. The NEMT study area holds two major hospitals and one Federally Qualified Healthcare Center (Community Health & Wellness Center of Greater Torrington). Please refer to **Table A. 5 (Appendix I)** for a list of healthcare providers in upper Litchfield County and to **Map A. 5 (Appendix J)** for geographic locations of those providers. Changes in location on supply of medical/dental providers and/or home-based service options may reduce the need for NEMT.

Transportation was identified by healthcare providers as the most



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significant barrier in accessing healthcare services.¹⁶ Consultants inventoried and contacted healthcare providers to confirm their acceptance of reimbursement from Medicaid, Medicare, and/or SAGA and to confirm their intent to continue participation with these payers.¹⁷ This information should be monitored over time to assess the impact of changes in the service capacity of the healthcare system (particularly for low income and/or elderly residents). The inventory revealed:

- Seventeen (17) of eighteen (18) pharmacies in upper Litchfield County accept Medicaid, Medicare and SAGA
- 166 providers located in upper Litchfield County accept Medicaid
- 169 providers accept Medicare
- 113 providers accept SAGA
- 55 Medicaid providers, 63 Medicare providers and 51 SAGA providers are located within the Sharon, Salisbury, North Canaan cluster

¹⁶ In a survey of rural healthcare providers conducted in conjunction with *"Rural Health in Connecticut: Challenges and Opportunities"*.

¹⁷ To verify this list, HWF requested existing lists of all Medicaid, Medicare and SAGA providers from the Department of Social Services and Medicare. The existing lists were cross checked through direct phone calls to providers. HWF did not contact additional providers from those contained on existing lists to determine acceptance.

- 65 Medicaid providers, 66 Medicare providers and 41 SAGA providers are located within the Winchester, Torrington, Litchfield cluster

Refer to **Appendix K** for a complete list of providers in upper Litchfield County that accept Medicaid, Medicare and SAGA.

Social Service Providers. Interviews with social service providers confirmed that transportation remains a barrier for Medicaid recipients. For example, one representative identified that Logisticare is an efficient broker. However, clients must rely on taxi services based in New Milford for rides within the service area. A second social service provider stated that he spends over 20 hours per month securing transportation for 15-20 clients. In addition, residents preferred to ride in "regular cars" versus vans, and NEMT services can be associated with inconveniences because appointments take longer than expected, in turn making scheduling return transportation difficult.

EMS Network. The NEMT Advisory Group asked how frequently residents called Emergency Medical Services for non-emergency transportation. Mr. David Cadwell of the EMS Institute answered



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this question by canvassing nine (9) town ambulance services:

- 6 ambulance services received less than one call per week, and one (1) received two calls per week.
- Campion Ambulance (greater Torrington area) received an average of 20 calls per week.¹⁸

Residents living outside of the greater Torrington area do not rely heavily on EMS providers to access NEMT. Also, EMS service providers identified that residents often use EMS services as “last resorts” for transportation as part of the Yankee (self-sufficient) mentality.

Funding. The total investment in NEMT services associated with organizations serving upper Litchfield County totaled **\$2,184,000** per year. An additional \$370,607 was invested since 2002 in 5310 vehicles.¹⁹ Findings include:

- The NWCTD is the largest transportation provider in upper Litchfield County with

¹⁸ Torrington holds more people and Campion serves more than one town (unlike the other services).

¹⁹ 5310 vehicle grants are provided by ConnDOT and provide funding for wheelchair accessible vehicles to be used for transporting persons with disabilities and seniors.

an annual budget of \$955,989. NWCTD is funded by Connecticut Department of Transportation (ConnDOT), the Federal Transit Administration, Western CT Area on Aging, local shares from sixteen (16 towns) and fares and donations.

- The ConnDOT is the single largest funder (60% of total) as it provides funding for the NWCTD as well as 5310 vehicles and other grants to additional providers.
- Litchfield County Association for Retarded Citizens has the second largest transportation budget (between \$400,000-450,000 annually) and provides over 26,000 rides to 150 clients per year.
- Sullivan Senior Center and TRED (Department of Mental Health and Addiction Services contractor) have similar annual operating budgets; TRED serves 50% more clients and makes 50% more trips annually.
- Department of Social Services funding for Medicaid recipients is allocated statewide and varies by month based upon enrollment numbers. Funding is calculated based on a capitated rate of \$15.75 per person in Litchfield County.

Refer to **Table A.6 (Appendix L)** for detailed funding information.



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SUMMARY OF EMERGING THEMES

The proportion of residents over the age 65 will increase significantly in upper Litchfield County. Population projections show that by 2030 65+ residents will increase to nearly 40% of the population. Other things equal, the total population suggests that the potential demand for NEMT will also increase. As learned through telephone interviews and conversations with NEMT providers, “curb to curb” transportation for the elderly becomes increasingly difficult as individuals age.

High need concentrations exist in two upper Litchfield County clusters. Two clusters contain the highest numbers of low-income households as well as represent the highest percentage of households that do not own automobiles. North Canaan has the highest percentage (12%) of households without vehicles (higher than the state average) and is served by only one NEMT provider other than the NWCTD and providers serving specific clientele only.

Healthcare providers cluster in high transportation need areas. Healthcare providers cluster in Sharon and

Torrington with a third small cluster in North Canaan; locations all identified as high need NEMT and low-income areas. This factor further implicates the need for adequate NEMT services each cluster area.

Multiple funding supports NEMT services. Local non-profit providers receive municipal support with varying levels of investment and certain providers receive state grant assistance for vehicle purchases. Funding allocations and transportation provider service areas proved difficult to define based on district/regional definitions. NEMT service providers understand their own funding sources and hold less knowledge about other sources supporting NEMT providers.

Opportunistic or Patchwork NEMT services. Nineteen (19) NEMT providers service upper Litchfield County. Six (6) providers serve specific clientele only, and three (3) are for-profit cab and livery companies. Few providers serve multiple types of clientele, especially individuals who are not disabled and/or elderly. Non-profits with a mission to serve a specific population often offer transportation

services as a means to achieve their service outcomes.

Raising transportation costs. Ten (10) transportation providers indicated that funding constraints represent a major service and/or innovation barrier. For example, providers noted the increasing cost of gasoline limits their ability to increase/expand services. Gas prices continue to rise but funding sources and rider fees have not increased. Other funding barriers include vehicle maintenance fees and the cost of insurance. Campion Ambulance also indicated that ConnDOT restrictions on vehicles prevent them from using compact cars to service light transportation loads.

Residents face lack of information about NEMT services. A representative from Logisticare identified a major challenge is Medicare recipients simply do not know how to access services. Healthcare providers reported that residents (and in some cases healthcare staff) were not aware of NEMT service options. Outreach efforts are necessary to educate consumers of the transportation options available to them. This study compiled service information

and can be used to supplement other existing information.

Willingness to discuss multi-town solutions. Ten (10) transportation providers and seven (7) CEOs indicated they would be interested in continuing the NEMT dialogue with the intent of developing multi-town or regional transportation approaches.

RECOMMENDATIONS

Studies confirm that many local transportation services for the disadvantaged are often delivered by a variety of non-profit organizations. These organizations operate independently and result in duplicative, overlapping, and uncoordinated services.²⁰

...although coordination sounds like an easy and magical policy solution, to be effective, state-level policies must, at a minimum, target and fund the coordination process.

Researcher Marc Schlossberg (2004)

Successful and innovative rural NEMT service models exist and use variations of transportation systems in operation

²⁰ Schlossberg Marc. *Coordination as a Strategy for Servicing the Transportation Disadvantaged: A Comparative Framework of Local and State Roles*. Public Works Management and Policy: Vol. 9 No. 2, October 2004 132-144.



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throughout upper Litchfield County. The NEMT Advisory Group reviewed innovative models to stimulate potential recommendations for a coordinated system in upper Litchfield County. Specifically, three (3) models were introduced because of the focus on regional coordination or because the services targeted elderly populations.²¹

The NEMT Advisory Group identified any potential next steps to improve NEMT services or fill gaps in upper Litchfield County – with an eye toward building on the existing service infrastructure, funding resources, and leadership all for the purpose of improving the health status of residents living in upper Litchfield County. Specific recommendations include:

- **Convene a panel of leaders, funders, and NEMT experts to discuss NEMT models, solutions and stimulate collaborative efforts.** The group expressed interest in inviting additional transportation resources such as ride “brokers” (i.e., Logisticare) and

representatives from other states that have implemented a coordinated system to share successful models and/or pilot tested projects that have highlighted further barriers to implementation. Any meeting should include staff members from state agencies and organizations that fund NEMT in upper Litchfield County.

- **Explore the feasibility of developing a multi-town or regional NEMT approach.** Hold authentic conversations and develop service models, budgets, and benefits for operation of a regional and/or multi-town: a) call center; b) transportation broker; and/or c) transportation coordinator. These conversations and feasibility exercises may cause an organization to self-identify as a willing and capable “lead” agency. Some of these discussions could build on regional or multi-town disaster preparedness and on emergency preparedness and/or communication systems.

²¹ Please refer to Appendix M for three innovative transportation models reviewed by the CT-ORH Advisory Group and a figure outlining characteristics of a regional solution for upper Litchfield County.



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NEMT Cost -Sharing Options

- Utilize transportation coordinator across multiple organizations
- Incorporate one transportation hotline that can give residents accurate information and common messages; the hotline could use a local exchange in each town
- Implement ride brokerage system-maximizing use of NEMT vehicles
- Use a common software system (web based) across agencies – perhaps even available to healthcare providers to book rides when patients make appointments
- Track individuals for which transportation is not available
- Convene a leadership group to review service utilization and identify opportunities for improvement

- **Coordinate NEMT marketing and public awareness efforts (i.e., webpage, newsletters, mailings, and conferences) and link them to other health promotion activities.** The provider profiles in this report as well as information available from Infoline (or other local service agencies) can be shared with health care providers who benefit from patients keeping their appointments. Additionally, linking existing NEMT services with health promotion activities may increase

resident participation in health prevention and health screening. CT-ORH will distribute the report and invite stakeholders to a presentation at the annual CT-ORH conference. Marketing/public awareness campaigns have proven to be effective as Logisticare and the NWCTD indicated increase in use following service information dissemination.

- **Monitor advances in NEMT services/approaches/need and changes in health indicators.** Results-based accountability and service utilization should be an integral part of any effort to advance NEMT services within upper Litchfield County. The review of data should extend to health indicators, particularly for the most vulnerable populations living in the area as well as the changing role of home healthcare services (which may diminish the role of NEMT).

End Report##

Appendix

- Appendix A: Information about the CT-Office of Rural Health**
- Appendix B: CT-ORH 2007 Transportation Study Advisory Group Members**
- Appendix C: Table A.1 - Population Characteristics of upper Litchfield County Residents**
- Appendix D: Map A. 3 - Transportation Need Clusters in upper Litchfield County**
- Appendix E: Map A. 4 Major Transportation Arteries in upper Litchfield County**
- Appendix F: Table. A. 2 Upper Litchfield County Transportation Providers**
- Appendix G: Table A. 3 Input/output data of transportation providers**
- Appendix H: Major NEMT Providers**
- Appendix I: Table A. 5 –Healthcare Providers**
- Appendix J: Map A. 5 –Healthcare Providers**
- Appendix K: Medicaid, Medicare and SAGA Providers**
- Appendix L: Tables A. 6 & 7 - Transportation Provider Funding Data**
- Appendix M: Transportation Models**
- Appendix N: Other Reports**



Appendix A

CONNECTICUT OFFICE OF RURAL HEALTH

CT-ORH (<http://www.ruralhealthct.org>) was established in 1994 as the rural health planning body under the Connecticut Department of Public Health (CT DPH). In 1999 CT-ORH became an independent office operating under the auspices of the Northwest Connecticut Community College (NCCC) and assumed its current name. Though CT-ORH was established with the support of the CT DPH, the impetus for the creation of the CT-ORH was the 1991 matching grant program launched by the Department of Health and Human Services. Currently, Offices of Rural Health exist in all 50 states across the United States and work closely with state departments of public health.²² The CT-ORH receives its funding from the Department of Health and Human Services, Health Resources & Services Administration through the Office of Rural Health Policy.

CT-ORH currently operates out of Winsted, Connecticut, on the campus of Northwestern Connecticut Community College. The office is staffed by Director, Barbara Berger, Projects' Coordinator, Mary Winar and continuously works closely with several CT DPH officers and directors. CT-ORH pursues its mission to "work together to promote the health of persons living in rural Connecticut through education, communication and partnerships, by focusing on the enhancement, access and promotion of quality healthcare for rural Connecticut."²³

²² <<http://ruralhealth.hrsa.gov/funding/50sorh.htm>>

²³ CT- Office of Rural Health www.ruralhealthct.org

Appendix B

CT-ORH 2007 Transportation Study Advisory Group Members

Ella Clark, Northwest Chores

Carol Deane, Northwestern Connecticut Transit District

Maria Gonzalez, Connecticut Works

Kathy Grimaud, Torrington Community Health & Wellness Center*

Chris Sherwood, Torrington Community Health & Wellness Center

Nancy Heaton, Foundation for Community Health

John Horstman, Geer Nursing & Rehabilitation Center

Lori Neil, Geer Nursing & Rehabilitation Center

Rick Lynn, Litchfield Hills Council for Elected Officials

Dan McGuinness, Northwestern Connecticut Council for Elected Officials

Andrew Roraback, Senator *

Tom Stanton, Litchfield County Association for Retarded Citizens

Thomas Herlihy, Senator*

George Wilber, Representative*

Roberta Willis, Representative*

Anne Ruwet, Representative*

Barbara Berger, CT-Office of Rural Health

Mary Winar, CT-Office of Rural Health

***Unable to attend Advisory Group meetings but provided feedback and input for the report**



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Appendix C

Table A.1 Population Characteristics of Residents

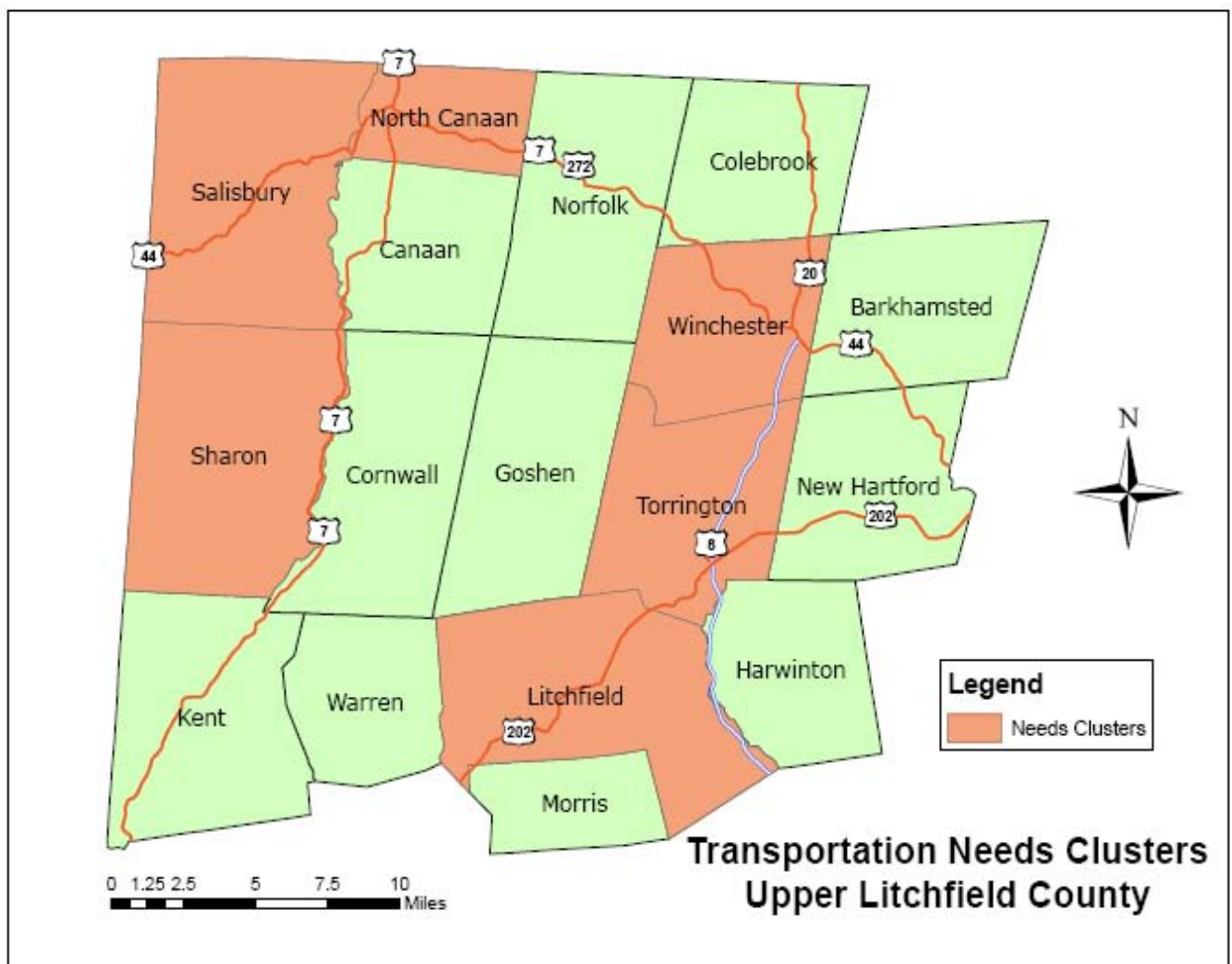
	Total residents*	Elderly residents (ages 65+)*	Elderly Residents s*	Children under age 18*	Residents Under Age 18*	Residents for whom poverty is determined*	Persons with incomes below FPL*	Residents below poverty level*	Persons with incomes below 200% FPL*	% Persons with incomes below 200% FPL*	Average Number of Medicaid Recipients - FY 2006**	Average Number of residents receiving (SAGA) - FY 2006**	Housing Unit without Autos*	% of Occupied Housing Units without Autos*
Barkhamsted	3,494	351	10.0%	871	24.9%	3,494	106	3.03%	410	11.73%	194	8	27	2.02%
Canaan	1,081	157	14.5%	250	23.1%	1,081	51	4.72%	165	15.26%	133	2	6	1.35%
Colebrook	1,471	212	14.4%	363	24.7%	1,465	38	2.59%	183	12.49%	36	2	9	1.59%
Cornwall	1,434	256	17.9%	343	23.9%	1,428	43	3.01%	163	11.41%	89	1	19	3.09%
Goshen	2,697	410	15.2%	616	22.8%	2,693	90	3.34%	238	8.84%	125	10	41	3.85%
Harwinton	5,283	683	12.9%	1,326	25.1%	5,273	114	2.16%	425	8.06%	246	11	48	2.45%
Kent	2,858	517	18.1%	658	23.0%	2,768	88	3.18%	446	16.11%	218	13	37	3.24%
Litchfield	8,316	1,424	17.1%	2,091	25.1%	8,125	329	4.05%	1054	12.97%	551	24	143	4.32%
Morris	2,301	328	14.3%	567	24.6%	2,296	145	6.32%	347	15.11%	130	6	22	2.41%
New Hartford	6,088	549	9.0%	1,641	27.0%	6,077	95	1.56%	549	9.03%	258	15	31	1.39%
Norfolk	1,660	225	13.6%	408	24.6%	1,648	67	4.07%	243	14.75%	104	6	21	3.11%
North Canaan	3,350	636	19.0%	777	23.2%	3,232	187	5.79%	841	26.02%	386	13	160	11.91%
Salisbury	3,977	866	21.8%	885	22.3%	3,819	297	7.78%	786	20.58%	242	6	54	3.11%
Sharon	2,968	621	20.9%	635	21.4%	2,877	208	7.23%	383	13.31%	167	60	13	1.04%
Torrington	35,202	6,171	17.5%	8,105	23.0%	34,423	2,537	7.37%	7,563	21.97%	5,400	402	1516	10.28%
Warren	1,254	187	14.9%	286	22.8%	1,254	42	3.35%	124	9.89%	34	1	14	2.82%
Winchester	10,664	1,666	15.6%	2,479	23.2%	10,549	709	6.72%	2,231	21.15%	1,642	87	443	10.13%
Total Area	94,098	15,259	16.2%	22,301	23.7%	92,502	5,146	5.56%	16,151	17.46%	9,955	667	2,604	6.82%
Connecticut	3,405,565	469,287	13.8%	839,574	24.7%	3,300,416	259,514	7.86%	637,041	19.30%	397,641	31,307	124,626	9.57%

**Source FY 2006 DSS data *Source 2000 US Census data



Appendix D

Map A. 3 Transportation Need Clusters in upper Litchfield County





Appendix F

Table. A. 2 Upper Litchfield County Transportation Providers

Provider	Nature of Services (FR: fixed route, PP: point to point, RB: ride brokerage)	Service Area
Public		
Northwestern Connecticut Transit District	Public Transportation services (Local Bus Route and Dial-A-Ride Services). (FR)	Barkhamsted, Canaan, North Canaan, Colebrook, Cornwall, Falls Village, Goshen, Harwinton, Kent, Litchfield, Morris, New Hartford, Norfolk, Salisbury, Sharon, Torrington, Winchester/Winsted
Quasi-Public		
Town of Colebrook Senior Center	Transportation for Colebrook seniors. (PP)	Colebrook, Norfolk
Washington Senior Center/Senior Van	Transportation for Washington & Warren seniors. (PP)	Mostly Danbury, Torrington, Waterbury
Sullivan Senior Center/City of Torrington	Transportation for Torrington, Harwinton, Litchfield seniors/disabled. (PP)	Torrington, Harwinton, Litchfield
Blanche McCarthy Senior Center	Transportation for Winsted/Winchester seniors and the disabled. Service to Barkhamsted and New Hartford one day per week (no restrictions). (PP)	Winchester/Winsted, Barkhamsted, New Hartford
Private For-Profit		
Curtin Livery	General livery service. (PP, RB)	State of CT
Torrington City Cab	General cab service. (PP)	State of CT, to/from Torrington
Summerville Senior Center	Clients only. (PP)	Goshen, Harwinton, New Hartford, Torrington, Winchester, Litchfield
Kelley Transit	Livery, charters, buses, commuter lines throughout Litchfield County. (FR, PP, RB & ADA Compliance)	Torrington, Winsted, Litchfield.
Campion Ambulance	Medical livery & wheelchair vans. (PP, RB)	Torrington & surrounding towns.



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Non-Profit		
ALS Association, CT Chapter	Contract with various transportation providers for services. (PP)	State of CT
NW CT AIDS Project	Transporting clients to medical appointments., social events, court (PP)	Litchfield County
Goshen Community Care & Hospice	Transportation for Goshen residents to medical appointments. (PP)	From Goshen to anywhere, mostly Torrington, Waterbury, Avon
Geer Nursing & Rehabilitation Center	Transportation for residents of Canaan, Cornwall, North Canaan, Salisbury, Sharon (PP)	Canaan, Cornwall, North Canaan, Salisbury, Sharon
American Red Cross, New Milford area	Transportation to medical appointments. (PP)	Kent, Warren, New Milford, Washington, Sherman, Bridgewater, Roxbury
TRED (Transportation Reaching Every Direction)	Transportation for DMHAS mental health clients. (PP)	Litchfield County (DMHAS Region 5)
LARC (Litchfield County Assoc. for Retarded Citizens)	Transportation for LARC clients, mostly to jobs, social services. (PP, FR, RB)	Litchfield County
American Cancer Society, Southern New England Region	Transportation for cancer patients. (PP)	Litchfield County
Volunteer Organizations		
FISH of Cornwall	Volunteers drive seniors to medical appointments. (PP)	From Cornwall to anywhere in Litchfield County, mostly Torrington, Sharon, New Milford
FISH of Kent	Volunteers drive Kent residents to medical appointments. (PP)	From Kent to anywhere in Litchfield County, mostly New Milford, Sharon, Torrington



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Appendix G

Table A. 3 Input/output data of transportation providers

Provider	Vehicle Fleet	Hours of Service and Reservation Restrictions	Ride Cost Structure	Ridership Restrictions
Public				
Northwestern CT Transit District	16 Dial-A-Ride buses (4-16 passengers, 2 with wheelchair seats); 5 Candystriper buses; 1 (8 passenger) astrovan	Dial-A-Ride services are available Monday-Friday from 9:00 AM-3:00 PM.	<i>Candystriper-</i> Adults (18+) \$1.00 Students \$.75 Disabled and seniors (60+) \$.50 Transfers are free <i>Dial-A-Ride-</i> Seniors – FREE Adults (18+) \$1.00 Students \$.75 Children (up to age 5) FREE Transfers are free	Reduced fare riders must show their original Medicare or state ID card. Certification from a doctor is needed to qualify for the disabled reduced fare.
Quasi-Public				
Town of Colebrook Senior Center	One 10-passenger van); One 14-passenger van - both wheelchair equipped	M – F 8 am-4pm. 24- Hour notice required. Call NW Transit to schedule the ride.	Rides are free with a suggested donation of \$1 each way.	Colebrook residents, age 60+ and/or disabled
Washington Senior Center/Senior Van	One 12-passenger van, wheelchair equipped.	W, Th. 9am-3pm. Can accommodate other days if needed	Rides are free	Resident of Warren or Washington, age 60+, disabled, or caregiver to rider
Sullivan Senior Center/City of Torrington	2 wheelchair equipped vans, additional van expected 8/07	M – F 8am-3pm	Rides are free with a suggested donation of \$3.	Resident of Torrington, Harwinton, or Litchfield, age 60+ or disabled.



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Blanche McCarthy Senior Center	4 wheelchair lift vans. Each carries 9-12 passengers.	M – F 8am-4 pm	Rides are free	Service to Winchester/Winsted for seniors and disabled only.
Private For-Profit				
Curtin Livery	12 wheelchair equipped vans. Each can carry 2 wheelchairs and 6 walk-ons	M – F 6am-6pm Sat. 6am-Noon	Rides are \$80 base + \$3/mile, usually paid by insurance carriers	No restrictions/serves all of Litchfield County
Summerville Senior Center	1 12-passenger van used for Senior Living only Adult Day transportation is contracted through the NWCTD	Senior Living – M-F 9 am-5pm Adult Day Care- M-F 7:45-9:30am -3:00-4:45pm	Free to clients	Riders must be clients of Summerville Adult Day Care or Senior Living Facility
Torrington City Cab	1 4-passenger car	M – Sat. 7am-8pm Sun. 8am-6pm	Approx. 12 per day. Metered rate is \$2 + \$2/mile, plus fuel surcharge. Flat rate (outlying towns) is \$3/mile.	No restrictions/serves all of Litchfield County
Kelley Transit	12 buses, 1 van, 4 sedans	7 days/week, 24 hours/day.	Data not available	No restrictions/serves Torrington, Litchfield and Winsted.
Campion Ambulance	12 wheelchair vans, 2 regular vans, 12 sedans	M – F 6am-8pm Sat. 6am-5pm	Rate for wheelchair van is \$56 base + \$5.90/mile out of town. Rate for livery is \$10 base + \$1.80/mile out of town. For both, in-town rates are base only.	Residents of Torrington & surrounding towns, for medical transportation only



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Non-Profit				
ALS Association, CT Chapter	Broker transportation services to outside contractor	M – F 8am-5pm; 2-3 day notice	Rides are free	ALS patients with no other means of transport needing to get to medical appointments. Limit of 4 rides per year
NW CT AIDS Project	One 8 passenger van	M – F 9am-4pm Flexible evenings and weekends. 48-hours notice required	Rides are free	Must be enrolled in NW CT AIDS Project
Goshen Community Care & Hospice	None – volunteers use personal vehicles	M – F 9am-5pm. Will try to accommodate anytime (24/7)	Rides are free	Goshen residents. Must be ambulatory
Geer Inc.	One 10-12 passenger wheelchair equipped bus; one medical transport van; one minivan	M – F 9am-5pm. Some flexibility early or late.	Rides are free	Residents of Canaan, Cornwall, North Canaan, Salisbury or Sharon; ages 18+
American Red Cross, New Milford area	One 4-passenger station wagon; one 4-passenger SUV. No wheelchair equipped vehicles	M – F 8am-4pm	Rides are free with a suggested donation	Rides for medical appointments only Must be ambulatory Children must be accompanied by an adult
TRED (Transportation Reaching Every Direction)	Five 6-passenger vans. No wheelchair equipped vehicles	M – F 8am-4:30pm	Rides are free to DMHS clients	Rides for DMHAS mental health clients only – DMHAS contractor



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LARC (Litchfield County Assoc. for Retarded Citizens)	11 wheelchair equipped vans, 3 15-passenger vans, 18 minivans, 3 sedans	M – F 6am-5pm; Saturdays 10am-2pm.	Rides are free to clients	Rides for LARC clients, some other disabled people
American Cancer Society, Southern New England Region	None – volunteers use personal vehicles	M – F 7am-5pm	Rides are free.	Rides for cancer patients Must be ambulatory
Volunteer Organizations				
FISH of Cornwall	None – volunteers use personal vehicles	M – F as needed. 48-hour notice.	Rides are free	Cornwall residents, for medical appointments only
FISH of Kent	None – volunteers use personal vehicles	M – F 9am-4pm. Some flexibility for later appointments	Rides are free	Kent residents who need rides to medical appointments and to run errands in Kent Must be ambulatory

Appendix H

Major NEMT Providers

Northwestern Connecticut Transit District. The NWCTD was formed in 1987 and provides transportation services to residents living in a sixteen (16) town service area and is funded almost entirely through Federal and State grants. Services include transportation to healthcare appointments, work, shopping and other social and personal services. NWCTD is funded by the Connecticut Department of Transportation, the Federal Transit Administration, Western CT Area Agency on Aging, fares and donations and shares from local towns and is the largest single transportation provider in upper Litchfield County.

Recently NWCTD increased the local bus service throughout the region due to increased demand for services. NWCTD doubled services to select towns and increased the frequency of service to senior housing complexes. NWCTD also implemented a marketing campaign to publicize services and expand outreach efforts to residents. In 2000 NWCTD implemented a toll free phone number called "Intransit 2000" to dispatch all ride requests in the service area-streamlining their efficiency for coordination.

Due to ConnDot restrictions, NWCTD vehicles cannot cross state lines and are required to comply with all trip purpose requirements. A process does exist to make adjustments, however significant time and effort must be dedicated to obtain approval from all towns a NWCTD vehicle must pass through.

Transportation services are divided into two main services including: *Local Bus Service (Candystriper)*, and *Dial-A-Ride services*. *Local Bus Service (Candystriper)*. The local bus service is a flexible route service²⁴ available Monday-Saturday that provides transportation services to Torrington, Winsted and Litchfield. The service is referred to as the Candystriper service and is operated by Kelley Transit through a contract with the NWCTD. Pricing for the Candystriper service varies depending on age, student status and physical disabilities (please refer to Attachment G) for the complete rider cost structure for NWCTD services). *Dial-A-Ride Services* – Dial-A-Ride transportation services are available to residents living in the sixteen (16) town NWCTD service area for transportation to nutrition programs, medical appointments, shopping and other social and personal services. Dial-A-Ride services are available Monday-Friday from 9:00 AM-3:00 PM. Rider costs for Dial-A-Ride services follow a similar structure to that of the Candystriper bus service.

NWCTD provides transportation coordination services for residents of each town served through the 800 phone number. Towns provide funding to the district for forty-eight (48) hours per month of coordination services. Hourly coordination services that exceed forty-eight (48) hours per month are funded by a Municipal Dial-A-Ride grant.

²⁴ Flexible route service is defined by the NWCTD as a service that will travel $\frac{3}{4}$ of a mile of its local bus route upon request to pick up and drop off riders.



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NWCTD operates its fiscal year from July 1 through June 30. As of March 31, 2007 for FY 2006-07 38,639 Dial-A-Ride trips had been made along with 42,784 Candystriper trips. Currently the NWCTD fleet includes sixteen (16) Dial-A-Ride buses and five (5) Candystriper buses. The Dial-A-Ride buses hold between 4-16 passengers and are wheelchair accessible (2 vehicles have actual wheel chair seats). In addition, NWCTD has one 8 passenger SUV (astrovan) that is not wheelchair accessible which was purchased with non-federal or state funds that is available added services.

Geer Incorporated. Geer is a community-owned, locally operated, non-profit corporation which has serviced the Northwest corner of Connecticut for over thirty-five years. Geer serves all generations in its role as a long-term care facility, assisted living center, nursing and rehabilitation hospital, Adult Day Center and outpatient rehabilitation center. The Adult Day Center serves as the base location for all transportation services. Geer also operates as the second largest provider of non-emergency medical transportation services. Geer serves the towns of Salisbury, Canaan, Sharon, North Canaan and Cornwall.

Geer provides door to door transportation services for non-emergency medical appointments as well as other social services needs (i.e., trips to the grocery store). Social service transportation is available to persons 60+ and/or the disabled. Non-emergency medical transportation is available to persons 18+ Monday through Friday from 9:00 AM – 5:00 PM (hours can be extended by one hour on either end of the day). A minivan is available for social service transportation on Thursdays from 9:00 AM-5:00 PM, Fridays from 11:00 AM to 7:00 PM and Saturdays from 11:00 AM to 7:00 PM.

Geer provides approximately 4000 rides per year with approximately 228 unduplicated riders each year. The average ridership per day is 8-10 people with a maximum capacity of 10-12 riders per day. The transportation fleet consists of one small chairlift equipped bus and one standard minivan. Funding for the chairlift equipped bus was provided by a CTDOT 5310 Vehicle grant.²⁵ Transportation services are free to riders with the suggestion of a small donation per ride (i.e., \$1.00).

Department of Social Services (DSS) – Medicaid Transportation Services. The Medical Care Operations Division is responsible for overseeing the administration, policy, regulations and operations of fee for service Medicaid and related health care programs for the agency's clients. The Managed Care Division has administrative and operational responsibilities for non-emergency medical transportation services provided by DSS. The Managed Care division is composed of three teams with the administration of non-emergency medical transportation being the responsibility of the Program Analysis and Quality Assurance team.²⁶

An estimated \$156,791 is appropriated annually to provide door to door non-emergency medical transportation services for an estimated 9,955 Medicaid recipients living in the region. Medicaid transportation services are available for all Medicaid covered medical

²⁵ 5310 vehicle grants are intended to provide funding for wheelchair accessible vehicles to be used for transporting persons with disabilities and seniors.

²⁶ <http://www.ct.gov/dss/cwp/view.asp?a=2349&q=304638>



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appointments including routine and specialty appointments. Medicaid transportation is available during regular provider business hours and extended hours in the evening and on weekends. DSS contracts all non-emergency medical transportation services through Logisticare based in Wallingford, CT. Logisticare serves as a transportation broker and is responsible for coordinating transportation services to Medicaid patients.

The Department of Mental Health and Addiction Services (DMHAS). DMHAS promotes and administers comprehensive, recovery-oriented services in the areas of mental health treatment and substance abuse prevention and treatment throughout Connecticut.

While the Department's prevention services serve all Connecticut citizens, its mandate is to serve adults (over 18 years of age) with psychiatric or substance use disorders, or both, who lack the financial means to obtain such services on their own. DMHAS also provides collaborative programs for individuals with special needs, such as persons with HIV/AIDS infection, people in the criminal justice system, those with problem gambling disorders, substance abusing pregnant women, persons with traumatic brain injury or hearing impairment, those with co-occurring substance abuse and mental illness, and special populations transitioning out of the Department of Children and Families. DMHAS provides services to adults across five (5) human service regions in Connecticut. Upper Litchfield County is serviced by Region Five and contracts all transportation services through Transportation Reaching Every Direction (TRED). DMHAS allocates \$125,000 annually for transportation services.

The Department of Mental Retardation (DMR). DMR offers Public and Private Community Services to recipients depending on need. Recipients living independently and in private settings are classified under Private Community Services whereas recipients living in group residential homes are classified under Public Community Services. Recipients of Private Community Services are responsible for securing their own NEMT (i.e., public transit). A DMR representative indicated that NEMT is currently an unmet need for recipients of Private Community Resources and has been since the agency no longer institutes a "brokerage" system similar to DSS.

Public Community Resources provides 24/7 residential support to 103 individuals, and intermittent supports (i.e., supported living) to 77 individuals in the Northwestern Region of CT. The Northwestern Region settings are in Torrington, Waterbury, New Milford, Cheshire, Watertown, and Danbury and therefore must be considered when determining the number of recipients in upper Litchfield County.

The Public Community Services Division has 25 state vehicles assigned, and distributed across residential sites within the Northwest area. Vehicles are used for an array of activities, including NEMT. The 2007 annual operating cost of the 25 vehicles totaled \$135,840 or \$ 11,290 per month.



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Appendix I

Table A. 5 Healthcare Providers

Division or Group	Address	City	State	Zip Code	Phone	Specialty
Robert J. Bird, DDS	60 Church Street	Canaan	CT	06018	860-824-5101	Dentist
Thomas Livingstone, DDS	3 Railroad Street	Canaan	CT	06018	860-824-0751	Dentist
Donald T. Martin, DDS	116 Main Street	Canaan	CT	06018	860-824-5767	Dentist
George W. Hetson, DMD	Kent Green	Kent	CT	06757	860-927-3577	Dentist
Michael Monsarrat, DMD	37 North Main	Kent	CT	06757	860-927-3519	Dentist
William Geer, DMD	Box 427	Lakeville	CT	06039	860-435-9492	Dentist
Paul J. Fasano, DDS	344 Gay Street	Sharon	CT	06069	860-364-5001	Dentist
Orthodontics for Children & Adults	2 Hospital Hill Road	Sharon	CT	06069	860-364-1833	Dentist
Sharon Dental Associates	57 Main Street	Sharon	CT	06069	860-364-0204	Dentist
James H. Lovel DDS	22 Upper Main Street	Sharon	CT	06069	860-364-5006	Dentist
Martin Nweeia, DDS	6 New Street	Sharon	CT	06069	860-364-0200	Dentist
Sharon Dental Associates	57 Main Street	Sharon	CT	06069	860-364-0204	Dentist
Jorges Baujin, DDS	686 East Main Street	Torrington	CT	06790	860 489-9091	Dentist
Brooker Memorial Children's Dental Clinic	157 Litchfield Street	Torrington,	CT	06790	860 489-1328	Dentist
Northwest Allergy	PO Box 1317	New Milford	CT	06776	860-354-0464	Allergy & Immunology
Hoffman Heart Institute	PO Box 715	Sharon	CT	06069	860-364-9887	Cardiology
NW CT Medical Walk-In Community Health Center	1598 East Main Street	Torrington	CT	06790	860-489-8444	Clinic
Community Health & Wellness Center of Greater Torrington	157 Litchfield St.	Torrington	CT	06790	860-489-0931	Community Health Center
Dermatology Associates of Western Conn.	120 Park Lane Rd. , Unit A203	New Milford	CT	06776	860-350-4152	Dermatology
Radiology Associates of Hartford	PO Box 789 Hospital Hill Road	Sharon	CT	06069	860-364-4070	Diagnostic Radiology
Susan B. Anthony Project	179 Water St.	Torrington	CT	06790	860-482-7133	Domestic Violence Services



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Division or Group	Address	City	State	Zip Code	Phone	Specialty
Sharon Surgical Group	PO Box 786	Sharon	CT	06069	860-364-0226	General Surgery
Northwestern CT Oncology & Hematology	200 Kennedy Drive	Torrington	CT	06790	860-482-5384	Hematology Oncology
Visiting Nurse Association Northwest, Inc.	24 Village Green Dr.	Litchfield	CT	06759	860-567-6000	Home Healthcare Agency
Salisbury Visiting Nursing Association	30A Salmon Kill Rd.	Salisbury	CT	06068	860-435-0816	Home Healthcare Agency
Visiting Nurse Services of CT, Inc.	62 Commercial Blvd.	Torrington	CT	06790	860-482-6419	Home Healthcare Agency
Foothills Visiting Nurse and Home Care	32 Union Street	Winchester	CT	06098	860-379-8561	Home Healthcare Agency
Sharon Hospital	50 Hospital Hill Road	Sharon	CT	06069	860-364-4141	Hospital
Charlotte Hungerford Hospital	540 Litchfield St.	Torrington	CT	06790	860-496-6666	Hospital
ProHealth Physicians, MSO	143 Torrington Road, P.O. Box 378	Goshen	CT	06756	860-491-2631	Internal Medicine
Collins Medical Associates of Kent	Rte. 341East	Kent	CT	06757	860-927-3521	Internal Medicine
Litchfield Internal Medicine	340 Bantam Rd.	Litchfield	CT	06759	860-567-9493	Internal Medicine
Sharon Hospital Senior Behavioral Health Center	50 Hospital Hill Road	Sharon	CT	06069	860-364-4288	Mental Health Facility
Northwest Mental Health Authority	249 Winsted Rd.	Torrington	CT	06790	860-496-3700	Mental Health Facility
Wynnewood Residential Services	44 Cook St.	Torrington	CT	06790	860-482-1319	Mental Health Facility



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Northwest Center for Family Service & Mental Health	100 Commercial Blvd.	Torrington	CT	06790	860-482-8561	Mental Health Facility
Nephrology Associates of NW CT	780 Litchfield St., Ste. 200	Torrington	CT	06790	860-489-1984	Nephrology
Sharon Ob-Gyn Associates	PO Box 1040	Sharon	CT	06069	860-364-0536	Obstetrics & Gynecology
Sharon OB/GYN Associates	50 Amenia Rd.	Sharon	CT	06069	860-364-0536	Obstetrics & Gynecology
New Milford Orthopedics Associates	131 Kent Road	New Milford	CT	06776	860-355-8000	Orthopedic Surgery
Sharon Orthopedics	PO Box 1706 Hospital Hill Road	Sharon	CT	06069	860-364-0134	Orthopedic Surgery
Sharon Ear, Nose & Throat	PO Box 617 29 Hospital Hill Road	Sharon	CT	06069	860-364-1264	Otolaryngology
Sharon Pediatric Associates	9 Barlow St.	Canaan	CT	06018	860-824-5491	Pediatrics
Sharon Pediatric Association	PO Box 157 Hospital Hill Road	Sharon	CT	06069	860-364-5523	Pediatrics
Sharon Pediatric Associates	29 Hospital Hill Rd.	Sharon	CT	06069	860-364-5523	Pediatrics
Foot Clinic	95 New Litchfield St.	Torrington	CT	06790	860-364-0607	Podiatry
Collins Medical Associates	536 Main St.	New Hartford	CT	06057	860-379-7544	Primary Care
Foothills Family Medicine	333 Kennedy Dr.	Torrington	CT	06790	860-489-3449	Primary Care Practice
Sharon Hospital Senior Behavioral Health	PO Box 789 Hospital Hill Road	Sharon	CT	06069	860-364-4288	Psychiatry
Dutchess Psychology Practice	66 White Hollow Road	Sharon	CT	06069	860-364-0967	Psychology
Vencare Ancillary Services Inc	99 So. Canaan Road	North Canaan	CT	06018	860-824-5462	Rehabilitation Services
Arthritis & Allergy Associates	538 Litchfield Street, #101	Torrington	CT	06790	860-364-1172	Rheumatology
Mountainside Treatment Center	PO Box 717	Canaan	CT	06018	860-824-1397	Substance Abuse Facility



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Central Naugatuck Valley Help	McAuliffe Manor, 7 North St.	Litchfield	CT	06759	860-567-9491	Substance Abuse Facility
MCCA Trinity Glen	149 West Cornwall Rd.	Sharon	CT	06069	860-672-6680	Substance Abuse Facility
McCall Foundation	58 High St.	Torrington	CT	06790	860-496-2100	Substance Abuse Facility
Adult & Pediatric Urology of NW Conn.	538 Litchfield Street, Ste. 102	Torrington	CT	06790	860-496-8990	Urology



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Appendix K

Medicaid, Medicare & SAGA Providers²⁷

Type of Provider	Town	Name	Address	Zip	Phone	Medicaid	Medicare	SAGA
Allergy	Sharon	Kwittken, Pamela (Northwest Allergy)	17 Hospital Hill Road	06070	860-364-0225	Y	Y	Y
Anesthesiology	Sharon	Aftel, Jacob	50 Hospital Hill Rd.	06069	203-876-8853	Y	Y	Y
Anesthesiology	Sharon	Carruth, Jeffrey	50 Hospital Hill Rd.	06069	203-876-8854	Y	Y	Y
Anesthesiology	Sharon	Lobert, Keith,	50 Hospital Hill Rd.	06069	203-876-8855	Y	Y	Y
Anesthesiology	Torrington	Begleiter, Jeffrey	540 Litchfield St.	06790	860-482-3090	Y	Y	Y
Anesthesiology	Torrington	Coelho, Daniel	540 Litchfield St.	06790	860-482-3090	Y	Y	Y
Anesthesiology	Torrington	Fortuner, William	540 Litchfield St.	06790	860-482-3090	Y	Y	Y
Anesthesiology	Torrington	Klein, Jeffrey	540 Litchfield St.	06790	860-482-309	Y	Y	Y
Cardiology	Sharon	Kroll, Douglas	22 Upper Main St.	06069	845-255-1567	N	Y	N
Cardiology	Sharon	Kurish, David	50 Hospital Hill Rd.	06069	860-364-0456	Y	Y	Y
Cardiology	Sharon	Mohyidin, Naushad	50 Hospital Hill Rd.	06069	860-364-0457	Y	Y	Y
Cardiology	Torrington	Abreu, Joseph	1215 New Litchfield Street	06790	860-489-1132	Y	Y	Y
Cardiology	Winsted	Bloom, Ronald	71 Spencer St.	06098	860-242-8756	Y	Y	Y
Chiropractic Medicine	Canaan	Godwin, David	90 Main St.	06018	860-824-0748	Y	Y	N
Chiropractic Medicine	Kent	Jenkins, Avery	64 Maple St.	06757	860-567-5727	N	Y	N
Chiropractic Medicine	Salisbury	Owens, Stephen	Main St.	06068	860-435-8138	N	Y	N
Chiropractic Medicine	Sharon	Zeitler, Eugene	50 Amenia Rd.	06069	860-364-0134	N	Y	N
Chiropractic Medicine	Torrington	Lessard, Carole	733 E. Main St., Ste. 9	06790	860-496-7246	N	N	N
Chiropractic Medicine	Torrington	Levine, Mark	24 Church St.	06790	860-489-3663	Y	Y	Y
Chiropractic Medicine	Winsted	Kos-Williams, Kimberly	88 Elm St.	06098	860-379-7875	N	N	N
Chiropractic Medicine	Winsted	Pagano, Matthew	179 Main St.	06098	860-379-3372	N	Y	N
Critical Care Medicine	Winsted	Gerardi, Daniel	115 Spencer St.	06098	860-738-5807	N	N	N
Dental Clinic	Torrington	Maria Seymour Brooker Memorial	157 Litchfield St.	06790	860-489-1328	Y	N	N
Dental Oral Surgeon	Torrington	Berger, Avram	333 Kennedy Dr., Ste. L101	06790	860-482-3513	Y	Y	Y

²⁷ Providers highlighted in red were unavailable for uncommment as of May 29, 2007.. We will continue to update the list as data is received.



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Dentist	Harwinton	French, David	Box 5	06791	860-485-1167	N	N	N
Dentist	Litchfield	Vanwyck, Robert	98 West St., PO Box 1270	06791	860-567-8684	Y	N	N
Dentist	Thomaston	Cantin, Mark	22 Park St.	06787	860-283-9919	Y	N	N
Dentist	Torrington	Gargiulo, G	895 E. Main St.	06790	860-482-9481	N	N	N
Dentist	Torrington	Moraski, Alfred	333 Kennedy Dr.	06790	860-496-1200	Y	N	Y
Dentist	Torrington	Temkin, Isadore	42 Water St,	06790	860-482-5573	N	N	N
Dentist	Torrington	Traub Jr., Douglas	454 Prospect St.	06790	860-482-8750	Y	N	Y
Dentist	Woodbury	LaRosa, Robert	PO Box 593	06798	203-263-5575	Y	N	N
Dermatology	Sharon	Slotnick, Laurie	11 Hospital Hill Street	06070	860-364-2098	Y	Y	N
Emergency Medicine	Sharon	Ogara, Kevin	50 Hospital Hill Rd.	06069	860-364-4141	Y	-	-
Endocrinology	Sharon	Diez, Jorge (Woodland Physician Assoc.)	29 Hospital Hill Road, Suite 1300	06069	860-364-9887	N	Y	N
Endocrinology	Sharon	Vargas, Socorro	91 Main St.	06069	860-364-5522	N	N	N
Endocrinology	Torrington	Bogdanovics, Egils	780 Litchfield Street	06790	860-496-2198	N	Y	N
Family Practice	Canaan	Kobylarz, Dennis	109 B Main St.	06018	860-824-0753	Y	Y	Y
Family Practice	Thomaston	Schecter, Gary	131 Main St. Ste. 101A	06787	860-283-5223	Y	Y	N
Family Practice	Torrington	Moskowitz, Lanny	1598 E. Main St.	06790	860-626-1141	N	N	N
Family Practice	Torrington	Rosenberg, Bradley	1598 E. Main St.	06790	860-496-4043	N	Y	N
Family Practice	Litchfield	Dieck, John	322 Beach St.	06759	860-567-1026	Y	Y	N
Family Practice	Torrington	Crociata, Frank	434 Prospect St	06790	860-482-1950	Y	Y	N
Family Practice	Torrington	Finn, Alfred	780 Litchfield Street	06790	860-482-6513	N	Y	N
Family Practice	Torrington	McKay, Daniel	990 Migeon Ave.	06790	860-482-8556	Y	Y	
Family Practice	Winsted	Mayzler, Boris	115 Spencer St.	06098	860-482-0261	Y	Y	N
Gastroenterology	Torrington / Sharon	Coll, William	245 Alvord Park Rd.	06790	860-496-0455	Y	Y	Y
Gastroenterology	Torrington / Sharon	Goldman, Leslie	245 Alvord Park Rd.	06790	860-496-0455	Y	Y	Y
Gastroenterology	Torrington / Sharon	Lindenberg, Robert	245 Alvord Park Rd.	06790	860-496-0455	Y	Y	Y



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Gastroenterology	Torrington / Sharon	Regenbogen, Howard	245 Alvord Park Rd.	06790	860-496-0455	Y	Y	Y
Gastroenterology	Torrington / Sharon	Scirica, Joseph	245 Alvord Park Rd.	06790	860-496-0455	Y	Y	Y
General Surgery	Sharon	Sharon Surgical Group	29 Hospital Hill Road	06069	860-364-0226	Y	Y	Y
General Surgery	Torrington	Surgical Associates of Litchfield County, LLC	538 Litchfield Street, Suite 201	06090	860-489-7017	Y	Y	Y
Hearing	Torrington	Bassett Hearing Aid Centers	1243 East Main Street	06090	860-482-1618	Y	N	Y
Hematology/Oncology	Sharon	Connecticut Oncology & Hematology	19 West Main Street	06069	860-364-0531	Y	Y	Y
Infectious Diseases	Torrington	Qamar, Asma	540 Litchfield St.	06790	860-496-6843	Y	Y	Y
Internal Medicine	Canaan	Janelli, Bruce	76 Church St.	06018	860-824-0731	N	Y	N
Internal Medicine	Goshen	Franklin, Laurie	143 Torrington Rd., Ste. 378	06756	860-491-2631	Y	Y	N
Internal Medicine	Kent	Astrauskas, Leonard	64 Maple St.	06757	860-927-3521	N	Y	N
Internal Medicine	Kent	Lefebvre, Suzanne	38 N. Main St.	06757	860-927-4365	Y	Y	N
Internal Medicine	Lakeville	Hamlin, Nason	308 Main St., Ste 1990	06039	860-482-0261	Y	Y	N
Internal Medicine	Litchfield	Nguyen, Ethan	340 Bantam Rd.	06759	860-567-9493	Y	Y	N
Internal Medicine	New Hartford	Gerard, Douglas	536 Main St.	06057	860-379-7544	N	Y	N
Internal Medicine	Sharon	Parker, Michael	50 Hospital Hill Rd.	06069	860-364-0424	N	N	
Internal Medicine	Torrington	Bryant, Stephen	52 Peck Rd.	06790	860-489-0403	Y	Y	N
Internal Medicine	Torrington	Hom, Kenrick	538 Litchfield St., Ste. 103	06790	860-489-5148	Y	Y	N
Internal Medicine	Torrington	Meltzer, Roberta	540 Litchfield St.	06790	860-489-8444	Y	Y	Y
Internal Medicine	Torrington	Oltikar, Aparna	1185 New Litchfield St.	06790	860-496-9988	N	N	N
Internal Medicine	Winsted	Hitt, Roy	115 Spencer St.	06098	860-379-7579	N	Y	N
Internal Medicine	Canaan	Danisi, Joel MD	77 S. Canaan Rd.	06018	860-824-2640	Y	Y	Y
Internal Medicine	Lakeville	Kelly, Michael	PO Box 1748	06039	860-435-3551	Y	Y	Y
Internal Medicine	Sharon	Kurish, David	29 Hospital Hill Rd. Ste. 1200	06069	860-364-0456	N	Y	N
Internal Medicine	Torrington	Arthritis & Allergy Assoc. PC	538 Litchfield St. Ste. 10	06790	860-496-1790	Y	Y	N
Internal Medicine	Torrington	Connecticut Oncology	200 Kennedy Dr.	06790	860-482-5384	Y	Y	N
Internal Medicine	Torrington	Andtakiff, Gottfried	895 E. Main St.	06790	860-489-1291	Y	Y	N



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Internal Medicine	Torrington	Litchfield County	245 Alvord Park Rd. Bldg. B	06790	860-496-0455	Y	Y	Y
Internal Medicine	Torrington	Mott, April	538 Litchfield St. Ste. 20	06790	860-482-3003	Y	Y	N
Internal Medicine	Torrington	Nephrology Assoc. of NW CT LLP	780 Litchfield St.	06790	860-489-1984	Y	Y	Y
Internal Medicine	Torrington	Krinsky, Richard N.	1215 New Litchfield St.	06790	860-496-9669	Y	Y	Y
Internal Medicine	Washington	Altorelli, Alphonse	PO Box 1272	06777	860-868-7318	Y	Y	N
Internal Medicine	Winsted	Lawrence, David	Ledgebrook Plaza, Rte. 4	06098	860-738-3398	Y	Y	N
Internal Medicine	Winsted	Winsted Internal Medicine	115 Spencer St.	06058	860-379-3339	Y	Y	N
Internal Medicine	Woodbury	Shealy, A.C.	PO Box 329	06798	203-266-9270	Y	Y	N
Medical FQHC Clinic	Torrington	Community Health & Wellness	157 Litchfield St.	06790	860-489-0931	Y	Y	Y
Mental Health Clinic	Bethlehem	Wellspring Foundation Inc.	21 Arch Bridge Rd.	06751	203-266-8000	Y	Y	Y
Mental Health Clinic	Lakeville	Northwest Center for Family	315 Main St.	06039	860-435-2529	Y	Y	Y
Mental Health Clinic	Torrington	Catholic Charities	132 Grove St.	06790	860-482-5558	Y	Y	Y
Mental Health Clinic	Torrington	McCall Foundation	58 High St.	06790	860-496-2100	Y	Y	Y
Mental Health Clinic	Torrington	Northwest Center for Family	100 Commercial Blvd.	06790	860-482-8561	Y	Y	Y
Mental Health Clinic	Torrington	Charlotte Hungerford Hosp. Mental Health	1061 E. Main St.	06790	860-489-3391	Y	N	N
Mental Health Clinic	Winsted	Northwest Family Service	115 Spencer St.	06098	860-379-3337	Y	Y	Y
Neurology	Sharon	Finkelstein, Jack	PO Box 1218	06069	860-364-0350	Y	Y	Y
Neurology	Torrington	Babigian, Armen	245 Alvord Park Rd.	06790	860-496-1022	Y	Y	Y
Nuclear Medicine	Kent	Ehrlich, Conrad	Rt. 341 E, Ste. 5	06757	860-355-4212	N	Y	N
Nuclear Medicine	Sharon	Fischer, Henry	50 Hospital Hill Rd.	06069		Y	Y	Y
Nuclear Medicine	Sharon	Slavin, James	50 Hospital Hill Rd.	06069		Y	Y	Y
OB/GYN	Torrington	Sawula, Boris J.	538 Litchfield St.	06790	860-489-1038	Y	Y	N
OB/GYN	Torrington	Litchfield County OB/GYN PC	220 Kennedy Dr.	06790	860-482-8578	Y	N	N
OB/GYN	Sharon	Sharon OB/GYN Associates	50 Amenia Road	06069	860-364-0536	Y	Y	Y
OB/GYN	Sharon	Egan, James	50 Hospital Hill Rd.	06069	860-364-0424	N	N	
OB/GYN	Sharon	Prabulos, Anne-Marie	50 Hospital Hill Rd.	06069	860-364-0424	N	N	
OB/GYN	Sharon	Turner, Garry	50 Hospital Hill Rd.	06069	860-364-0424	N	N	



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Ophthalmology	Lakeville	Kirber, William	31 Porter St.	06039	860-435-0072	Y	Y	N
Ophthalmology	Sharon	Donnelly Jr, Walter	Hospital Hill Rd., Box 679	06069	860-364-5646	Y	Y	N
Ophthalmology	Torrington	Litchfield Hills Eye Physicians	333 Kennedy Dr.	06790	860-496-0799	Y	Y	N
Ophthalmology	Torrington	Osborn, L.E.	1144 E. Main St.	06790	860-489-7671	Y	Y	N
Ophthalmology	Torrington	Blondin, Matthew	379 Prospect Street	06090	860-489-2781	Y	Y	Y
Optician/Optomtrist	Litchfield	Sobel, David	33 Village Green Dr.	06759	860-567-4565	N	Y	N
Optician/Optomtrist	New Hartford	Austin-Fitzpatrick, Sally	PO Box 361	06057	860-379-7183	N	Y	N
Optician/Optomtrist	Sharon	Marshall, Carl	26 Hospital Hill Rd.	06069	860-364-0878	Y	N	N
Optician/Optomtrist	Thomaston	Fulton, Donald	131 Main St.	06787	860-283-9857	Y	Y	Y
Optician/Optomtrist	Torrington	Blondin, Matthew	PO Box 448	06790	860-489-2781	Y	Y	Y
Optician/Optomtrist	Torrington	D'angelo, Mario & Pesce David	373 Main St.	06790	860-482-4439	Y	Y	N
Optician/Optomtrist	Torrington	Marshall, Clifford W.	889 New Harwinton Rd.	06790	860-489-8999	Y	Y	N
Optician/Optomtrist	Torrington	Quinn, Janet	333 Kennedy Dr.	06790	860-482-9399	Y	Y	N
Optician/Optomtrist	Winsted	Saunders, Scott	45 Elm St.	06098	860-379-7514	Y	Y	N
Optician/Optomtrist	Woodbury	Burke, Kenneth	175 Main St. South	06798	203-263-3391	Y	Y	Y
Optometrist	Torrington	Bergeron, Kim	237 Meyer Rd.	06790	860-658-1704	Y	Y	N
Optometrist	Torrington	Todd, Micheline	811 East Main St.	06790		N	N	N
Orthopedics	Torrington	Litchfield Hills Orthopedic	245 Alvord Park Rd.	06790	860-482-8539	Y	Y	N
Orthopedics	Torrington	Penney, Keith	538 Litchfield St. G-01	06790	860-496-9877	N	Y	N
Otolaryngology	Sharon	Namon, Ari	29 Hospital Hill Rd., Ste. 1900	06069	860-364-1264			
Outpatient Hospital	Sharon	Sharon Hospital	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Outpatient Hospital	Torrington	Charlotte Hungerford Hospital	540 Litchfield St.	06790	860-496-6666	Y	Y	Y
Pain Management	Torrington	Abbott, Kathleen	333 Kennedy Drive	06790	203-284-1872	Y	Y	N
Pathology	Sharon	Eisenberg, Marc	50 Hospital Hill Rd.	06069	860-364-4068	Y	Y	Y
Pathology	Torrington	Lach-Pasko, Elzbieta	540 Litchfield St.	06790	860-496-6666	Y	Y	Y
Pediatric Dentist	Torrington	Moraski, Alfred	333 Kennedy Drive	06090	860-496-1200	Y	N	N
Pediatrics	Torrington	Curi, Michael	30 Peck Rd.	06790	860-482-8177	Y	N	N
Pediatrics	Torrington	Dettmer, Karen	52 Peck Rd.	06790	860-489-4144	Y	N	



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Pediatrics	Torrington	Grant, Sophia	52 Peck Rd.	06790	860-489-4144	Y	N	
Pediatrics	Torrington	Tenczar, Richard	52 Peck Rd.	06790	860-489-4144	Y	N	
Pharmacy	Canaan	Brooks Pharmacy	76 Main Street	06018	860-824-5481	Y	Y	Y
Pharmacy	Torrington	Brooks Pharmacy	67 South Main Street	06090	860-489-9235	Y	Y	Y
Pharmacy	Canaan	Brooks Pharmacy	74 Bridge Street	06018	203-292-6637	Y	Y	Y
Pharmacy	Torrington	CVS	661 Main Street	06090	860-482-8298	Y	Y	Y
Pharmacy	Torrington	Price Chopper	990 Torrington Street	06090	860-496-5058	Y	Y	Y
Pharmacy	Torrington	Rite Aid	92 Willow Street	06090	860-482-5522	Y	Y	Y
Pharmacy	Torrington	Stop & Shop	211 High Street	06090	860-489-2433	Y	Y	Y
Pharmacy	Torrington	Torrington Pharmacy	110 East Main Street	06090	860-489-5511	Y	Y	Y
Pharmacy	Torrington	Walgreen's	28 East Elm Street	06090	860-482-5621	Y	Y	Y
Pharmacy	Torrington	Wal-Mart	970 Torrington Street	06090	860-496-9193	Y	Y	Y
Pharmacy	Torrington	North End Drug Store	470 Main Street	06090	860-489-9090	N	N	Y
Pharmacy	Litchfield	CVS	266 West Street, Route 202	06759	860-567-0856	Y	Y	Y
Pharmacy	Litchfield	Murphy's Pharmacy-Legend	59 West Street	06759	860-567-8325	Y	Y	N
Pharmacy	Kent	Kent Pharmacy	3 Maple Street	06757	860-927-3725	Y	Y	Y
Pharmacy	Salisbury	Salisbury Pharmacy	20 Main Street	06068	860-435-9388	Y	Y	Y
Pharmacy	Sharon	Sharon Pharmacy	8 Gay Street	06069	860-364-5272	Y	Y	Y
Pharmacy	Litchfield	Rite Aid	331 West Street	06019	860-567-7064	Y	Y	Y
Pharmacy	Canaan	Geer Pharmacy	99 South Canaan Road	06018	860-824-3822	Y	Y	Y
Physical Med. & Rehab.	Torrington	Carbon, John	538 Litchfield St., Ste. 203	06790	860-496-6666	Y	Y	Y
Physical Med. & Rehab.	Torrington	Seetharama, Subramani	333 Kennedy Dr., Ste. 202	06790	860-545-5107	Y	Y	Y
Podiatry	Torrington	Crovo, Robert	95 New Litchfield St.	06790	860-489-1661	Y	Y	N
Podiatry	Torrington	Nugent, James	52 Peck Rd.	06790	860-489-4022	Y		
Primary Care	Sharon	Hanwacker, Richard F.	101 Gay Street	06069	860-364-4300	N	Y	Y
Psychiatry	Washington Depot	Ewing, John	8 Titus Rd.	06794	860-868-1155	N	N	N
Psychiatry	Woodbury	McWilliam, Robert	4 S. Pomperaug Ave.	06798	203-266-0404	Y	Y	N
Psychiatry	Winsted	Carmona, Alicia	115 Spencer St.	06098		N	N	N



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Psychiatry	Sharon	Henisz, Jerzy	33 Hospital Hill Rd.	06069	860-364-0748	N	Y	N
Psychiatry	Torrington	Kathuria, Nirmal	778 Main St.	06790		Y	Y	N
Psychiatry	Torrington	Robertson, Alan	540 Litchfield St.	06790	860-496-6666	Y	Y	Y
Psychiatry	Sharon	Schmugler, Joan	15 Main St.	06069	860-364-0122	N	N	N
Psychiatry	Torrington	Singer, Steven	540 Litchfield St.	06790	860-496-6666	Y	Y	Y
Radiology	Sharon	Amatulle, Philip	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Antonio, Joseph	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Auerbach, Jerome	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Bromley, Michael	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Brown, Borden	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Canter, Joel	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Cinti, Dorothy	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Crystal, Jonathan	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Epstein, Neal	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Feld, Robert	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Finch, Douglas	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Firestone, Michael	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Freling, Clifford	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Friedland, Richard	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Geehr, Robert	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Gendron, Bruce	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Hawkins, Harold	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Hentel, Jack	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Jaswal, Pupinder	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Karp, Russell	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Kauff, Michael	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Kron, Elinor	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Lien, Donald	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Torrington	Mandell, Neal	220 Kennedy Dr.	06790	860-482-7695	Y	Y	Y
Radiology	Sharon	Masters, Stuart	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y



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Radiology	Sharon	McGuire, Paul	Sharon Hospital	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Milikow, Edward	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Morrison, Peter	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Reddy, Shashidhar	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Seckler, Benjamin	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Shih, Emil	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Twohig, Michael	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Wislo, George	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Wolin, David	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Yen, Bryan	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Radiology	Sharon	Ziewacz, John	50 Hospital Hill Rd.	06069	860-364-4141	Y	Y	Y
Surgery General	Bantam	Case, Sara	62 Old Forge Hollow Rd.	06750	860-567-8460	Y	Y	N
Surgery Oral	Torrington	McKeon, Thomas	1 Torrington Office Plaza, Ste 103	06790	860-482-5779	N	N	
Surgery Oral & Maxillofacial	Torrington	Affenito, James	1 Torrington Office Plaza, Ste 103	06790	860-482-5779	N	N	
Surgery Oral & Maxillofacial	Torrington	Butterfield, Kevin	663 Main St.	06790	860-496-6036	Y	N	
Surgery Oral & Maxillofacial	Torrington	Galbraith, David	663 Main St.	06790	860-496-6036	Y	N	
Surgery Oral & Maxillofacial	Torrington	Keene, Andrew	1 Torrington Office Plaza, Ste 103	06790	860-482-5779	Y	Y	N
Surgery Oral & Maxillofacial	Torrington	Marco, William	663 Main St.	06790	860-496-6036	N	N	N
Surgery Oral & Maxillofacial	Torrington	Tingey, Ian	663 Main St.	06790	860-496-6036	N	N	N
Surgery Oral & Maxillofacial	Torrington	Weyman, Brett	663 Main St.	06790	860-496-6036	N	N	N
Surgery Orthopedic	Sharon	Bazos, Andrew	50 Amenia Rd.	06069	860-355-8000	N	Y	never did
Surgery Orthopedic & Hand	Sharon	Yaghoubian, Robert	50 Amenia Rd.	06069	860-355-8000	N	Y	never did
Urology	Torrington	Chang, Johnny	538 Litchfield St., Ste. 102	06790	860-496-8990	N	Y	N
	Torrington	Planned Parenthood of CT	249 Winsted Road	06090	860-489-5500	Y	Y	Y

Appendix L

Table A. 6 Transportation Provider Funding Data

Provider	Target Rider Group	Purpose of Transportation	Annual Trips	Expenditures (Annually)	Source of Funding
Public					
Northwestern CT Transit District	General Public	Regional Public Transit service	38,639 Dial-A-Ride trips 42,784 Candystriper trips ²⁸	\$955,989 (FY 2006-07)	CT Department of Transportation, Federal Transit Administration Western CT Area Agency on Aging 16 Municipalities Fares and Donations
Quasi-Public					
Town of Colebrook Senior Center	Seniors (age 60+) and disabled	Non-emergency medical transportation; errands	950 trips for 75 clients	\$29,600 (FY 2006-07) One-time 5310 vehicle grant (\$35,000) 2002	NWCTD Grant; Town of Colebrook; CT DOT 5310 vehicle grant
Washington Senior Center/Senior Van	Seniors (age 60+) and disabled	Non-emergency medical transportation; recreation	Approximately 120 trips	\$7,495 One-time 5310 vehicle grant (\$35,000) 2003	Town of Washington; CT DOT 5310 vehicle grant
Sullivan Senior Center/City of Torrington	Seniors (age 60+) and disabled	Non-emergency medical transportation	6,000 trips for 300 clients	\$120,000 Three 5310 vehicle grants (\$35,000 each) 2003; 2006; 2007 (will arrive in August)	Western CT Area Agency on Aging (32%), City of Torrington (32%), donations, fundraising, thrift shop profits (36%); CT DOT 5310 vehicle grants
Blanche McCarthy Senior Center	Seniors (60+) and disabled. General Public service to 2 towns	Non-Emergency Medical Transportation	11,000 for 2,750 people	5310 vehicle grant (\$33,318) 2006	Town of Winchester/Winsted NWCTD grant for services to Barkhamsted and New Hartford

²⁸ NWCTD operates its fiscal year from July 1 through June 30. The annual trips above represent total trips from July 1, 2007-March 31, 2007.



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Provider	Target Rider Group	Purpose of Transportation	Annual Trips	Expenditures (Annually)	Source of Funding
Private For-Profit					
Curtin Livery	Disabled	Non-emergency medical transportation	Approximately 60,000 per year (200/day)	For-profit service	For-profit service/insurance companies
Summerville Senior Center	Client's only (Seniors)	Adult Day Center and Senior Living transportation	1,300 (Senior Living)	For-profit \$44,000 Adult Day Care budget	Adult Day Center- DSS, CT Home Care Program, CT Community Care Senior Living-Client Fees
Torrington City Cab	General Public	Non-emergency medical transportation, errands	Approximately 4,400 (12/day)	For-profit service	For-profit company
Kelley Transit	General Public	Transportation, Access to Health Services and privately chartered trips	Data not available	For-profit service	Fares NWCTD contracts Kelley Transit to provide drivers for Candystriper vans
Campion Ambulance	General public	Non-emergency medical transportation	Approximately 88,000 per year (300/day)	For-profit service	For-profit service/insurance companies
Non-Profit					
ALS Association, CT Chapter	Patients with ALS	Non-emergency medical transportation	17 trips for 7 patients (2006)	\$3,000	None specifically for transportation. The organizations funding comes from donations, grants, and fundraising efforts. There is not a separate transportation budget
NW CT AIDS Project	HIV+ people, low income	Non-emergency medical transportation; Access to Social Services	Approximately 1,300 trips	\$26,478.62	Ryan White CARE Act, Title II funds



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Provider	Target Rider Group	Purpose of Transportation	Annual Trips	Expenditures (Annually)	Source of Funding
Goshen Community Care & Hospice	Goshen residents	Non-emergency medical transportation	Approximately 200 trips for 25 people	N/A – all volunteer	N/A – all volunteer
Geer Inc.	Community at large, age 18+, 5-town area	Non-emergency medical transportation	Approximately 4,000 trips for 228 people	\$114,000 Two 5310 vehicle grants (\$35,000 each) 2003; 2005	Foundation for Community Health (17.5%); Municipal Funding from 5 towns served (32%); State of CT (32%); Canaan Foundation (1.8%); Berkshire Taconic Foundation (1%); Hartley Meade Foundation (.7%) Donations (1.2%); Geer Center (16%)
American Red Cross, New Milford area	New Milford area residents	Non-emergency medical transportation	1,230 rides for 90 people	\$30,000	The United Way (23%); State DOT grant (16%); New Milford Hospital (25%); individual donations (10%); Physicians (3%); General Budget (32%)
TRED (Transportation Reaching Every Direction)	DHMAS mental health clients	Access to Health and Social Services	10,000-12,000 rides for 600 people	\$125,000	DMHAS (Dept. of Mental Health & Addiction Services)
LARC (Litchfield County Association for Retarded Citizens)	LARC clients	Access to jobs, education, social services, health services	26,000 rides/year for 150 clients	\$400,000-450,000 Three 5310 vehicle grants (\$35,000, \$35,000, 32,288.80) 2002; 2004; 2006	DMR (80%); DSS Waiver Programs (5%), NWCTD grant for elderly/disabled (10%), various local agencies, schools, and donations (5%).
American Cancer Society, Southern New England Region	Cancer patients	Non-emergency medical transportation	500 trips/year for 50 riders	N/A – all volunteer	Individual donations
Volunteer Organizations					



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Provider	Target Rider Group	Purpose of Transportation	Annual Trips	Expenditures (Annually)	Source of Funding
FISH of Cornwall	Cornwall residents w/out transportation	Non-emergency medical transportation	260 trips	N/A	Purely a volunteer organization
FISH of Kent	Kent residents	Non-emergency medical transportation; errands	365 trips for 20 people	\$500	Endowment, donations

Table A. 7: NWCTD FY 2006-07 Budget*

	FY 2006-07
Expenses	\$955,989
Deficit	\$776,769
Income	
Revenue (fares, donations, other)	\$179,220
Federal Share	\$319,401
State Share	\$210,805
Local Share	\$246,563

* NWCTD Budget Addendum. SFY 2007

Appendix M

Innovative Transportation Models

West Virginia Rural Health Access Program – Three West Virginia communities explored ways to better utilize existing services. In Morgan County efficiency was increased by establishing regular schedules as opposed to the current system of providing services on demand. A single point of contact improved collaboration with healthcare providers and major partners to increase usage and efficiency of the system. In Preston County the project built a medical escort model and increased the availability of services to over ninety hours per week, and altered patients and healthcare providers increased availability of non-emergency medical transportation. A scheduler-dispatcher is responsible for making arrangements. In Grant, Pendleton and Hardy Counties a central point of contact was developed to serve as the coordinator for all transportation services. Areas of duplication are eliminated and resources were used to fill gaps in services. The coordinator disseminates information to service providers, fields calls and provides clients with information and access to services, sets up driver training, tracks service usage and surveys consumers and service providers.

Kentucky Transit Coordination involves a total of fifteen (15) statewide transportation regions operate 24 hours a day, 7 days a week using a transportation broker in each region. Brokers are responsible for coordinating and subcontracting transportation services as well as evaluating the eligibility data of recipients.

ITN America is the first and only national non-profit transportation system for the aging population. It is an innovative transportation model designed to replicate the comfort, convenience and feeling of private automobile ownership. ITN services are available 24 hours per day, 7 days per week and give riders the option to ride alone or with others. The model relies on paid and volunteer drivers to provide transportation services²⁹.

These three models depict different methods to developing coordinated systems of transportation. The NEMT Advisory Group acknowledged that the models provide aspects of implemented systems that could be combined to create a customized model to fit the demographic profiles and service needs of upper Litchfield County residents.

During a recent meeting of the NEMT Advisory Group, members identified barriers and implementation strategies along with necessary characteristics for designing a customized coordinated system for non-emergency medical transportation in upper Litchfield County. Early in the study, NEMT Advisory Group members identified the desire to use data driven decision making to spur a change in the delivery of non-emergency medical transportation to the region. Figure A. 2 outlines a compilation of challenges, resources, strategies and intended outcomes for a coordinated non-emergency medical transportation system in upper Litchfield County.³⁰

²⁹ A grant has been approved to implement the ITN at the Sullivan Senior Center. Data is still being analyzed to determine if the model can be implemented in upper Litchfield County. It is important to note that the ITN model serves only the elderly and will not provide a solution to serving other populations.

³⁰ Figure A. 2 represents the opinions of the NEMT Advisory Group members. The figure is not a final document and requires further input from stakeholders.

Figure A. 2. Coordinated Transportation System Characteristics as designed by the CT-ORH NEMT Advisory Group

Challenges to Consider

- Divided jurisdictions within the region
- Coordination among state departments
- Funding for coordination
- Limited operating funding
- Turf constraints among existing providers
- Different ridership groups
- Logistical complications (coordination of services)

Characteristics of successful model

- Establish a "broker" to manage the process
- Establish a "call center"
- Integrate State agency resources to eliminate duplication of services and maximize revenues
- Allow flexibility to address urgent transportation needs
- Develop a model similar to the ITN- using public and private money to extend services to all individuals not just the elderly
- Aggregate resources public and non-profit transportation providers
- Develop effective marketing/public awareness campaign
- Build upon existing coordination
- Eventually expand across the Tri-State area

Potential Outcomes

- Coordinated system of non-emergency medical transportation that provides unduplicated transportation services to all types of riders
- Streamlined & user-friendly call center that makes accessing services a positive & efficient process
- Most cost-effective method to utilize existing funds & increase future funding

Essential Partners

Northwestern Transit District ❖ Litchfield County Association for Retarded Citizens
❖ Geer Inc. ❖ Litchfield Hills Council of Elected Officials ❖ Northwestern Council of Governments ❖ CT Department of Transportation ❖ DSS ❖ DMR ❖ DMHAS ❖ State Department of Education ❖ Foundation for Community Health

APPENDIX N

Other Reports

The resources available for the NEMT study did not permit a direct assessment of rider demand therefore two surveys were used to assess the needs of riders.

ConnDOT. A LOCHSTP rider survey was administered to 258 individuals living in the greater Litchfield/Torrington area to better document service gaps and strategies for addressing the gaps. 108 respondents revealed that lack of public awareness of the transportation services/resources as well as the need for weekend and evening transportation services were needed.

In response to the LOCHSTP survey the ConnDOT increased funding derived from the New Freedom Initiative³¹ allocated to the NWCTD to expand Saturday evening and Sunday transportation to Winsted and allocated \$17,922 for public awareness campaign in the region³².

NWCTD. A rider survey was developed by the NWCTD³³ to better document service gaps and strategies for addressing the gaps. Findings included:

- 46.5% feel it is *important* to receive regular transportation services on Saturdays
- 44.2% feel it is *very important* to receive regular services until 5 pm on weekdays
- 41.9% feel it is very important to receive more frequent services to destinations within the region
- 39.5% feel it is *very important* to receive more frequent service to Torrington³⁴
- 34.9 % feel it is *not important* to receive regular service between 6 am and 9 am
- 28% of respondents indicated they use the services to access shopping centers

³¹ The New Freedom Initiative is part of a nationwide effort to remove barriers to community living for people with disabilities and is funded by the US Department of Health and Human Services.

³² The funding allocated from the New Freedom Initiative is included in the NWCTD operating budget.

³³ The rider survey was completed in November 2006 and included fifty-eight (58) total responses from residents living within the NWCTD region.

³⁴ It is important to note that 18 respondents or 32.2% reside in Torrington.