



**Atlantic
Ambulance**



Emergency Medical Services
for
Andover Township

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Table of Contents:

Executive Summary	3
Business Background & Experience	4
I. Experience	
II. Volume of Transports	
III. Divisions of Atlantic Ambulance	
IV. Quality Assurance Program	
V. Patient Records & Record Maintenance	
VI. Leadership Structure	
VII. Staffing & Personnel	
VIII. Employee Retention, Screening & Recruitment	
IX. Training & Education Program	
X. Uniforms & Professional Appearance	
XI. Field Supervisors	
Vehicles, Equipment & Supplies	14
I. Licensure	
II. Vehicle Maintenance Program	
Operational Review	15
I. Basic services	
II. Responses by multiple agencies	
III. Timing	
IV. Dispatches	
V. Response Time	
VI. Driving Safety Program	
VII. Performance Service Standards	
VIII. Transport Destinations	
IX. Atlantic Health as the Provider of Choice by Andover Twp. Residents	

Executive Summary:

Atlantic Ambulance (AA) is a non-profit corporation dedicated to providing the finest ambulance service in New Jersey. We provide multiple levels of ambulance transportation services including Basic Life Support (BLS) and Advanced Life Support (ALS) Emergency Response. We provide both ALS and BLS inter-facility transportation, Air Medical transportation and special event services as well.

Our mission is to not only provide superior medical care to our patients, but to provide compassionate and courteous service to all our customers. We ensure to maintain our goals by putting the patient first, treating all customers equally, and providing our team with the highest levels of continuing education in all aspects of medical care, transportation, and customer service.

Atlantic Ambulance is affiliated with Newton Medical Center in Newton, NJ and Atlantic Health System based in Morristown, NJ. As Atlantic Health System (AHS) team members, we are privileged to be a "Fortune 100 Best Company to Work for," twelve years running. AHS consists of six Northern New Jersey Hospitals including Morristown Medical Center, Overlook Medical Center, Newton Medical Center, Chilton Medical Center, Hackettstown Medical Center and Goryeb Children's Hospital.

We are honored to serve numerous municipalities and engage in many community events throughout New Jersey. We are equally honored to be considered on the request for Emergency Medical Services for Andover Township. The commitment and dedication to provide the finest ambulance service in New Jersey is the same level of service we will bring to the Andover Township residents, employees and visitors.

We look forward to the opportunity to further discuss how Atlantic Ambulance can be of service to Andover Township and we thank you for your consideration.

Business Background & Experience

Atlantic Ambulance looks forward to the opportunity to provide Basic Life Support Services to Andover Township. In addition to our fleet of licensed ambulances, AA staffs on-duty supervisory staff that are available to provide further support at large scale incidents where coordination of resources may be required.

Atlantic Ambulance stations nearby “float units” that are repositioned for additional coverage in the event additional responses or multiple emergencies occur while primary ambulances are assigned. AA also has a network of up to 52 staffed ambulances on the road daily, and those not on assignment will be available as additional back-up and positioned accordingly.

Accreditation

Atlantic Ambulance is one of three New Jersey Ambulances services to be accredited by the Commission on Accreditation of Ambulance Services (CAAS). To become accredited an agency must pass a rigorous process that includes policy evaluation, site inspection, and team member interviews ensuring that standards are in place. CAAS currently has 121 standards that ensure the highest bar is set for accredited agencies. AA is the only provider in Sussex county to achieve this honor.



Atlantic
Ambulance



Experience

Since the merging of several hospitals in 2001, Atlantic Ambulance was formed out of the existing Mobile Intensive Care Paramedic Units. Since 2001, Atlantic Ambulance has seen tremendous growth and experience in its 19 plus years of existence.

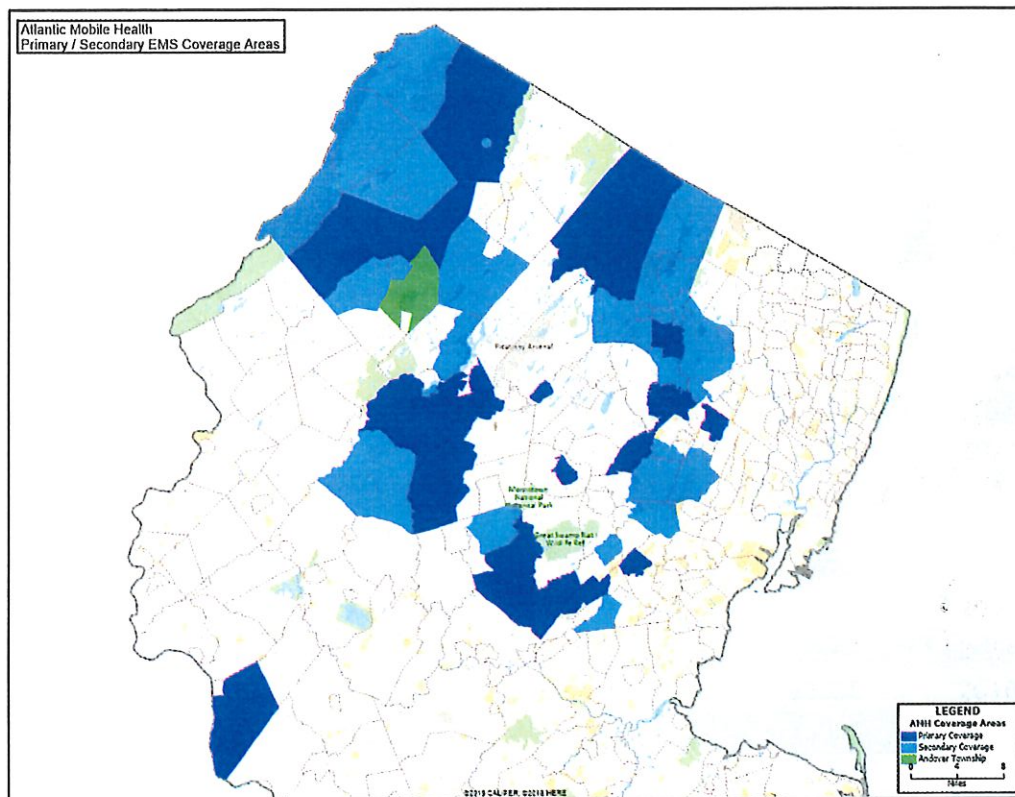
Operating in 24 counties of New Jersey, AA is affiliated with 8 acute care hospitals and is one of only a few healthcare systems that provides all levels of pre-hospital and inter-facility care. Additionally, AA has over 190 total vehicles in its fleet used to complete all levels of medical transportation.

Volume of Transports

Service Line	Volume
Air Medical Flights	830
Ground Emergency Medical Services	12000
Ground Non-Emergency Ambulance	33900
Mobility Assistance Vehicle	8300
Mobile Intensive Care Unit	15000
Specialty Care Transport	5900

EMS Division – The EMS division includes New Jersey’s BLS emergency “911” contracts.

- AA’s contracted EMS Division ambulance units answer over 12,000 calls per year. We have also expanded our BLS “911” service areas which includes the towns of: Bernards Township, Cedar Grove, Chester Township, Chester Borough, East Hanover, Fairfield, Mine Hill, Morristown, Mountainside, Mount Olive, Pequannock, Rockaway Borough, Roxbury, Warren, Watchung and West Milford.
- In Sussex County, AA is dual dispatched on first request for an ambulance in collaboration with EMS from Hampton Township, Lafayette Township, Stillwater Township, and Wantage Township.
- AA also provides secondary coverage to assist municipal agencies when volume is high or the agency is not available.



Andover Township Emergency Medical Services

Municipality	County	Operation	Population	Length of Service
Bernards Twp	Somerset	5 days/week, 12 hours	27061	2018 - Current
Bernardsville	Somerset	7 days/week, 24 hour back up	7815	2019 - Current
Branchville	Sussex	7 days/week, 24 hour back up	783	2015 - Current
Chester	Morris	5 Days/week 13 hours	8951	2016 - Current
Cedar Grove	Essex	24/7 - Primary Coverage	12549	2020 - Current
East Brunswick	Middlesex	7 Days/week, 24 hours	46756	2016 - 2019
East Hanover	Morris	5 days/week 12 hours	11157	2009 - Current
Fairfield	Essex	5 days/week 12 hours	7466	2007 - Current
Frankford	Sussex	7 days/week, 24 hour back up	5348	2015 - Current
Fredon	Sussex	7 days/week, 24 hour back up	3196	2015 - Current
Hampton Twp	Sussex	24/7 Dual Dispatch	4896	2015 - Current
Lafayette	Sussex	24/7 Dual Dispatch	2300	2015 - Current
Mine Hill	Morris	24/7 - Primary Coverage	3679	2017 - Current
Montague	Sussex	7 days/week, 24 hour back up	3695	2015 - Current
Morristown	Morris	7 days/week 24 hours - Primary	18411	2015 - Current
Mountainside	Union	5 days/week 12 hours	6685	2005 - Current
Mt. Olive	Morris	5 days/week 14 hours	24193	2010 - Current
Newton	Sussex	7 days/week 24 hour back Up	7997	2006 - Current
Pequannock	Morris	5 days/week 12 hours, 2 Trucks	15420	2014 - Current
Plainfield	Union	7 days/week, 24 hour back up	51327	2012 - Current
Randolph	Morris	5 days/week, 13 hours	25893	2004-2009 2014-2019
Rockaway Borough	Morris	24/7 - Primary Coverage	6478	2017 - Current
Roxbury Township	Morris	5 days/week, 13 hours, Back-Up	23883	2017 - Current
Sandyston	Sussex	7 days/week, 24 hour back up	1856	2015 - Current
Stillwater	Sussex	24/7 Dual Dispatch	3920	2015 - Current
Wantage	Sussex	7 days/week, 12 hours (24/7 Backup)	10934	2015 - Current
Warren/Watchung	Somerset	5 days/week 12 hours	20392	2007 - Current
Kinnelon	Morris	7 days/week, 24 hour back up	10213	2014 - Current
Butler	Morris	7 days/week, 24 hour back up	7774	2014 - Current
Ringwood	Passaic	7 days/week, 24 hour back up	12454	2014 - Current
Pompton Lakes	Passaic	7 days/week, 24 hour back up	11206	2014 - Current
Wayne	Passaic	7 days/week, 24 hour back up	55072	2018 - Current
Livingston	Essex	7 days/week, 24 hour back up	30142	2013 - Current
Roseland	Essex	7 days/week, 24 hour back up	5937	2018 - Current
Bloomingtondale	Passaic	7 days/week, 24 hour back up*	8242	2014 - Current
Lincoln Park	Morris	7 days/week, 24 hour back up*	10468	2014 - Current
West Milford	Passaic	1 day/week, 12 hours	26856	2016 - Current
New Providence	Union	7 days/week, 24 hour back up	13308	2017 - Current

- AA's New Jersey MICP Units responded to over 15,000 calls in 2018.
- The Air Medical Services includes two bases and provides emergent scene flights and specialty care inter-facility flights. Air One and Air Three are based in and serve Northern NJ, both are currently licensed and have designated primary area in Pike County, PA.

Inter-Facility Transport Division

The inter-facility transport division provides contracted and on call inter-facility transports as well as special event services. AA provides Basic Life Support (BLS), Advanced Life Support (ALS), Specialty Care Transport Unit (SCTU), Pediatric, Neonatal, and Mobility Assistance Vehicles (MAV) to multiple hospitals, skilled nursing facilities, and other customers.

- The Inter-Facility transport division answers approximately 33,900 customer requests for non-emergency ambulance transport per year.
- The Specialty Care Transport Units have bolstered their service area with the addition of contracted units at Saint Peters University Hospital in New Brunswick, NJ. The SCTU answers approximately 5,900 requests for transport per year.
- Other special events include New York Jets Training Camp, community events, and on-call Strike Teams for high profile events including Super Bowl XLVIII and the PGA Tour.

Eagle Medical Transport is AA's for-profit arm which provides transport for patients with managed care insurances, making AA a provider of ALL insurances with one phone call.

Quality Assurance/Improvement:

AA uses an ongoing process of systematically and continuously assessing and improving clinical and operational performance through our rigorous Quality Assurance/Improvement Committee and process.

Responsibilities

The Director of Atlantic Ambulance has the final authority and accountability for implementation of a Continuous Quality Improvement Plan (CQI). The Director has delegated this responsibility to the Clinical Coordinator, Medical Oversight Board (MOB) and the Management Team.

The Clinical Coordinator or designee reports all activities to the MOB and the Management Team according to the agreed upon schedule. The Clinical Coordinator:

- Follows up on all activities where it is requested or indicated.

Andover Township Emergency Medical Services

- Coordinates Divisional CQI activities including data collection, evaluation, reporting, and change recommendation.
- Implements an ongoing system for monitoring patient care activities and documentation of this process.

The MOB is responsible for the functional implementation of the CQI Plan. In doing so the MOB shall establish and maintain written standards in the form of Policies, Guidelines, Protocols, and Procedures.

The AA Medical Director acts as the Chairperson of the MOB.

The Medical Oversight Board consists of the following members;

- AA Medical Director
- Medical Directors of the four MICU sites
 - Chilton Medical Center
 - Morristown Medical Center
 - Mountainside Hospital
 - Overlook Medical Center
- Medical Director of the EMS Fellowship
- EMS Fellow
- Pediatric Emergency Physician
- Trauma Surgeon/ Critical Care Physician
- Air One Manager or a designee
- SCTU Manager or a designee
- MICU Manager or a designee
- AA BLS/EMS/Medical Transportation Manager or a designee
- AA Dispatch Manager or a designee
- Other invited guests

MOB members shall serve as the link between the divisions or specialty areas and act as work group facilitators within their division.

The Clinical Coordinator and the Medical Director or their designee shall conduct a comprehensive medical review using pre-established criteria for each review. This review will be used to guide policy development and continuing education.

Andover Township Emergency Medical Services

Managers shall support the orientation of new employees and the recurrent training of employees by ensuring that:

1. each job has specific job descriptions
2. each division is responsible for orientation
3. supporting hospital educational services are available,
4. and specialty certification requirements are met.

Patient Records & Record Maintenance

Patient Care Records (PCRs) are completed on emsCharts. Designed from a clinical prospective, emsCharts provides complete electronic charting capabilities to eliminate PCR errors and maintain pertinent information. The Medical Records module provides the following features:

- Streamlined data entry with dialog and drop-down menus
- Clinically driven system design to mirror patient care
- Flexible user defined system configuration
- Instant access to information for improved patient healthcare
- Customized data elements to meet service's specific needs
- Electronic exports of PCR to the state level
- HIPAA compliance with quality assurance locks and security privileges
- Minimal redundant data entry for time savings and consistency
- Detailed activity logs documenting patient care
- Form letter templates for Medicare, reporting, and customer support purposes
- Supply tracking for improved inventory control
- Infinite reporting capabilities with text and graphic presentations
- Built in PCR audit process for improved quality control

Quality Assurance with emsCharts

Designed to provide an audit trail for monitoring all aspects of critical care and emergency transport services.

- Custom QA process for controlling and monitoring PCR
- Real time chart review for improved patient care
- Real time procedure monitoring of employee performance
- Comprehensive reporting for QA program
- Real time risk management reporting, tracking, and event trends

Chart Summaries

Displays information from patient demographics and chart data to assist in the reimbursement process.

- Exports information to external billing package or 3rd party service to eliminate redundant data entry
- Provides Utilization Reviews to ensure that sufficient documentation has been completed

Andover Township Emergency Medical Services

- Collaborates with supply tracking for inventory demands and costs

Leadership Structure

- David Ferguson, Director – More than 30 years of experience in health care administration
- Dr. Albert Ritter, Medical Director – 21 years of ER physician experience and provides quality assurance (Q/A) review on a monthly basis for all trips done by the ambulance company.
- Glenn Deitz MHA, MICP, FACPE, Manager of Ground Medical Transportation– brings over 18 years of EMS experience, including 11 years as a Mobile Intensive Care Paramedic. Glenn is board certified in EMS Leadership as a Fellow with the American College of Paramedic Executives and was awarded the 2018 EMS Administrator of the year by the NJ Department of Health, Office of Emergency Medical Services
- David Petersen MICP, RN, Manager of Quality, Clinical, and Patient Transfer Center – 23 years Mobile Intensive Care experience, Registered Nurse and 10 years of air medical flight experience.
- Albert McNally, EMT, AEMD, CMCP, Manager of Communications Division- brings over 31 years of dispatch experience, including 36 years of EMT experience
- Art Samaras MS, NRP, FP-C, Manager of Mobile Intensive Care Unit, Specialty Care Transport Unit, and Air Medical Transportation- Brings 23 years of EMS Experience, including 18 years as a paramedic and 10 years as a Flight Paramedic
- Philip Crowley MS, Manager of Transportation Services and Logistics
- Bradley Erickson MBA, EMT, Assistant Manager- brings over 11 years of EMS experience
- Mary Luster, EMT, Assistant Manager – brings over 33 years of EMS experience
- Richard Musso MPA, MICP, Assistant Manager- brings over 41 years of EMS experience, including 38 years as a paramedic.
- Michael Scovil MICP, Assistant Manager of Air Operations – has over 27 years of EMS experience and 24 years as Paramedic including 8 years of air medical flight experience.

Staffing & Personnel

AA provides staffing for the emergency medical services system, such that, at all times, there are two (2) New Jersey certified Emergency Medical Technicians at the Defibrillation level or above on each primary unit. All crew members are current and competent in any additional or ancillary certifications that are required to perform any and all job responsibilities, including,

but not limited to, certification in Cardiopulmonary Resuscitation. All personnel are mentally and physically fit to perform their job functions.

Additionally, AA staff are required to complete supplementary training to include CPAP (continuous positive pressure oxygen delivery), and Aspirin/Narcan/Epi-Pen Administration. AA also participates in High Performance CPR initiatives which has been shown to improve pre-hospital cardiac arrest survival rates. These initiatives allow AA to be one of the most progressive EMS agencies in the state of NJ.

Further, AA maintained staffing levels such that waivers issues by the State of NJ to allow reduced staffing of 1 EMT and 1 First Responder during the COVID-19 Pandemic were not utilized. At all times during the Pandemic, AA has kept 2 EMTs staffed on every ambulance in service.

Employee Recruitment & Screening

AA Hiring processes include:

- Interview- conducted by EMS Management
- Criminal Background check
- Driver's license check
- Health and Wellness screening- performed by Occupational Medicine of Atlantic Health System
- Orientation Program- including classroom, clinical training and "ride time"
- AA is rolling out a newly developed Field Training Officer program that will allow for consistent training and serve as a resource to new hires.

We provide numerous in-house opportunities for continuing education and career advancement. Employees are also afforded the opportunity to attend local State and National conferences and educational seminars.

Employees receive a certain degree of benefits based on their status (full time, part time, etc.):

- Core Benefits:
 - Medical
 - Prescription
 - Vision
 - Dental
 - Flexible Spending Account
 - Basic life Insurance

Andover Township Emergency Medical Services

- CONCERN Employee Assistance Program
- Pension Plan
- Voluntary Benefits:
 - Supplementary Life Insurance
 - Long Term Disability
 - The Warner Companies Life Ins. Options
 - 403B
- Unique Benefits:
 - Work and Family Benefits
 - Credit Union
 - Fitness Center discounts
 - Daycare discounts
 - Direct Deposit

Employee Retention

Atlantic Health System offers a tax-free educational assistance benefit program for full-time and part-time employees. Employees are entitled to education assistance benefits, reimbursed for tuition expenses and lab fees, if applicable, in a degree granting program up to a maximum of \$5,250 per year incurred in connection with matriculation in an undergraduate or graduate degree program. Included in the above limits, employees shall also be entitled to reimbursement for certification/recertification exam fees for certification required for the employee's position or strongly recommended by the employee's department manager.

The PRIDE In Action Award was created for those employees who demonstrate superior customer services, strong leadership and success in their area of expertise. You can recognize those Atlantic Health System employees who are dedicated to the success of the organization with the PRIDE In Action Award.

The PRIDE In Action Award is one of Atlantic Health System's reward and recognition programs that recognizes an employee's exemplary performance. An employee designated for a PRIDE In Action Award has shown noteworthy and distinctive performance in support of PRIDE. PRIDE blends Atlantic Health System's Mission, Vision, Shared Values and Performance Standards in one philosophy, based on:

Professionalism: Deliver exceptional service, build a positive team spirit.

Respect: Treat others as they would like to be treated.

Involvement: Share responsibility for healing with physicians, peers, patients, and families.

Dignity: Be compassionate, empathetic and supportive.

Excellence: Pursue greatness with passion and commitment.

The PRIDE In Action Award provides immediate and tangible recognition for an exceptional accomplishment above normal expectations, which significantly contributes to the goals and values of the organization. It is not an award for attainment of pre-established goals, but rather an award to recognize exemplary performance. This award has limited formal provisions regarding award determination. Atlantic Health System's compensation practices are designed to attract and retain a quality workforce and to reward sustained performance. The PRIDE In Action Award is designed to recognize and reward unique or beyond expected performance for a specific event.

Atlantic Health System's strategy is to use the PRIDE In Action Award as a vehicle primarily for tangible recognitions, as well as to provide a greater number of awards with available resources. On this basis, the award value is \$125 per individual.

Training & Education Program

All AA employees have access to no-cost training at Atlantic Mobile Health EMS Training Center. The Training Center provides a range of courses to all practicing EMS providers, in addition to introductory courses to new providers. After the mergers of Chilton and Hackettstown Hospitals and the tremendous volume of additional courses required for the employees, the training center has recently appointed a coordinator solely responsible to expand these services to include:

- Over 1400 courses that were held in 2019
- Over 10,000 teaching contacts per year not including employee competencies
- Coordinates all employee competencies and advanced training for specialty units including the Air Medical Service, Inter-facility Neonate, and Critical Care Units.
- Over 150 instructors on staff

All Atlantic Ambulance personnel go through yearly competencies and Corporate Compliance training. Our expectations and requirements exceed those of the States and Regions in which we serve. Our EMT's in the EMS Division must maintain the follow clinical certifications, education, or training:

- NJ EMT with defibrillation or NJ state recognized equivalent
- Basic Life Support Certification (CPR)
- Epi Pen- Administration of epinephrine for anaphylactic shock
- Narcan- Administration of intranasal narcan
- CPAP- Continuous positive pressure O2 delivery
- CEVO /EVOC- Emergency Vehicle Operation/Driving Course
- ICS 100/200 & NIMS 700 - Mass casualty training
- Radio use – including transmitting and receiving
- PEPP (Pediatric Education for Prehospital Providers) or PEARS
- PHTLS/ITLS (Prehospital Trauma Life Support)
- Paramedic Assistant Course or MICU Utilization

Yearly compliance training includes:

- HIPAA Privacy Awareness
- Workplace Violence/ Victim of Abuse
- Safety
- Security
- Hazardous Materials
- Medical Equipment
- Infection Prevention/ Bloodborne Pathogens/ Influenza, etc.
- Advanced Directives

Career Ladders for Team Members

In 2018, AA rolled out a program titled “EMT Pathways,” where all staff have the opportunity to gain experience in the EMS field. The EMT Pathways program encourages staff to become further educated, trained, and versed in pre-hospital care. The program allows the most qualified and most trained staff to achieve Full-Time and Per-Diem positions on the contracted EMS, SCTU and “hybrid” trucks that float between EMS and interfacility transport.

Uniforms & Professional Appearance

All AA employees are required by policy to maintain professional appearance at all times. AA provides all staff with uniforms that include their name and title attached to their uniform shirt. Additionally, AA staff are always required to have their provided name badge with them and displayed at all times.

Field Supervisors

AA employs four road supervisors that are available as needed if requested by Andover Township. The AA Road Supervisors are available to respond to a call separate and apart from the ambulance crew. The AA Road Supervisors have the authority to address and resolve personnel issues or assist with incident management as well as to take the lead of the EMS Branch until a replacement arrives or as designated by the incident commander.

Vehicles & Other Equipment & Supplies

Licensure

All AA ambulances that are in-service are licensed by the New Jersey Office of Emergency Medical Services and meet the requirements of all applicable Federal, State and local laws, regulations and licensure standards. All ambulances in AA’s fleet are inspected by NJ Office of Emergency Medical Services (NJOEMS) for equipment and medical supply content, and satisfaction of vehicle requirements dictated by N.J.A.C 8:40. Re-inspection occurs on a routine

Andover Township Emergency Medical Services

basis and regulated by NJOEMS. Staff members are responsible for completing daily checks to assure proper levels of medical supplies and assure that supplies have not expired. AA Supervisory staff routinely perform spot inspections on all vehicles to assure staff compliance and regulatory compliance.

Maintenance

AA has a Support Services Division which plans for and maintains all AA ambulances and vehicles. AA maintains a 7,700 square foot garage and employ our own ASE Certified Mechanics. We employ a rigorous preventive maintenance and safety checks program that insures all the ambulances are seen within 30 days regardless of mileage or hours run.

Operational Review

Basic Services

AA will provide ambulance service as needed to perform the medical services as described in the RFP for Andover Township. AA will supply personnel, equipment, vehicles and supplies to provide basic life support emergency ambulance service to transport any person who becomes injured or ill within the corporate limits of Andover Township, and who requires emergency medical treatment or emergency transport to a hospital. Additionally, AA agrees to provide the same services in neighboring municipalities with whom the Township has a mutual aid agreement as requested.

Response by Multiple Agencies

AA understands that events requiring multiple agency response may be required (such as Police or Fire incidents), and AA will work with local agencies to provide oversight as directed at the incident.

Timing

AA will provide basic life support services without regard to a person's ability to pay for the services during mutually agreed upon hours. AA understands that the nature of this industry can require an extension of hours when a request for service is received prior to the agreed upon hours' end time. AA believes that it is necessary for crews to complete these assignments, even if the completion time is after the scheduled end of shift.

Dispatches

AA responds immediately to any dispatches received for emergency services. AA maintains a record of activity/calls received by identifying the type of call, disposition of call, the identity of the hospital to which the patient was transported, treatment received, the cancellation or release, and response time.

Response Times

AA continuously monitors response times throughout all divisions. We enforce a policy that requires the ambulance to be moving within 90 seconds of dispatch and then safely respond to emergency calls. Additionally, AA provides a monthly dashboard from a compilation of data so that the Township can continuously see AA's performance.

Driving Safety Program

All ambulances are equipped with a system that tracks and monitors safe driving. The system has proven to reduce accidents and can provide feedback to vehicle operators when certain parameters are exceeded such as forceful stops, sudden acceleration, hard cornering or excessive speed. Ultimately this tool provides for a safer environment during transport for our patients and staff. Each AA employee that operates an emergency vehicle must have a valid driver's license and be certified in an emergency vehicle driving course.

Performance Service Standards

All of AA's services meet or exceed levels required by EMT-B Regulations.

AA provides monthly operating reports to our customers by the 15th day of the next succeeding month as requested, with a copy to the designated liaison. Reports can contain (but are not limited to) the following:

- Total number of basic life support service responses from the preceding month.
- Average Response Times
- The total number of ALS, BLS, Cancells, & Refusals
- Additional information as requested by the Township.

Transport Destinations

AA believes it is important to honor patient requests related to hospital destination, or destination of choice. AA transports patients to such hospital or healthcare facilities as may be reasonably requested by or on behalf of the patient in accordance with current regulations. AA understands that under conditions where AA's personnel or the responding ALS unit deem a patient's condition to be critical, the patient may be transported to the closest appropriate medical facility.

Atlantic Health System is the provider of choice for Andover Township

Atlantic Health System is the health care provider of choice for residents of Andover, ZIP code 07860. Our commitment to the community's health needs is evidenced by the overwhelming number of residents who chose AHS for their inpatient and emergent care.

Andover Township Emergency Medical Services

- Of the 10,762 hospital admissions and ER visits among Andover residents in 2018, 91% went to an Atlantic Health System hospital, a consistent figure since 2016
- 86% of Andover residents who were admitted directly to a hospital chose an Atlantic Health System hospital for their care
- 93% of the residents who were "treated and released" from an emergency room chose an AHS facility for care
- 94% of patients who were admitted for inpatient care through an ER were admitted to an AHS facility
- AHS increased market share for direct inpatient admissions by 3 percentage points; however, decreased market share for treat and release patients by 1 percentage point

*Note: 2018 is the most current market share data available. Source: NJDOH Uniform Billing (UB) data.

Patient Cohort	Patients by Year			Market Share by Year			Share Change '16-'17
	2016	2017	2018	2016	2017	2018	
Direct Inpatient Admission	2,966	3,001	2,864	100.0%	100.0%	100.0%	0.0%
Atlantic Health System	2,468	2,466	2,457	83%	82%	85%	3%
All Other Hospitals	498	535	407	17%	18%	14%	-3%
ER Visit - Transferred to Another Health Care Facility	149	187	150	100%	100%	100%	0%
Atlantic Health System	143	165	132	95%	88%	88%	-5%
All Other Hospitals	6	22	18	4%	12%	12%	8%
ER Visit - Treated and Released	7,667	7,563	7,582	100%	100%	100%	0%
Atlantic Health System	7,231	7,124	7,074	94%	94%	93%	-1%
All Other Hospitals	436	439	508	6%	6%	7%	1%
ER Visit - Other Disposition	242	144	166	100%	100%	100%	0%
Atlantic Health System	239	141	165	99%	98%	99%	1%
All Other Hospitals	3	3	1	1%	2%	1%	-1%
Grand Total	11,024	10,895	10,762	100%	100%	100%	0%
Atlantic Health System	10,081	9,896	9,828	91%	91%	91%	-0%
All Other Hospitals	943	999	934	9%	9%	9%	0%

We thank you for the opportunity to provide a proposal for
Andover Township Emergency Medical Services!