



Missouri Rural Health Association

FAST Act Section 3006(b) Innovative Coordinated Access and
Mobility (ICAM) Pilot Program FY 2022

Final Report for the Federal Transit Administration (FTA)

June 30, 2026

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Section 1. Identifying Information

1.1 Organization Information

Organization Name	Missouri Rural Health Association
Organization State	Missouri
Organization Project Discretionary ID	MO-2024-010; MO-2024-010-01
Organization Street Address	2412B Hyde Park Rd
Organization Project Primary Point of Contact	Reagan Alewine-Douglas
Organization Phone Number	573-415-6201

Brief Summary of Project

The Missouri Rural Health Association received \$725,387 to expand transportation through the HealthTran volunteer driver program, to provide rural transportation coordination/technical assistance/training to rural communities to enhance transportation access, and to establish an on-line mobility management technical assistance resource.

Section 2. Project Description and Background

2.1 Project Description and Background- MRHA

Background information on your organization as the recipient

Missouri Rural Health Association.

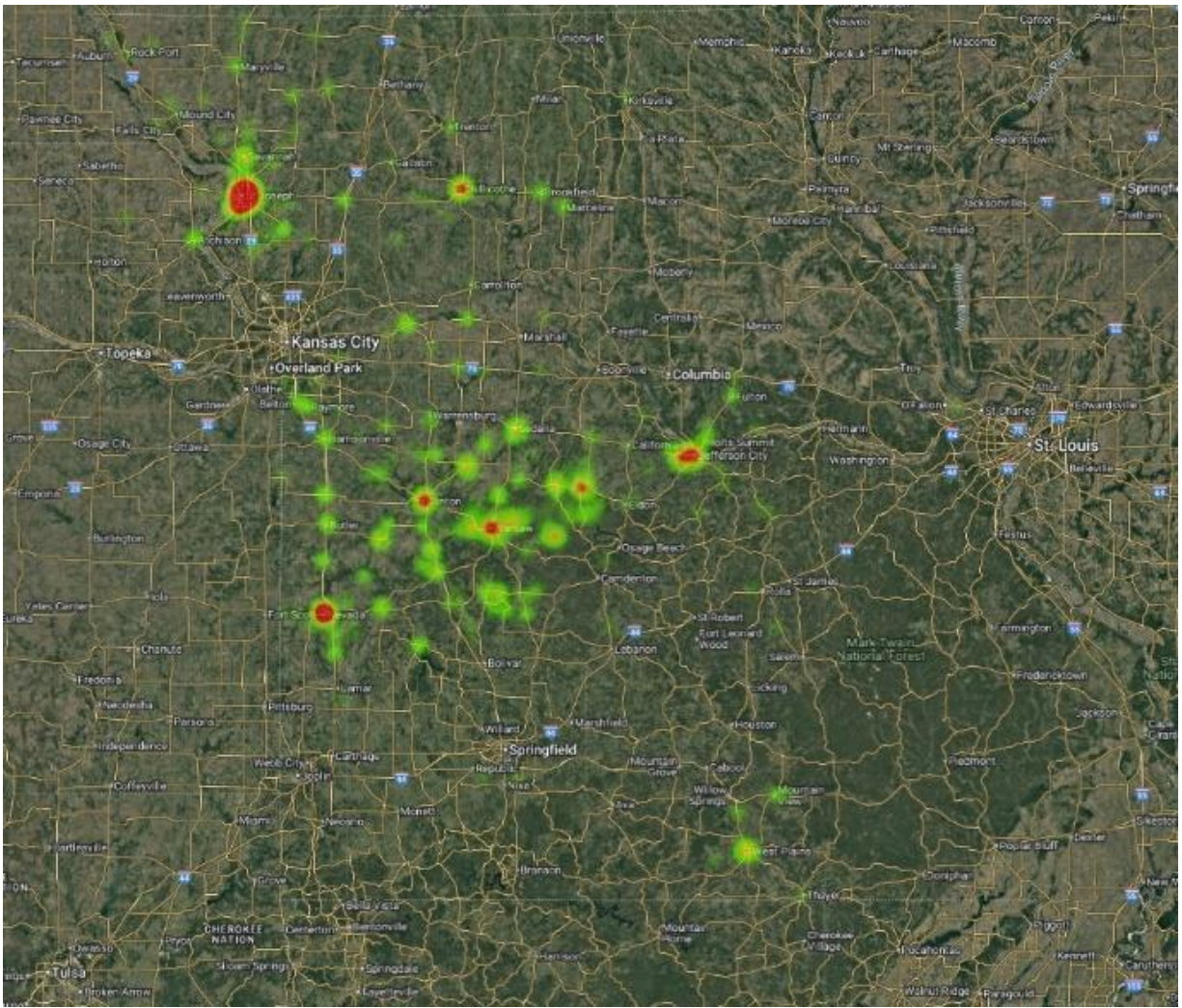
Founded in 1994, the Missouri Rural Health Association (MRHA) provides leadership on rural health priorities through strategic partnerships, education, and connectivity, working to improve the health and well-being of rural Missourians. MRHA has three key priorities: Investing in rural health infrastructure, reducing rural healthcare workforce shortages, and addressing declining life expectancy and access to care. Within these priorities, HealthTran contributes to access to care and investing in rural health infrastructure. HealthTran supports rural infrastructure by recruiting and retaining community members to drive their neighbors to their healthcare appointments.

Community Asset Builders, LLC: (Implementation Partner for HealthTran).

Community Asset Builders has a 25-year track record of developing innovative solutions to community issues. Partnering with a multitude of organizations, from community-based to national in focus, the idea is to bring the best ideas and resources to the problem at hand. Current areas of programmatic focus include transportation, Mobile Integrated Healthcare (MIH), Patient Centered Medical Home (PCMH) and supporting Missouri caregivers who help their loved-ones living with dementia to age in place at home. CAB works hand in hand with its partners to capture successes and identify opportunities for improvement.

Background on the city, town, and/or region your project is located in and the group(s) your project is/are serving. Please include the size of your service area (square miles) and any geographic features affecting travel times, such as a river, interstate, or mountain range.

Missouri's large geographic area, predominantly rural landscape, and limited transportation infrastructure create significant barriers to accessing healthcare, particularly for older adults, individuals with disabilities, and residents with limited financial resources. Many rural communities are located 30 to 100 miles from specialty care and rely on two-lane highways, while limited public transportation, challenging terrain, and severe seasonal weather further restrict access to medical services. These barriers contribute to missed appointments, delayed preventive care, poorer chronic disease management, and increased reliance on emergency departments. Through the FTA-funded ICAM project, HealthTran helped address these challenges by providing reliable, volunteer-based transportation that connected rural residents with essential healthcare services, improved access to timely care, and supported older adults and individuals with disabilities in maintaining their independence within their communities. During this grant period, HealthTran served communities in the 15 counties of northwest Missouri, a 10 county region of central Missouri, and an 8 county region of west central Missouri. Ride density is reflected on the map below.



Background on the problem your project is trying to solve

Transportation has been a major barrier to health care access and quality of life across Missouri for more than 15 years, particularly in rural areas where long distances, limited transit options, aging populations, and provider shortages make it difficult for individuals to attend appointments, obtain medications, access services, and maintain employment or education. These challenges often lead to missed care, poorer health outcomes, and increased stress, yet many existing solutions—such as grant-funded vehicles or drivers—are short-term, fragmented, and difficult to sustain. To address this, the Missouri Rural Health Association (MRHA) explored a coordinated mobility management approach that brings together transportation providers, health systems, social service agencies, and community partners to improve efficiency, expand access, and develop sustainable solutions. This effort led to the creation of HealthTran, a comprehensive program that connects individuals to transportation resources through a coordinated model, strengthening community partnerships while improving access to care and essential services across rural Missouri.

Goals of your ICAM project (you may include goals submitted as part of your project's application).

MRHA identified three (3) primary goals for the ICCAM funding:

1. Increase the efforts of the HealthTran Mobility Management Technical Assistance Center to enhance communication, support mobility management strategies, and enhance education and reporting capabilities in Missouri
2. Expand opportunities for education and training through the Mobility Management Certificate Program and work to create a national mobility management certification program to continue building skills and knowledge to address long-term access issues.
3. Explore new opportunities to grow and expand the volunteer driver program in rural communities. Increase technical assistance for rural communities to implement and oversee a network of volunteers in their communities to help get people to healthcare related appointments to increase health outcomes in their communities.

Did your project receive any other sources of Federal funding?

No, FTA ICAM was the only federal funding MRHA received for the HealthTran program.

Section 3. Implementation Activities

3.1 Activity 1: Mobility Management Certificate Completers

3.1.1 Description of the Activity

The purpose of this course is to provide Mobility Management trainees with the skills, knowledge, and resources that will improve transportation access for Missourians who have the greatest need. Upon completion of the course the trainee will be able to identify their community's transportation resources and barriers, communicate with others using non-biased language, collaborate effectively, identify funding resources to assist consumers with transportation cost, and identify requirements and restrictions of funding for consumers. Additionally, trainees will create their own National, State, and Local Mobility Management Resources Toolkit that is focused on the trainee's community of service.

3.1.2. Partnerships

MRHA partnered with the National Center for Mobility Management (NCMM) and the University of Missouri- School of Medicine to develop a National MM Certification. In 2023, MRHA transitioned the curriculum to the Community Asset Builders, HealthTran's implementation partner, who has now taken complete responsibility for staffing and maintaining the course

The HealthTran team collaborated with the Executive Director of the Community Health Workers (CHW) Association of Missouri to promote the Mobility Management Curriculum among Community Health Workers throughout the state. We are not aware of any federal funding received by this organization. The team also partnered with the Rural Health Information Hub (RHIhub) Information Center at the University of North Dakota to include a link to the Mobility Management Curriculum in relevant publications and resources. The RHIhub does receive some limited funding through HRSA to serve as a resource for health improving rural initiatives. In addition, several organizations—including Missouri Department of Transportation (MoDOT), the Missouri Hospital Association, the National Aging and Disability Transportation Center (NADTC), National Center for Mobility Management (NCMM), and Easterseals Project Action—agreed to disseminate information about the curriculum and provide links to the online training through their networks. We are unaware of any federal funding tied to these entities.

3.1.3. How the Activity was Accomplished

The Mobility Management Curriculum Instructor conducted extensive national outreach to promote awareness of the mobility management curriculum and build partnerships with organizations serving Community Health Workers (CHWs) and transportation providers. Outreach included **42 contacts representing CHW Associations across 37 states**, recognizing that several states maintain multiple statewide or regional CHW organizations. Five states had more than one CHW association identified, including **Missouri**, which is served by three organizations: the **Missouri Community Health Worker Association**, the **CHW Association of Missouri/Kansas Regional CHW Collaborative**, and the **Saint Louis Integrated Health Network**. In addition to engaging CHW associations, the instructor made **143 contacts with transportation agencies across all 50 states**, including state departments of transportation, regional transit authorities, mobility management programs, and other transportation stakeholders. This broad outreach strategy was designed to increase awareness of the curriculum, foster cross-sector collaboration between health and transportation partners, and encourage adoption of mobility management training that equips Community Health Workers to better address transportation barriers affecting access to healthcare and other essential services.

3.1.4 How the Activity was Measured

This activity is measured on documented participation and completion.

All enrollment and course activities are completed electronically. The instructor monitors progress and maintains contact with students. Upon completion, students are provided a certificate that documents the achieved credits.

3.1 Activity 2: Number of Rides Provided and Riders Assisted

3.1.1 Description of the Activity

HealthTran is a membership-based volunteer driver program that reduces transportation barriers to health care and other essential services that support health, independence, and quality of life. By connecting trained community volunteers with individuals who lack reliable transportation, HealthTran provides access to medical appointments, pharmacies, grocery stores, social services, and other critical destinations. Serving rural and underserved communities where public transportation is limited or unavailable, the program helps individuals remain safely and independently in their homes while improving access to care, supporting healthy aging, and strengthening community well-being.

3.1.2. Partnerships

HealthTran partners with community based organization to fill the transportation gap. HealthTran provides the platform, training, volunteer recruitment and coordination of communication across member organizations. No partners received federal funding. Members pay for volunteer driver mileage. Key partners involved in the FTA grant include:

Northwest Health Services

Northwest Health Services serves 16 rural counties in northwest Missouri and provides transportation to local clinics and for long-distance trips to specialty care. Northwest implemented HealthTran in May 2018 and added their Chillicothe clinic in summer 2023.

Katy Trail Community Health

Katy Trail Community Health provides services to residents in West Central Missouri, with primary locations in Sedalia, Versailles, Marshall, and Warsaw.

United Way of Central Missouri- Central Missouri

The United Way of Central Missouri reached out in 2019 to provide the financial backing to bring HealthTran to central Missouri. This process got deferred due to a natural disaster and a pandemic. Conversation started back up in early 2023 with the first rides being scheduled early 2024. Organizations participating in the program include SSM Health St. Mary's Hospital, Jefferson City Medical Group (JCMG) and the Community Health Center of Central Missouri.

Bothwell Regional Medical center /UniteUs/ ToRCH

HealthTran partnered with UniteUs (mid 2025) to help with the transportation barrier through the ToRCH model. ToRCH is a Medicaid demonstration program working with hub communities to more fully address the 'upstream' causes of poor health through integrating social care supports into clinical care. The model provides sites with the expanded ability to bill Medicaid for rides, providing a sustainability model for HealthTran.

3.1.3. How the Activity was Accomplished

HealthTran partners with organizations to provide coordinated transportation services that address both medical needs and the social determinants of health, including access to food, employment, education, pharmacies, and community resources. Through training and technical support, HealthTran equips partner staff to use the Assisted Rides platform to efficiently schedule, coordinate, and track transportation while collecting data for reporting and evaluation. The organization also assesses each partner's transportation needs and recruits, screens, and onboards volunteer drivers to build a reliable, community-based transportation network. By combining technology, training, and volunteer driver coordination, HealthTran delivers a flexible, sustainable model that reduces transportation barriers, expands access to essential services, and improves health outcomes and quality of life.

3.1.4 How the Activity was Measured

HealthTran uses the Assisted Rides platform to coordinate transportation services and collect ride-level data for participating partner organizations. The platform tracks key performance measures, including rides scheduled, passenger and vehicle miles traveled, unduplicated riders served, and other demographic and service information captured through rider profiles. These data enable HealthTran to monitor program utilization, evaluate outcomes, and measure the impact of transportation services. During the FTA ICAM grant period, participating organizations scheduled 4,345 rides and served 737 unduplicated riders through the Assisted Rides platform.

3.1 Activity 3: Events Completed (Recruitment/Awareness):

3.1.1 Description of the Activity

The HealthTran Driver Recruitment Events are designed to expand and sustain a network of volunteer drivers who provide essential transportation services to individuals needing access to medical care and other social determinants of health. The project focuses on increasing volunteer driver recruitment in our partners service areas while maintaining strong relationships with existing drivers by ensuring they feel appreciated, heard, and valued.

3.1.2. Partnerships

HealthTran relies on the partners to help recruit drivers in their service areas with the materials HealthTran staff provides. Beyond our partners, HealthTran staff actively engages with local organizations and businesses, including ambulance districts, school districts, churches, pharmacies, convenience stores, and civic organizations, to distribute program information and expand community awareness. Recruitment efforts are further supported through online platforms such as Indeed, Volunteer Match, United Way, Interserv, Facebook, local newspapers, radio stations, and other community networks.

3.1.3. How the Activity was Accomplished

HealthTran's Volunteer Recruiter conducts ongoing outreach to community organizations and leaders—including libraries, senior centers, churches, healthcare providers, and civic groups—to raise awareness of the volunteer driver program and recruit new participants. This includes presentations, community meetings, and local recruitment events that educate potential volunteers about program requirements and impact. Recruitment efforts are supported by marketing across platforms such as Indeed, VolunteerMatch, United Way, social media, local media outlets, and community spaces, along with participation in health fairs and public events. To sustain and grow the driver network, the Volunteer Manager regularly visits recruitment areas, hosts events, aims to add new drivers each month, and focuses on volunteer retention by fostering a supportive and engaging environment, ensuring reliable transportation services for rural and underserved communities.

3.1.4 How the Activity was Measured

HealthTran's Volunteer Manager oversees all volunteer recruitment and onboarding activities, including planning and hosting community outreach and awareness events and implementing recruitment strategies. Each event is documented with key details—such as date, location, partner organization, and event type—and recorded in a centralized tracking system to support monitoring and reporting. During the current FTA grant cycle, HealthTran conducted 29 recruitment and awareness events and published more than 100 online recruitment postings. The Volunteer Manager also tracks how many volunteers are recruited through each effort, enabling HealthTran to evaluate strategy effectiveness, identify successful approaches, and guide future recruitment and engagement activities.

3.1 Activity 4: Social Media Engagement (Posts, Learning, Community)

3.1.1 Description of the Activity

Through the Community Asset Builders website (www.cabllc.com) there is a mobility management resource hub. Individuals can also join the Mobility Management group to participate in discussions and communicate with staff and other people in the field. Through the website, staff initiate posts, share links to important resources and communicate with the public. The learning community and resource hub were designed to be sustained regardless of funding.

3.1.2. Partnerships

The development and management of the website and resource hub are primarily internal activities, with the exception of collaboration between the Missouri Rural Health Association and Community Asset Builders in the development of the platform.

3.1.3. How the Activity was Accomplished

Shared information is curated from multiple reputable sources, including CTAA, NCMM, RHlhub and other transportation agencies and posted to the resource hub. All staff have access and the ability to post information and resources.

3.1.4 How the Activity was Measured

To increase awareness of transportation resources and strengthen community capacity around mobility management, HealthTran maintained an active presence on the Community Asset Builders website, posting 494 transportation-related resources, announcements, and educational opportunities throughout ICAM cycle. In addition, HealthTran identified and published 17 transportation-focused webinars to the Mobility Management students and community partner agencies, providing grant opportunities and increasing knowledge of best practices, emerging trends, and innovative strategies for addressing transportation barriers.

Section 4. Performance Measures

4.1 Quantitative Measures (Program Outputs)

Column A	Column B	Column C	Column E	Column S
Activity	Activity sub-category	Output Measures	Output Target	Cumulative Target Outputs
Mobility Management	Overarching	Total # of new mobility management programs /initiatives	3	4
		Total # of enhanced mobility management programs /initiatives	8	8
		Total # of individuals/ inquires fielded through mobility management programs/initiatives	30	74
		# of responses from satisfaction surveys and/or results/ feedback	N/A	N/A
	Mobility Manager	# of mobility managers hired	N/A	N/A
		# of referrals to other organizations/agencies	N/A	N/A
		[If you have a vehicle] # of rides booked via mobility manager	N/A	N/A
	Mobility Hub	# of mobility hubs established	N/A	N/A
		# of modes of transportation involved in mobility hub	N/A	N/A
		# of people/users passing through mobility hub (connected trips)	N/A	N/A
	Travel Training	# of travel trainers	N/A	N/A
		# of trainings provided	N/A	N/A
	One-call/One-click Center	# of one-call/one-click centers established	N/A	N/A
		# of calls	N/A	N/A
		# of follow-up calls	N/A	N/A
		# of website visits (unique)	N/A	N/A
		# of rides resulting from a one-call/one-click center?	N/A	N/A
	Volunteer Driver Program	# of volunteer drivers recruited	40	34
		# of rides provided by volunteers	4000	4345
		# of riders assisted	500	737
Committees/Advisory Groups		# of participants	N/A	N/A
		# of partnerships/ participating orgs	N/A	N/A
		# of committee /focus group convenings	N/A	N/A
Marketing and Outreach or Community Engagement		# of community awareness /outreach events	24	29
		# of outreach articles/social media posts	450	501
		# of people reached	N/A	N/A
Productivity		# of rides/trips	N/A	N/A
		# of rides/trips on time	N/A	N/A
		% of rides/trips on time	N/A	N/A
		Increase in boardings per vehicle service hour	N/A	N/A
Vehicles	Purchase and/or Upgrade	# of vehicles procured/purchased	N/A	N/A

	Implementati on	# of completed rides using the new vehicle(s)	N/A	N/A
		# of trips involving coordination between multiple orgs/agencies	N/A	N/A
Software	Procurement Purchase and/or Upgrade	# of software purchases and/or upgrades	N/A	N/A
	Implementati on	# of interactions with software	N/A	N/A
		# of rides booked and paid through software	N/A	N/A
		# of cancellations	N/A	N/A
Coordination Equipment /Tablets	Equipment Purchase and/or Upgrade	# of equipment purchases and/or upgrades	N/A	N/A
	Implemen- tation	# of rides	N/A	N/A
OTHER	Mobility Management Certification	# of mobility management certificates awarded	30	22

4.2 Qualitative Measures (Program Outcomes)

4.2.1 Increased access to community services and/or appointments

Through FTA ICAM funding, HealthTran renewed its subscription to the Assisted Rides technology platform, allowing the program to maintain existing partnerships and establish new collaborations with healthcare providers and community organizations. This technology improved ride coordination and expanded access to transportation for individuals facing transportation barriers. As a result of the project, HealthTran provided transportation for over 700 people through more than 4,300 one-way trips to medical appointments and destinations addressing social determinants of health, helping connect individuals to essential healthcare services and community resources.

4.2.4 Expansion of current services

The ICAM project expanded HealthTran's existing transportation services by strengthening partnerships with both current and new partners while increasing transportation capacity through volunteer driver recruitment. During the grant cycle, HealthTran continued serving existing partner organizations and established new partnerships with SSM Health St. Mary's, JCMG, Community Health Center of Central Missouri, and UniteUs to support Bothwell Regional Health Center's ToRCH initiative. The project allowed HealthTran to expand from 4 organizations to 8 (doubling impact). The new agencies provide rides to riders in 4 new communities where access to medical transportation was previously limited or nonexistent. To support the increased demand, HealthTran recruited, onboarded, and trained seven new volunteer drivers, allowing the organization to serve more riders and improve access to healthcare to their communities.

HealthTran's efforts resulted in several important outcomes, including:

- **Optimizing existing transportation resources** by analyzing current services, identifying gaps, reducing duplication, and improving efficiency across transportation networks.
- **Developing new funding streams** by engaging medical providers, social service agencies, employers, educational institutions, and private individuals in supporting transportation costs, thereby diversifying funding sources and reducing reliance on short-term grants.
- **Increasing ridership and access to care** by connecting individuals who lack reliable transportation with services funded by health care providers and community partners.
- **Promoting sustainability** through shared-cost models that distribute transportation expenses across multiple organizations and communities, making services more financially viable over time.
- **Collecting and utilizing impact data** to demonstrate outcomes, identify emerging needs, increase community awareness, and advocate for additional resources and policy improvements.
- **Reducing the time, stress, and confusion associated with scheduling transportation**, creating a more user-friendly experience for both riders and referral partners.
- **Ensuring access to care at the right time, in the right place, and at the right cost**, ultimately improving health outcomes, reducing missed appointments, and enhancing the quality of life for rural residents.

Section 5. Lessons Learned and Project Sustainability

5.1 Lessons Learned

5.1.1 Overall ICAM Project – Lessons Learned

HealthTran demonstrated that effective transportation solutions are achievable when communities move beyond the assumption that volunteer programs are too difficult or costly to sustain. Through strong partnerships, careful planning, and persistence, the program built a reliable volunteer driver network that has delivered thousands of rides to individuals facing barriers to health care and essential services. A key lesson was the importance of investing in volunteers through thorough screening, training, liability coverage, and mileage reimbursement, which supported both safety and retention. Success was further driven by committed community partners, national recognition, the development of a mobility management curriculum, and the efforts of a dedicated team, while also revealing challenges such as fragmented systems, funding barriers, and the ongoing difficulty of recruiting service-driven volunteers.

Ultimately, HealthTran showed that sustainable transportation solutions require continuous collaboration, innovation, and long-term commitment. While challenges remain, the program highlights that by engaging partners, learning from experience, and adapting over time, communities can build scalable models that improve access to care and essential services.

5.1.2 Technology Implementation – Lessons Learned

Not Applicable

5.2 Project Long-Term Sustainability

5.2.1 Overall ICAM Project – Long Term Sustainability

ICAM Project Sustainability (Funding and Partnerships):

HealthTran is committed to the long-term sustainability of its transportation model by expanding strategic partnerships, diversifying funding sources, and strengthening community capacity to address transportation barriers. The program will continue partnering with TORCH communities, Rural Health Transformation Program (RHTP) participants, Patient-Centered Medical Home (PCMH), and PROMPT organizations to leverage emerging reimbursement opportunities and integrate volunteer transportation into broader health improvement initiatives. HealthTran also provides free Mobility Management training to help communities develop sustainable local transportation systems while pursuing federal, state, foundation, healthcare, and private-sector funding to support staffing and infrastructure. Through these efforts, HealthTran is building a resilient, scalable transportation network that improves access to healthcare and essential services for rural and underserved populations while supporting long-term, value-based community health outcomes.

ICAM Project Sustainability (Barriers or Challenges):

HealthTran did not face significant barriers related to FTA funding, as strong partnerships, a member contribution model, and experienced leadership from the Missouri Rural Health

Association and Community Asset Builders ensured matching requirements and efficient grant administration. However, ongoing programmatic challenges remain, particularly securing sustainable operational funding to support essential staff functions such as volunteer coordination, ride management, outreach, and quality assurance; HealthTran is addressing this by diversifying funding through healthcare partnerships, foundations, Medicaid initiatives, and grants. Additional challenges include recruiting and retaining volunteers—especially in rural areas with smaller, aging populations—managing long travel distances and limited infrastructure across Missouri’s rural geography, and adapting to evolving healthcare reimbursement models. Despite these factors, continued collaboration, flexible funding strategies, and strong community engagement have enabled HealthTran to build and sustain a model that expands access to healthcare and essential services.

5.2.1 Technology Implementation – Project Long-Term Sustainability

Not Applicable