



Response to the Request for the Provision of Daily 24-Hour Basic Life Support Emergency Medical Response and Transportation Services for the Borough of Allentown and Township of Upper Freehold, Monmouth County, New Jersey



Submitted: January 3, 2020

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Borough of Allentown and Township of Upper Freehold
Proposal for Provision of Basic Life Support Emergency Medical Response and
Transportation Service

Submitted by: RWJBarnabas Health EMS

Vendor Information

Physical Address:

RWJBarnabas Health EMS
Mobile Health
126 Paterson Street
New Brunswick, NJ 08901

Mailing Address:

Robert Wood Johnson University Hospital
P.O. Box 2601
New Brunswick, NJ 08903-2601
Attn: Mobile Health (EMS) Department

Administrative Point of Contact:

Anthony Raffino, MICP, FP-C
Assistant Vice President
Main number: (732) 418-8169
Fax: (732) 418-8199
Email: Anthony.Raffino@rwjbh.org

Submitted: January 3, 2020

EXHIBIT A

PROJECT SPECIFICATIONS & FEE PROPOSAL

A-1 PERIOD OF CONTRACT

Term: The contract to be awarded by the Municipalities under this RFP shall be for an initial term of three (3) years, unless terminated sooner as further described hereinbelow.

Renewal: The term of the contract to be awarded by the Municipalities under this RFP shall automatically renew for consecutive terms of (1) year following the expiration of the initial term, unless either party gives notice to the other in writing of its intention not to renew the contract at least ninety (90) days prior to the end of the then-current term.

Early Termination: The contract to be awarded by the Municipalities under this RFP may be terminated by either party upon no less than one-hundred-eighty (180) days' prior written notice to the other party.

A-2 SCOPE OF WORK

Designation: The successful Respondent shall be recognized as the Municipalities' designated contractor for providing Basic Life Support Emergency Medical Response and Transportation Services. Upon contract award, the Municipalities will provide with written notice to the appropriate authorities, which notice shall state with specificity when and how emergency medical calls should be directed to the successful Respondent.

Primary Ambulance: The successful Respondent shall maintain one (1) primary ambulance in a ready state to respond to emergency medical service ("EMS") calls received within the Municipalities 24 hours per day every day of the year.

Hours of Service: The successful Respondent shall respond to any and all requests for EMS within the Municipalities 24-hours per day on a daily basis.

Licensure: All ambulances dispatched for service within the Municipalities shall meet the requirements of all acceptable Federal, State and local laws, regulations and standards.

Markings: Each ambulance provided by the successful Respondent shall be conspicuously lettered to denote that it is being operated by the successful Respondent.

Maintenance: All ambulances to be used for service to the Municipalities shall be maintained in sound mechanical condition and shall be cleaned and properly stocked with the usual, necessary and appropriate supplies as to their purpose and need.

Training and Appearance: All personnel assigned to staff an ambulance that will be servicing the Municipalities are required to have a valid current driver's license and will receive driver training as well as safety training from the successful Respondent. Additionally, all such personnel shall be groomed and neatly dressed in a recognizable uniform with name badge visible and will perform their duties in a professional and caring manner.

Post Location: The Municipalities shall supply the successful Respondent with an adequate location within the Municipalities for stationing personnel and parking the assigned ambulance(s) during the hours of service. The assigned ambulance(s) shall be based at the designated post location, unless transporting a patient to or from a hospital.

Quality Assurance Program: The successful Respondent agrees to maintain a Quality Assurance Program to monitor and ensure compliance to the standards listed herein and to make reasonable modifications to the manner in which services are provided, if appropriate.

A-3 INSURANCE

The successful Respondent shall maintain insurance policies of the type and with the minimum limits indicated below and in a form satisfactory to the Municipalities:

Liability Insurance: The successful Respondent shall maintain General and Professional Liability Insurance with limits of \$1,000,000 per individual and \$3,000,000 per occurrence, which may be furnished with self-insurance policies. The successful Respondent will add the Municipalities as additional insureds and provide the Municipalities with a Certificate of Insurance evidencing such coverage upon request.

Automobile Liability Insurance: The successful Respondent shall maintain Automobile Liability Insurance covering owned, hired and non-owned vehicles used to perform the EMS services, with limits of not less than \$1,000,000 per individual and \$3,000,000 per occurrence for bodily injury and \$500,000 per occurrence for property damage.

Workers' Compensation Insurance: The successful Respondent shall maintain Workers' Compensation Insurance on all personnel engaged in performance of services, as required by and in amounts specified under New Jersey law.

A-4 DISCLOSURE REQUIREMENTS

Respondents are advised of the responsibility to file an annual disclosure statement on political contributions with the New Jersey Election Law Enforcement Commission pursuant to N.J.S.A. 19:44A-20.13 (P.L. 2005, c.271, s.3) if the contractor receives contracts in excess of \$50,000 from public entities in a calendar year. It is the contractor's responsibility to determine if filing is necessary. Additional information on this requirement is available from ELEC at 888-313-3532 or at www.elec.state.nj.us.

A-5 FEE PROPOSAL TO PROVIDE THE SERVICES OUTLINED ABOVE

All Respondents shall provide a fee proposal in response to this RFP, including all fees, charges, and/or expenses of all personnel and equipment expected to perform services under the potential contract with the Municipalities, as well as any reimbursements that the Respondents may require in the course of the anticipated work.

EXHIBIT A

1. Period of Contract

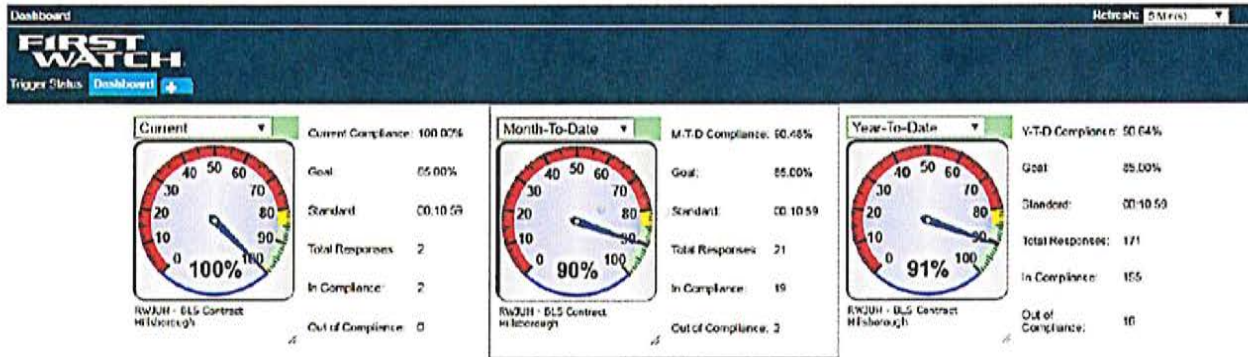
- a. Term: RWJBH EMS acknowledges and accepts that the Municipalities' are requesting proposals for a period of time of three (3) years.
- b. Renewal: Acknowledged
- c. Early Termination: Acknowledged

2. Scope of Work:

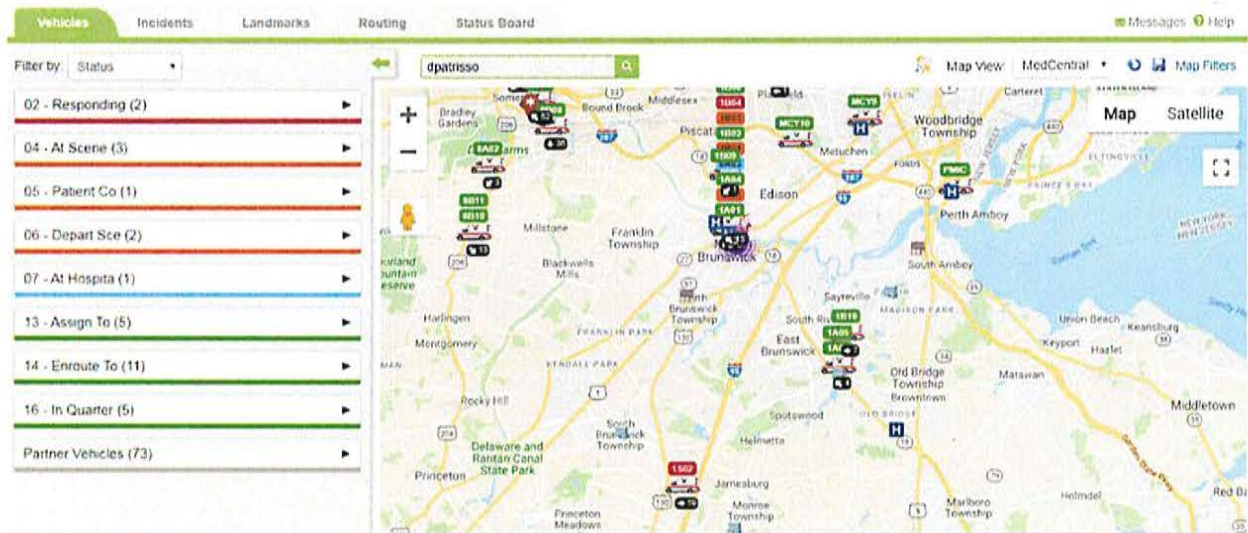
- a. Designation: Acknowledged
- b. Primary Ambulance: RWJBH EMS acknowledges and accepts that the Municipalities' are requesting the respondent to maintain one (1) primary ambulance in a ready state to respond to emergency medical service calls received within the Municipalities 24-hours per day every day of the year.
- c. Hours of service: Acknowledged
- d. Licensure: Acknowledged
- e. Markings: Acknowledged
- f. Maintenance: For the Municipalities RWJBH EMS will maintain one (1) primary NJ certified emergency ambulance. RWJBH EMS is the state's largest EMS Company serving 8 counties, with 1000 employees, 190 vehicles, over 25 base locations, and over 120,000 emergency patients transported each year. RWJBH EMS has numerous additional fully licensed, staffed, and operational ambulances. Furthermore, RWJBH EMS has many EMS contracts and would be happy to participate in regional and county mutual aid plans. RWJBH EMS has an extensive fleet of vehicles that goes beyond the sufficient number of vehicles needed to meet the Municipalities' demand. All of these vehicles are licensed and certified by the State. All of our vehicles are maintained by Penske's maintenance program or the specific vehicle manufacture of the ambulance. A list of these vehicles can be found in Tab L.
- g. Equipment: RWJBH EMS has state of the art equipment that meet and exceed the guidelines required by the New Jersey Department of Health. All of our equipment is required to have service intervals is under contract with Emsar, an approved maintenance equipment vendor.
- h. Infectious Control Management: Acknowledged
- i. Patient Transport Destination: Acknowledged
- j. Non-Discrimination: Acknowledged
- k. Reporting Requirements: RWJBH EMS will provide the Municipalities with all of its desired performance and on time metrics. RWJBH EMS will provide services that will be performed regularly, diligently, and operated in a manner that will ensure optimal patient care and performance. RWJBH EMS will provide remote dashboards to the Municipalities that will measure daily, weekly, and monthly performance.

Below is an example of those dashboards:

Firstwatch gauges are a real time web enabled tool used to manage contractual compliance. It provides interactive metrics and allows for online review of late calls based on the established business rules. The example below shows daily, monthly, and year-to-date contract compliance.



FleetEyes tool allows for a real-time view of active calls and vehicles, providing the viewer with their status, directions and destination details at a glance.



- I. Billing and Compensation: Acknowledged
- m. Dispatch & Radio Equipment: RWJBH EMS has state of the art equipment including, but not limited to, P25 compatible radios, that are compatible and can integrate with the Municipalities' and Monmouth County Communication Center's systems. The ambulance will be equipped with two-way radio communication equipment capable of communicating with the Municipalities and each person staffed on the ambulance must have a portable handheld radio with the same capabilities.
- n. Vehicle Operators: RWJBH EMS ensures that all BLS ambulances are staffed with two (2) properly trained and certified emergency medical technicians and who are equipped with and trained in the use of Naloxone, Epinephrine, and Continuous Positive Airway Pressure oxygen delivery device. RWJBH EMS shall comply with all applicable laws and regulations governing the provision of BLS emergency ambulance services. RWJBH EMS ensures all of its nearly 1000 employees go through an extensive background and physical requirement testing to be an RWJBarnabas Health System employee. RWJBH will work with the Municipalities to provide employee specific information when deemed appropriate by RWJBH legal department. RWJBH EMS will provide a roster of their supervisory, management, and leadership team as Tab H.

- o. Training and Appearance: RWJBH EMS completes driver abstracts on every candidate before hiring and then yearly on current employees. RWJBH EMS ensures that all of its employees will meet the driving requirement of the Municipalities deemed appropriate by RWJBH legal department. RWJBarnabas Health employees are required to wear photo identification with the employees name, the company name, and job title.
- p. Post Location: Acknowledged
- q. Quality Assurance Program: RWJBH EMS has a quality team comprised of a director, manager and three (3) clinical coordinators. RWJBH EMS works to ensure that all services rendered are of a quality meeting professionally recognized national and state standards of care. Attached in Tab X is the Quality Control Program. A team of EMS Medical Directors and Quality specialists oversees the QA process. Our Quality Policy is to establish and maintain a quality assurance/quality improvement program in accordance with N.J.A.C 8:43G-27.1, 27.2, and Chapter 40 & 41, MICU Programs 8:41-9.8. The purpose of this policy is to maintain leading edge high quality patient care in a dynamically changing environment.
The quality assurance/quality improvement program is an ongoing process of monitoring: patient care, consistency with patient treatment and triage protocols, consistency of chart with tape review, appropriateness' base physician orders, completeness of medical record, compliance with patient treatment and triage protocols, excessive on-scene times, special procedures, radio failure, and any/all other areas deemed necessary by the EMS Medical Director and the Physician Clinical Board.
The quality assurance/quality improvement program meets and/or exceeds all requirements and regulations set forth in Chapter 40 & 41, MICU Programs (8:41-9.7,8:41-9.8). This program is reviewed monthly for performance against benchmark and yearly for inclusion in continued surveillance. Below is a chart of the BLS Clinical Benchmarks Monitored as well as an example of the reporting.

BLS Clinical Benchmarks Monitored	
Cardiac Arrest	BLS Airway Compliance
Narcans	Protocol Compliance
	Airway Compliance
Trauma	< 10 Minutes on Scene
	SMR Compliance
	Trauma Activation
	Trauma Center Triage Appropriateness
Stroke	Last Known Well Documented
	Code Stroke Activation
	ALS Requested
	Appropriate O2 Use
Universal	Appropriate O2 Use
	Appropriate Lights and Sirens Usage
	Pain Scale Documentation
	Documentation compliance
ALS Utilization	Vitals with normal limits
	Compliance with protocols

3. Insurance: Acknowledged

- a. Liability Insurance: Acknowledged and RWJBH EMS will provide the Municipalities with COI if awarded bid.
- b. Automobile Liability Insurance: Acknowledged and RWJBH EMS will provide the Municipalities with COI if awarded bid.

- c. Workers Compensation Insurance: Acknowledged and RWJBH EMS will provide the Municipalities with COI if awarded bid.
- 4. Disclosure Requirements: Acknowledged
- 5. Fee Proposal to Provide the Services Outlined Above:
 - a. RWJBH EMS is proposing a bid of \$385,000 paid jointly by the Municipalities on a yearly basis, equaling a monthly total of \$29,833.33. These costs allow for RWJBH EMS to provide high quality and patient centric care to the Borough of Allentown and Township of Upper Freehold. This cost will see a 1% increase per year to account for the cost of living increases of the RWJBH EMS employees staffing the contract.



January 3, 2020

Fee Proposal to Provide Daily 12-Hour Basic Life Support Emergency Medical Response and Transportation Services for the Borough of Allentown and Township of Upper Freehold

RWJBarnabas Health EMS is proposing a bid of \$385,000 paid jointly by the Municipalities on a yearly basis, equaling a monthly total of \$29,833.33. These costs allow for RWJBH EMS to provide high quality and patient centric care to the Borough of Allentown and Township of Upper Freehold. This cost will see a 1% increase per year to account for the cost of living increases of the RWJBH EMS employees staffing the contract.

379 Campus Drive
Somerset, NJ 08873
732.832.7143
201.832.1741 mobile

EXHIBIT B

1. Executive Summary

The RWJBarnabas Health EMS (hereinafter referred to as "RWJBH EMS," also known as Robert Wood Johnson Health Network, Inc. "RWJHN") has provided emergency medical services (EMS) continuously since 1982 to a coverage area that spans 8 counties in New Jersey. We are a comprehensive EMS division that provides basic life support (BLS), advanced life support (ALS), specialty care transport (SCT), EMS communications, EMS and trauma education, community outreach, injury prevention education, and EMS disaster response and education. As the largest EMS provider in the state and one the largest in the country, RWJBH EMS treats and transports more than 120,000 patients annually. RWJBH EMS is dedicated to delivering our patients high-quality treatment and transportation with compassion, dignity, empathy, and respect. As the region's needs for healthcare evolve, new challenges arise. RWJBH EMS meets these challenges with state of the art equipment, a modern fleet, a superior communications center, and a dedicated team of medical directors and leadership. Most importantly, we have skilled, caring EMS professionals who make us proud every day. Our team will work collaboratively with the Township to ensure that first and foremost, the patients we serve in your community receive the highest quality of prehospital care available. Our commitment starts with each patient, their families, and our communities. Professionally, we extend these commitments to our partners and fellow first responders.

RWJBH EMS is a not-for-profit corporation, licensed under RWJ University Hospital (hereinafter referred to as "RWJUH") wholly owned by the RWJBarnabas Health System (hereinafter referred to as "RWJBH"), the parent corporation for numerous healthcare entities in the State of New Jersey, including eleven (11) Acute Care Hospitals, four (4) Children's Hospitals, and numerous outpatient centers across the state.

Now as the largest unified EMS provider in the state, RWJBH EMS serves as the system-wide EMS Division for the RWJBarnabas Health. Achieved by unifying and growing the previously established divisions including RWJ Mobile Health Services (New Brunswick, Somerset, and Hamilton), Rahway MICU, and Jersey City Medical Center EMS. Additionally, the RWJBH training center now falls under the RWJBH EMS umbrella. A visual representation of this relationship can be seen in Tab F. RWJBH understood the need for enhancement in pre-hospital services for the community and has since provided RWJBH EMS with significant support for the growth and improvement required to provide superior medical care. With this support, RWJBH EMS has strengthen community relationships through community outreach and EMS coverage. Located in Tab G is a map of our service area.

RWJBH EMS Training Center is now the state's largest Training Center with over 130 full-time and per diem education staff. The staff is comprised of subject matter experts from a diverse group of professional from EMTs, paramedics, tactical paramedics, dive medics, flight paramedics, flight nurses, physicians, physician assistants, registered nurses, law enforcement officers, emergency preparedness, and fire-fighters. RWJBH EMS EMTs and paramedics also supplement the education staff, connecting the classroom to the current practice in the field.

The Training Center has a Paramedic Program that is accredited by the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions. This program is held at our Jersey City Medical Center location in affiliation with Hudson County Community College. We anticipate opening a branch campus of our paramedic school, pending state approval, in January of 2020. This program is training current EMTs to become Paramedics. The Training Center also is an EMT Training Program that is accredited by NJ Office of Emergency Medical Services. The training center credentials approximately 500 new EMTs each year. EMT

programs are held at the following campuses: Jersey City, Somerset, Rahway, Belleville, Monmouth, Lakewood, East Brunswick.

For the Municipalities, RWJBH EMS will staff the ambulances with a minimum of two (2) New Jersey certified emergency medical technicians, and all employees receive extensive additional training. This training includes regular quarterly competency evaluations with classroom and practical components in areas such as airway management, cardiac and respiratory care, trauma care, pediatrics, incident management, and more. RWJBH EMS supports employee professional development with additional education and training, including the Just Culture program, Lean, and cultural competence. Additionally, our full and part-time employees have access to a generous tuition assistance program. By virtue of the relationship between RWJBarnabas and the Rutgers Medical School, all RWJBH EMS providers remain on the cutting edge of medical care at all times.

RWJBH EMS supports these functions with Med Central, a state-of-the-art regional communications center located in New Brunswick as well as HUDCEN located in Jersey City. These dispatch centers are staffed 24/7 with fully trained and certified emergency medical dispatchers at the APCO or MPDS standard. All calls are coordinated with a Tri-Tech VisiCAD system, which records all assignments and makes recommendations for closest-unit dispatch through a GPS InMotion gateway in each vehicle. RWJBH EMS also uses the Optima system for predicting call locations in the future based on past patterns, and uses this system to dynamically deploy ambulances around the system to maximize coverage and minimize response times. RWJBH EMS also operates on the New Jersey Interoperable Communications System (NJ-ICS), a robust 700 MHz P25 radio system with multiple talk groups for various needs and providing seamless coverage across the service area.

RWJBH EMS recently established a physician led Clinical Oversight Board. This board is responsible for our Quality Assurance (QA)/Quality Improvement (QI) process, clinical policies and procedures, formulary, clinical practice, and treatment algorithms. Participants include the company Medical Director, Dr. Wang, the assistant medical director from each of the ALS sites, and the ALS/BLS SCTU clinical staff. We are looking to expand the participation on the board to include physician specialists, contracted agencies or towns, and increase general staff participation.

In 2014, RWJBH EMS received the New Jersey Statewide Outstanding Private EMS System award for excellence in EMS. One of the major factors in leading to this recognition was our development of the Pit Crew CPR program that was started here in 2014. This program resulted in a 237% increase in cardiac arrest survival to neurologically intact discharge since its inception. RWJBH EMS has been able to sustain a CPC Level 1 and 2 discharge rate from 34% to 68% with witnessed cardiac arrests over the past two years.

RWJBH EMS has the experience, infrastructure, financial resources, physician participation and patient centric approach to provide the residents, workers and visitors to the Borough of Allentown and Township of Upper Freehold with the highest quality pre-hospital emergency medical care possible.

2. Staffing: RWJBH EMS has recently come under new management comprised of recognized EMS leaders including, Jim Smith, VP; Tony Raffino, AVP; Lauren Johnson, Director; Deanna Douglas, Central EMS Operations Manager; and Zubin Mistry, Revenue Cycle Manager, Jamie Chebra, Executive Director of Northern Operations, previous Director of EMS at JFK Medical Center; as well as Lafe Bush, Director of Central Operations, previous Director of EMS at Valley Health System. We have assembled a new executive team has over 30 years of experience and is uniquely adept in our ability to assist in varying

models to meet the needs of our communities. We pride ourselves as an agency for our dedication to our communities, for our reliability with exceeding service performance, and maintaining our relationships. Please see Tab H to view the RWJBH EMS organizational chart as well as to view the new leadership team bios and job descriptions. RWJBH will work with the Municipalities to provide employee specific information when deemed appropriate by RWJBH legal department. RWJBH EMS will provide a roster of their supervisory, management, and leadership team in Tab H. RWJBH EMS employees are held to the highest standards for CEU's in the state of New Jersey. RWJBH EMS ensures that all employees are compliant with yearly clinical and administrative competencies. If awarded the bid, RWJBH EMS will provide the Municipalities with evidence of this annual CEU training.

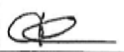
3. Experience: RWJBH EMS has provided emergency medical services (EMS) continuously since 1982 to a coverage area that spans 8 counties in New Jersey. We are a comprehensive EMS division that provides basic life support (BLS), advanced life support (ALS), specialty care transport (SCT), EMS communications, EMS and trauma education, community outreach, injury prevention education, and EMS disaster response and education. As the largest EMS provider in the state and one the largest in the country, RWJBH EMS treats and transports more than 120,000 patients annually. Please see scope of experience with a list of communities served in Tab E.
4. Location: RWJBH EMS has a vast presence that covers from Jersey City to Monmouth County. If awarded the bid, services preformed under this RFP will be at the location designated by the Municipalities as a Post Location.
5. References: please see Tab E.
6. Conflicts of Interest: RWJBH EMS has no existing or potential conflicts of interests with regard to this engagement or the Municipalities.
7. Minimum Qualifications: RWJBH EMS meets and exceeds the minimum qualifications of the contract as described in the executive summary and demonstrated in the leadership bios (tab H), NJ DOH License (tab I), Vehicle List (tab L) and Communities Served (tab E).
8. Business Registration Certificate: please see attached in Tab J.

EXHIBIT B

RESPONSE SECTION

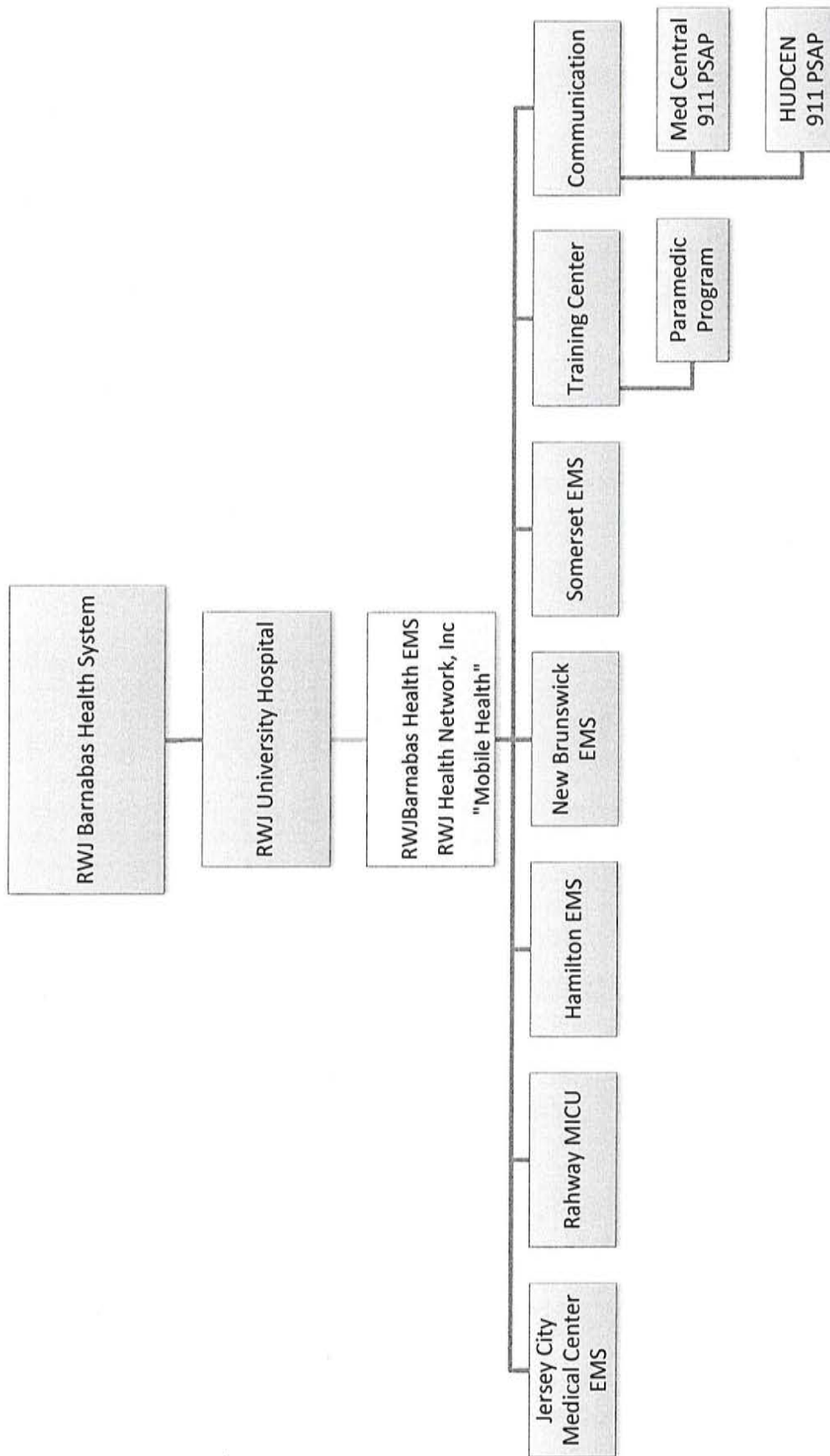
In its response, the Respondent must include responses to all of the following:

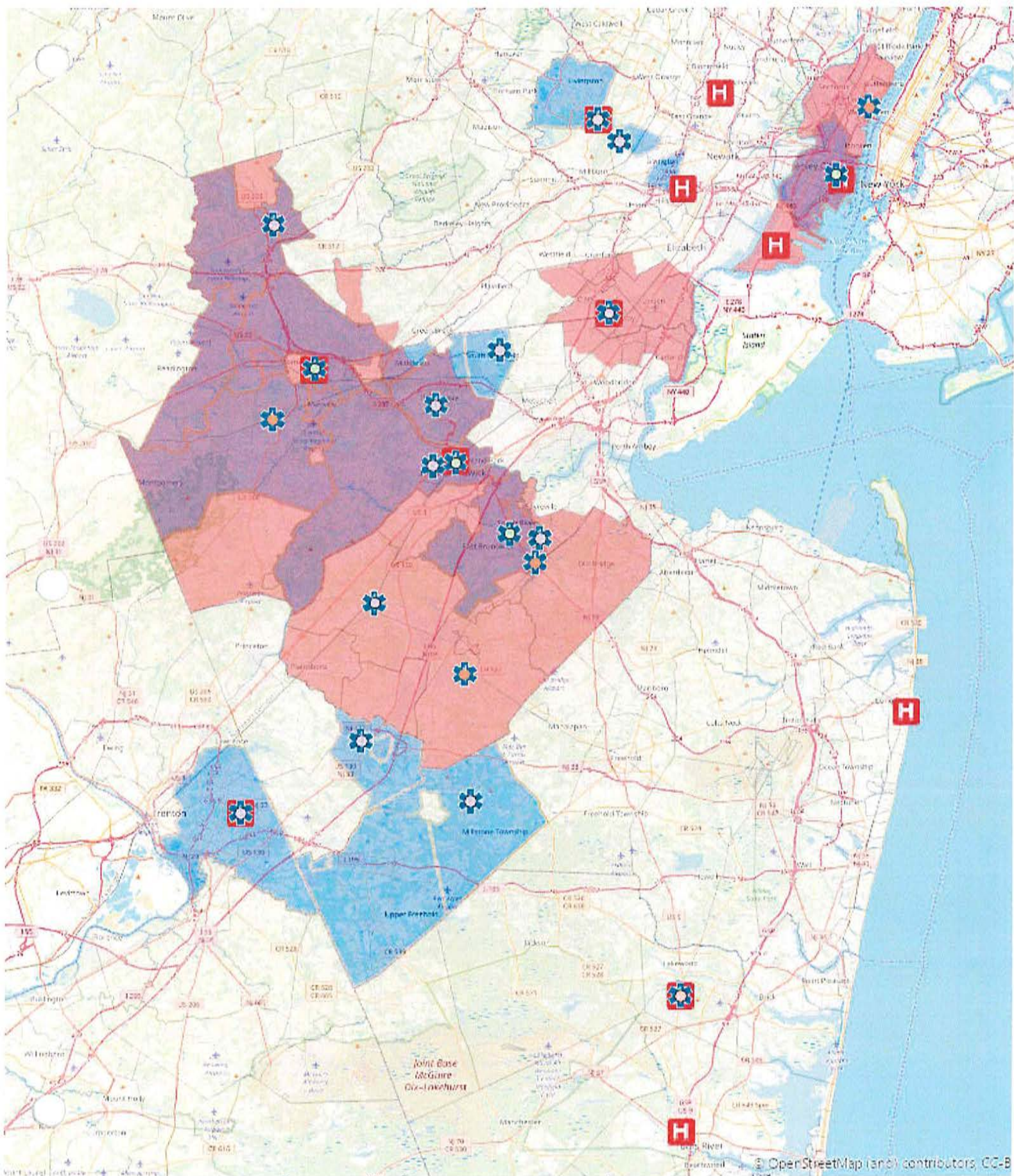
Failure to submit the following documents shall be cause for rejection of the response.

Required Items	INITIAL
B-1) An executive summary of not more than two pages identifying and substantiating why the Respondent is best qualified to provide the requested services.	
B-2) A staffing plan listing those persons who will be assigned to the engagement if the Respondent is selected, including the designation of the person who would be the Respondent's officer responsible for all services required under the engagement. This portion of the response should include the relevant resume information for the individuals who will be assigned. This information should include, at a minimum, a description of the person's relevant professional experience, years and type of experience, and number of years with the Respondent.	
B-3) A description of the Respondent's experience in performing services of the type described in the scope of work specifications. Specifically, identify client size and specific examples of similarities with the scope of services required under scope of work specifications.	
B-4) The location of the office, if other than the Respondent's main office, at which the Respondent proposes to perform services required under this RFP. Describe Respondent's presence in New Jersey.	
B-5) Provide references including names, titles, address and phone numbers.	
B-6) In its response, the Respondent must identify any existing or potential conflicts of interest, and disclose any representation of parties or other relationships that might be considered a conflict of interest with regard to this engagement, or the Municipalities.	
B-7) Documentation that the Respondent meets the minimum qualifications for the position.	
B-8) Business Registration Certificate (as per <u>N.J.S.A. 40A:11-23.2</u>)	

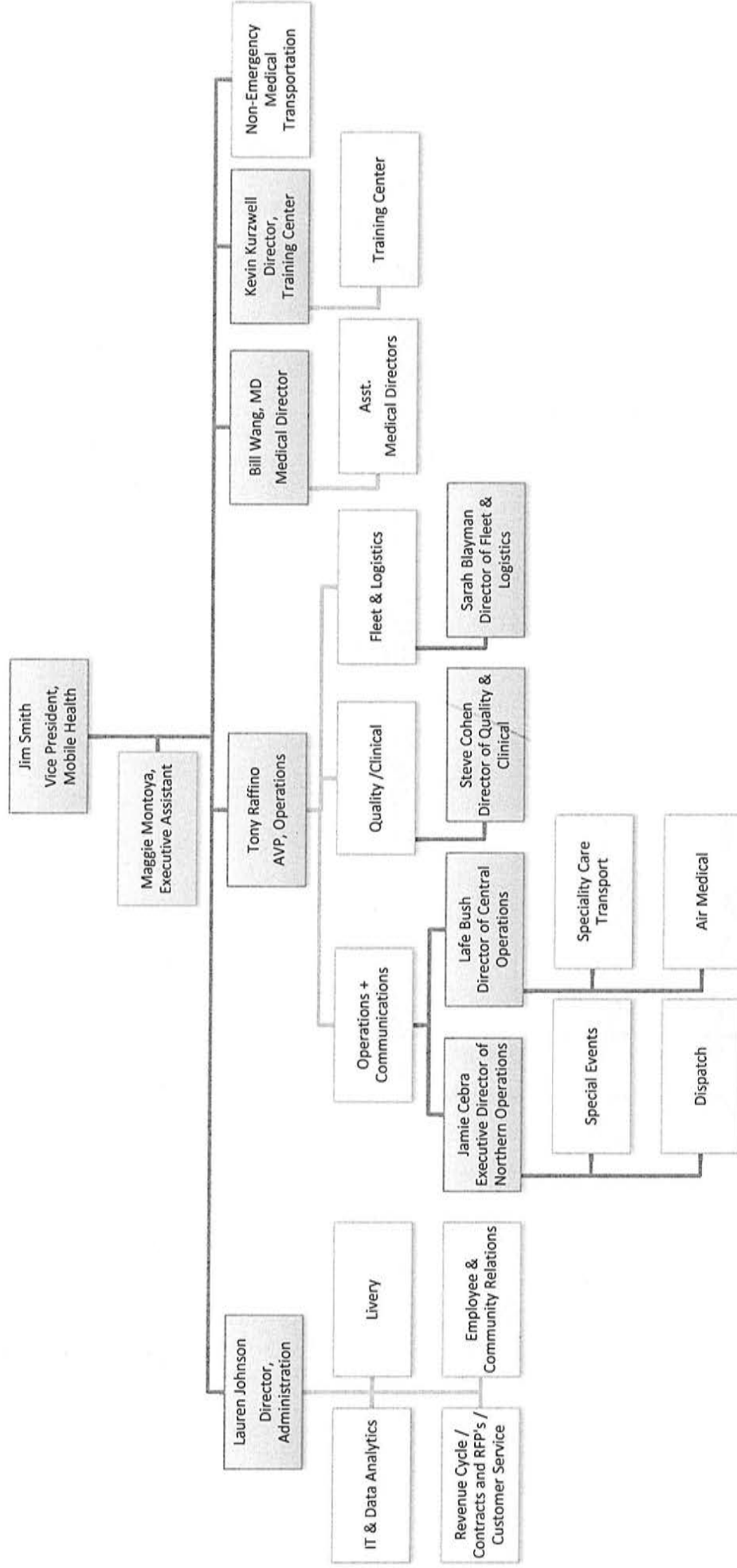
EXPERIENCE SHEET

Municipality	Contact/Title	Address	Telephone number	Service	Years of Service
City of New Brunswick	Thomas Loughlin, Business Administrator	78 Bayard Street, New Brunswick, NJ 08901	732-745-5010	911 BLS x1 with EMD, 24/7	37 years
Township of East Brunswick	Kevin Zebro, Captain	1 Civic Center Drive, East Brunswick	732-390-6850	911 BLS x2 24/7/365 & x1 12/7/356	New
Hillsborough Township	Anthony Ferrera, Business Administrator	379 South Branch Road, Hillsborough, NJ 08844	908-369-4313	911 BLS x2, 24/7	2 years
South River Borough	Mark Tinitigan, Chief of Police	48 Washington Street, South River, NJ 08882	732-238-1000	911 BLS x1, 6am to 6pm, 7 days per week	New
Highland Park Borough	Terri Jover, Business Administrator	221 South 5 th Avenue, Highland Park, NJ 08904	732-819-3789	911 BLS x1, 6am to 6pm, Monday to Friday	New
Piscataway Township	Timothy Dacey, Business Administrator	455 Hoes Lane, Piscataway, NJ 08854	732-529-2528	911 BLS x1, 7am to 7pm, 7 days per week	13 years
Franklin Township	Sgt. Brian Farrar	475 DeMott Lane, Somerset, NJ 08873	732-873-5533	911 BLS x1, 6am to 7pm Monday to Friday, 24 hours Saturday and Sunday	13 years
SASSA	Dan Mason, Contract Administrator	Manville, South Bound Brook, Raritan Borough, Bridgewater	908-337-0081	911 BLS x1, 6am to 6pm Monday to Friday	18 years
Far Hills I Bedminster	Patty Segal, President	6 Prospect Street, Far Hills, NJ 07931	908-234-2666	911 BLS x1, 6am to 6pm Monday to Friday	8 years
East Windsor Township	Janice Mironov, Mayor	16 Lanning Boulevard, East Windsor, NJ 08520	609-443-4008	911 BLS x1, 5am to 7pm Monday to Friday	4 years
Hamilton Township	John Ricci, Business Administrator	2090 Greenwood Avenue, Hamilton, NJ 08650	609-890-3599	911 BLS x2, 24/7	20 years
South Plainfield Borough	Glenn Cullen, Business Administrator	2480 Plainfield Avenue, South Plainfield, NJ 07080	908-226-7602	911 BLS x1, 6am to 6pm Monday to Friday	5 years
Livingston Township	Craig Dufford, Fire Inspector	357 South Livingston Avenue, Livingston, NJ 07039	973-992-2373	911 BLS x1, 7am – 7pm, Monday to Friday. Back up 24/7 to First Aid Squad	New





RWJHN Leadership Team



James F. Smith
*Vice President
Mobile Health*



James F. Smith, MBA
Corporate Vice President, Mobile Health
RWJBarnabas Health

As the Vice President of Mobile Health, Jim Smith is responsible for system wide management and oversight of the emergency medical services, 911 dispatch, non-emergent transport and the RWJBarnabas Training Center. Mr. Smith is tasked with creating a strategic vision to enhance the performance and stability of the system's transport services and community partnerships.

Prior to role at RWJBarnabas Health, Mr. Smith has served in several roles with the Atlantic Health System in Morristown since 2005. Most recently, he was the System Director since 2014, responsible for Mobile Health, Corporate Health and Medicare Bundled Payments with a team of 875 employees providing care to 240,000 patients annually. Notably, he was also received the Lifeline EMS Recognition Award from the American Heart Association in 2016 & 2017.

Furthermore, Mr. Smith worked in a variety of departments including Physician Relations, Sports Health, and Executive Health. Mr. Smith has over 15 years of experience and proven skills in profit and loss accountability, strategy development, operations management, financial management, and sales and marketing leadership.

Mr. Smith received his Bachelor of Science from Smeal College of Business, Pennsylvania State University, and a Master of Business Administration from Kenan-Flagler Business School, University of North Carolina at Chapel Hill. He has served on the Greater Morristown YMCA Board of Directors in Cedar Knolls since 2007, acting as Vice Chair from 2010 to 2016, and now as Chief Volunteer Officer and Chair since 2017.

Mr. Smith's knowledge of local squad alignment, including educational support, medical directorship and grass roots efforts throughout all the regions that RWJBarnabas Health provides services, will greatly benefit our communities. Mr. Smith's wealth of experience in this field will ensure the delivery of world-class patient transport throughout our entire health care system.

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Somerset, NJ 08873

732.418.8363

James.Smith@rwjbh.org

Anthony Raffino
*Assistant Vice President
Mobile Health*



Anthony Raffino
Assistant Vice President, Mobile Health
RWJBarnabas Health

Anthony (Tony) Raffino is in charge of all operations of the system wide Mobile Health department including emergency medical services, 911 dispatch, and non-emergent transport. Mr. Raffino is tasked with streamlining and unifying RWJBarnabas system wide operations, clinical practices, dispatch initiatives and strategic growth. Furthermore, Mr. Raffino is responsible for logistics and efficient implementation of emergency services as well as achieving national accreditation standards for EMS.

A paramedic by trade, Tony has additionally overseen all aspects of EMS including: EMS Operations, Dispatch, Training Centers, SCTU, Clinical, Air Medical Program, Mobile Integrated Health as well as Community Relations and Business Development. The breadth of Tony's experience largely comes from his multiple responsibilities, stretching beyond his manager role at Atlantic Mobile Health. Highlights of his accomplishments include establishing a Medical Oversight Board, expanding MICU services, restructuring training programs to increase revenue by 250K, and developing & implementing air medical training with a greater pass-rate than the national average.

Prior to that, Mr. Raffino worked in Saint Barnabas Medical Center as an Assistant Director. His roles during his time there, contributed to the innovation and effective implementation he has displayed in the forms of lecturing, assisting the Director, and acting as the department Clinical Coordinator.

Some of Tony's certifications include (but are not limited to): CCEMTP, NRP, ABLS Certified, Flight Paramedic Certification, and many more. He has completed management courses throughout his career, graduated with a Clinical Excellence Award, and is still a practicing paramedic since 1993.

379 Campus Drive
Somerset, NJ 08873

973.477.9827

Anthony.Raffino@rwjbh.org

ANTHONY M. RAFFINO

4675 Pheasant Run Court ▪ Bethlehem, PA 18020 ▪ Phone: 973-477-9827 ▪ araffino@msn.com

Work Experience

RWJBarnabas Health ▪ West Orange, NJ

07/18 – Present

Assistant Vice President, Mobile Health

- Responsible for system oversight and management of ALS/BLS/SCTU territories (RWJ New Brunswick, Jersey City, Rahway, and Somerset)
- Responsible for BLS/EMS existing and future contracts and municipality relationships for the system
- Responsible for the system 911 Communications Centers (Jersey City and Med Central coverage over 10 counties in NJ)
- Implemented and developed a comprehensive Population Health, Mobile Integrated Health pre-hospital program (both referral based and patient-directed)
- Responsible for achieving national accreditation standards for EMS, Communications, and Training center

Atlantic Mobile Health (Atlantic Health System) ▪ Livingston, NJ

1996 – 07/01/2018

Manager

- Responsible for Paramedic Program, 10 in-service units, 10 million-dollar budget
- Responsible for Air Medical Program which consists of two helicopters, 6.5 million-dollar budget
- Responsible for one of the largest Specialty Care Transport Unit programs in NJ, 8 million-dollar budget
- Responsible for the Atlantic Communications Center (coverage over 11 counties in NJ)
- Implemented and developed a comprehensive Population Health, Mobile Integrated Health pre-hospital program (both referral based and patient-directed)
- Managed the Atlantic Training Center which included a paramedic program affiliated with Union County College, ACLS, PALS, CPR, EMT Basic and EMT Elective CEU's

Key results:

- Developed & implemented Air Medical Training with a pass rate that exceeded the national average.
- Restructured training programs to increase efficiency which resulted in a 250K increase in revenue
- Merged the independent MICU units of Atlantic Health System into a single department, and over the years strategically added additional sites with mergers (Chilton, Hackettstown)
- Worked to establish a Medical Oversight Board which established clinical policies for all areas of the company to include EMT, ALS, SCTU, and Air Medical Programs
- Implemented a comprehensive new employee orientation to Atlantic Mobile Health
- Assisted in the restructure of the billing system which resulted in faster processing, increased collections, and improved revenue, (4 million within first year)
- Clinical Oversight over the company to including BLS, ALS, SCTU, Transport, AAC Communications, and Air Medical
- Development and execution of Medical Oversight contracts for BLS, Police and First Responders to meet NJDOH guidelines and foster relationships in 11 counties
- Expanded MICU services from 4 FT MICU's and 2 PT trucks to 6 FT MICU's and 4 PT MICU's; increased volume, decreased out of chute to 90-seconds 90% of time, average response of 8-minutes across the geographic footprint, while decreasing unavailable times greater than 85%.
- Increased efficiency within the operating budget to reduce overall costs by 5% in most years and steadily reducing OT to < 2% within the department
- Improved overall ALS/BLS Interface contracts with participating agencies to improve revenue/performance for the department. Contracts now are 50/50 with inclusion of non-typical revenue sources (assessments, pronouncements, etc.)
- Reduced outside agency penetration in Certificate of Need areas by greater than 50%. This metric is actively monitored and operations adjusted as needed.
- Serves as the Chair for the Employee Engagement Committee, Employee Operations Committee, and Employee Safety Committee within Atlantic Mobile Health
- Served in the department as a per-diem paramedic, Clinical Coordinator, Education Manager, Critical Care Manager, and designated DOH representative to Atlantic Mobile Health

Saint Barnabas Medical Center ▪ Livingston, NJ

2000—Feb. 2004

Assistant Director

- Established Comprehensive QA, Orientation, Charting, and Competency Programs
- Supervised daily operations, payroll, scheduling, budget planning
- Re-developed Paramedic Student Program - State pass rate of 100% for 3 years
- Assisted the Director with Billing – was part of the Medicare Audit team
- Acted as the department Clinical Coordinator
- Frequently lectured at the SBMC and UH EMT Training Programs
- Established strong ties to BLS community (Questionnaire's, Captain's Meeting)

Saint Barnabas Medical Center ▪ Livingston, NJ

1993—Dec. 2000

Staff Paramedic

Hunterdon Medical Center ▪ Flemington, NJ

2001—2005 and

2016 to Present

Staff Paramedic

Certifications

- NJ/PA Paramedic
- ABLS Certified
- 12 Lead Instructor
- ACLS Instructor
- PALS Instructor
- PHTLS Instructor
- Air Medical Introductory Training
- CCEMTP previous 8-years
- Flight Paramedic Certification
- NRP

Education

- 1993 Robert Wood Johnson Paramedic Program
- Graduated with Clinical Excellence Award.
- Multiple college credits at various community college:
- Multiple Management Courses through Employer

Cheng Teng "Bill" Wang, MD, FACEP
*Medical Director
Mobile Health*



Bill Cheng-Teng Wang, MD, FACEP
Medical Director
Mobile Health
RWJ Barnabas Health

Dr. Wang is the Medical Director for the RWJ Health Network Mobile Health department as well as the Associate Director for the Jersey City Medical Center's Department of Emergency Medicine. He received his medical degree at Robert Wood Johnson Medical School in 1999 and

completed his residency in Emergency Medicine at Mt Sinai School of Medicine in New York City in 2003. He is board certified in Emergency Medicine and subspecialty board certified in Emergency Medical Services. He has completed the National Association of EMS Physicians Medical Director course.

Wang has been practicing emergency medicine at Jersey City Medical Center since then and has been involved with EMS since 2005 when he became the EMS Medical Director for Jersey City Medical Center EMS. In 2018 Dr. Wang became the system wide medical director for Mobile Health.

Dr. Wang is very involved in EMS both at the local and state level. He serves as the Chair of the MICU Advisory Council for the state and was a representative on the NJ EMS Council. He has developed numerous protocols and guidelines that are used by EMTs and paramedics throughout the state. Among these is the NJ EMS Stroke Triage Guidelines which provides the framework for EMS to bring patients to NJ state-designated stroke centers and has presented this at several conferences including the NJ Statewide Stroke Conference in Princeton which was sponsored by the American Heart Association. Dr. Wang has also presented at the NJ Conference on EMS and the National Conference on EMS on many topics.

Dr. Wang serves as the medical director for the RWJBH AHA Training Center, which provided the First Responder training to the Jersey City Fire Department. He has also been the medical director for the Fire Department's first responder program and has worked with Jersey City Office of Emergency Management previously as an instructor in the CERT program. He also serves as the Medical Director for the National Parks Service EMS at Statue of Liberty and Ellis Island.

Dr. Wang has also been actively involved in EMS education. He serves as the medical director for the EMT and Paramedic Sciences Program at Jersey City Medical Center EMS and is involved in both the didactic and clinical training components.

Lauren Johnson
*Administrative Director
Mobile Health*



Lauren Johnson
Administrative Director, Mobile Health
RWJBarnabas Health

As the Administrative Director of Mobile Health, Lauren Johnson is responsible for providing strategic and operational input into the design, planning and implementation of the division. Ms. Johnson is tasked overseeing revenue cycle, employee relations, business development, information technology and system wide communication.

Previously a Project Manager at Atlantic Health System, Ms. Johnson served on the executive team closely collaboration with the leadership of Atlantic Ambulance Corp, Corporate Health and Medicare Bundle Payments. Ms. Johnson has respectively aided, implemented, and managed many projects such as: streamlining the Mobile Health department and implementation of Epic at 8 offsite Corporate Health NP practices including Travel MD and Occupational Health. Ms. Johnson was additionally charged with managing the first government mandated Medicare Bundle where she facilitated the standardization of system wide policies and protocols, developed a post-acute care strategy, and managed the successful beta development, implementation and continued management of two software analytics programs. This expertise is coupled proven success in the CMS Comprehensive Care of Joint Replacement Program where Morristown Medical Center earned the 2nd highest reconciliation payment of the 794 CJR Hospitals nationally. Furthermore, the health system achieved a \$1M and \$2.2M in reconciliation payment for model year 1 and year 2 of CMS CJR Program, while simultaneously decreasing Medicare spend by \$7.2M.

Ms. Johnson attended Gettysburg College where she was double major in Health Sciences and English Writing.

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Jamie Chebra
*Executive Director, Northern Operations
Mobile Health*



Jamie Chebra
Executive Director, Northern Operations
Mobile Health
RWJBarnabas Health

James “Jamie” Chebra has been involved in EMS for over 20 years, moving upward from the rank of volunteer EMT to Paramedic, street provider to director. Jamie has held positions on the operational, educational, supervisory, clinical, and administrative sides of care delivery and have learned from each experience.

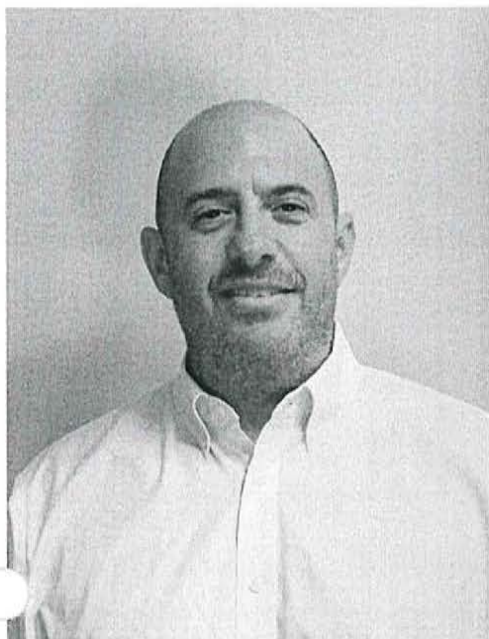
Jamie earned his Master’s Degree from UMBC in Emergency Health Science and hold a graduate certificate in Emergency Management. Jamie is a Fellow of the Advisory Board Company (FABC) and a Certified Emergency Manager (CEM) and a fellow of the National Association of EMS Management (FACPE). Jamie is also a current data fellow with the New Jersey Office of Emergency Medical Services. He is a strong believer in the concept of showing value in EMS through improved patient outcomes. Jamie believes that the future of EMS sustainability is through EMS partnerships with healthcare providers. That the transition from fee-for-service to risk based population health is an opportunity for EMS to be a catalyst for change. The concept of illustrating the irrefutable value the quality EMS brings to the patient care experience is a front-burner issue.

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Lafe Bush
*Central Director of Operations
Mobile Health*



Lafe Bush
Central Director of Operations,
Mobile Health
RWJBarnabas Health

Lafe Bush is responsible for the Central Region Operations at RWJHN including 9-1-1 emergency medical service and mobile intensive care units. He brings more than 10 years of experience as the Director of Emergency Services at the Valley Hospital in Ridgewood, NJ.

Previously, Lafe served as a paramedic at Jersey City Medical Center, St. Joseph's Hospital, and University Hospital as well as Mobile Life Support Services in New York State. In addition to working as a clinician, Lafe has served as an adjunct instructor for Rockland Community College's Paramedic Program and Saint Vincent Hospital's Paramedic Program. Lafe is an active per diem paramedic at St. Joseph's Hospital.

Lafe holds an undergraduate degree from Thomas Edison State College and a master's degree from Marist College. He holds multiple instructor certifications in various disciplines including ACLS and NATAL resiliency training.

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Deanna Douglas
*Central EMS Manager
Mobile Health*



**Deanna Douglas
Central EMS Manager,
Mobile Health
RWJBarnabas Health**

Deanna Douglas began her career in EMS 25 years ago, starting out as a volunteer and quickly moving forward into a career in an urban EMS setting where she continues to practice to date.

Deanna continued her education and obtained a degree in Network Engineering and Data Communication, worked as a consultant with the vice president of the hardware planning department at Goldman

Sachs supporting all of their offsite data centers, including the Brooklyn campus. Deanna became a paramedic in 2007 where she worked her way up from line medic to Lead Paramedic in 2013. This past February Deanna joined the RWJBarnabas family at the Central EMS Manager. Deanna is responsible for overseeing ALS and BLS operations in our Central Region along with our locations at Hamilton, Rahway and Somerset.

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Kevin Kurzweil
Director
Mobile Health



Kevin Kurzweil
Training Center Director, Mobile Health
RWJBarnabas Health

Kevin Kurzweil is in charge of all education for system wide Mobile Health department including American Heart Association Training Center, EMT & Paramedic Programs. Kevin is tasked with consolidating the training centers throughout the RWJBarnabas system while expanding education initial and continuing education opportunities at all 11 RWJBarnabas campuses.

Kevin got his paramedic start in the RWJ system at RWJ Rahway as a paramedic student in 2006. Kevin also worked as a full time staff paramedic at Somerset Medical Center. In 2012, he was promoted to an EMS Educator at Somerset Medical Center and oversaw the EMT and AHA Training Center. Shortly after RWJ and Somerset merged, Kevin was promoted to Education Supervisor. He oversaw the 2 hospitals and consolidated RWJ Hamilton's TC. In addition to the TC, Kevin oversaw new hire orientation, FTO program, competencies, paramedic recertification, hospital mock code, and the department website. When RWJ and Barnabas merged, Kevin became the Director of Resuscitation Services at Newark Beth Israel where he oversaw the legacy Barnabas Health's 6 campuses for AHA training, mock codes, nursing competencies, and started an EMT program.

Some of Kevin's certifications include (but are not limited to): MICP, EMT Instructor, AHA Regional Faculty, NAEMT Instructor, NAEMSE Level 2 Instructor, Sim-Man 3G Certified Operator, FEMA HSEEP Evaluator and many more.

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Steven A. Cohen
*Director of Clinical Quality
Mobile Health*



Steven A. Cohen
Director of Clinical Quality, Mobile Health
RWJBarnabas Health

Steven Cohen is responsible for oversight of the clinical quality of the Mobile Health Department including, Advanced Life Support (Paramedics), Basic Life Support, Specialty Care Transport Units, and Emergency Medical Dispatch. Steve has been tasked with unifying the clinical policies and procedures of the RWJBarnabas Health EMS systems. He has oversight over the quality improvement activities of the department including quality assurance, skills competencies and ensuring that all staff are compliant with the required certifications and training.

Steve holds an MBA and is a NJ & Nationally Registered Paramedic. Most recently, Steve was the Assistant Director of EMS for the Jersey City Medical Center where he oversaw the Quality, Performance Improvement and Education activities of the department. He assisted in the department becoming the first in the Nation to achieve triple accreditation in Operations (CAAS), Dispatch (ACE), and Education (CAAHEP).

Steve is a Fellow of the American College of Paramedic Executives (ACPE) as and serves on the Board of ACPE and chairs the Requirements committee. He also serves on the NJAPP Education Committee, the NJ MICU Advisory Council, the NJ EMS for Children Committee, and the NJ BLS Subcommittee. He has also presented at many local, State and National conferences on topics including quality management, strategic planning, and benchmarking.

Some of Steve's certifications include (but are not limited to): NJ Mobile Intensive Care Paramedic, NREMT NRP, ACLS Instructor, PALS Instructor, BLS (CPR) Instructor, PHTLS Coordinator, Certified Ambulance Documentation Specialist, and EMS Quality Assurance Officer. He is National faculty for the National EMS Management Association's Field Training and Evaluation Program (FTEP) and is a local course director for the Difficult Airway Course™.

Sarah Blayman
*Interim Director of Fleet and Logistics
Mobile Health*



Sarah Blayman
Interim Director of Fleet and Logistics, Mobile Health
RWJBarnabas Health

Sarah Blayman is in charge of the systems fleet and logistics including, vehicle and supply procurement, vehicle and equipment maintenance, accreditations, and facility management. Sarah has been tasked with streamlining the departments purchasing system, preferred vendor list and standardizing the equipment and supplies within the department.

Sarah has over 25 years of experience in EMS as an EMT and has received a Bachelor's degree in Business Administration, with a concentration in Finance. Most recently Sarah was the Technical Coordinator for Jersey City Medical Center's EMS department and oversaw the department becoming the first in the Nation to achieve triple accreditation in Operations (CAAS), Dispatch (ACE), and Education (CAAHEP). Sarah oversaw the fleet division, IT services, scheduling / payroll, policies & procedures and finance / budgets for the department.

Sarah recently became an instructor in the NATAL Resiliency Training Program and offered the first program in the United States for EMS providers. She has also received awards for Outstanding Achievement by a Manager in 2013 from the CEO of Jersey City Medical Center and the John Crowe Memorial Award in 2015 from Rebuilding Together.

Some of Sarah's certifications include (but are not limited to): NJ EMT, EMS Preceptor, Basic Life Support (CPR), Principles of Ethics and Personal Leadership, NATAL Instructor, HazMat, & CBRNE.

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Assistant Vice President, RWJBH Mobile Health

Summary of Job Function

The Assistant Vice President of Mobile Health Services and Patient Transport Division will ensure the delivery of world-class patient care through providing leadership and quality driven services aligned with RWJBH's strategic and operational plan. This position will lead and implement the enterprise transport services division. The VP will be responsible for creating a strategic vision to improve the performance and stability of RWJBH's transport services and partnerships.

The Assistant Vice President will report directly to the Vice President of Mobile Health Services and will foster a collaborative environment within the leadership team in developing and accessing RWJBH's long-term Mobile Health Strategy. The Assistant Vice President will provide outstanding and inspiring leadership by being actively involved in all aspects of Mobile Health Services, developing broad based relationships with RWJBH, the community and other key stakeholders. The Assistant Vice President will be expected to lead, coach, develop and retain a high-performing leadership team, all the while emphasizing broad based strategic planning, analysis and program budgeting.

Responsibilities of the role include but are not limited to:

Responsible for assisting the Vice President with oversight and management of ALS/BLS Services/Territories to ensure that RWJBarnabas Health is providing contiguous coverage, scalability and efficiencies in the area of Patient Transport and Mobile Health Services. Responsible for assisting in the evaluation and execution of solution driven strategies around current acute care centers and applicable assets that run independently (JCMC/RWJUH/Rahway/New Brunswick and Somerset), and overall performance and long-term sustainability of MONOC. Will continue to develop working relationships with the various municipalities throughout our markets.

The Assistant Vice President will maintain system wide responsibility for ensuring a unified structure regarding EMS Field Operations, MICU Field Operations and SCTU Field Operations. The Assistant Vice President will also ensure all communication is streamlined within the department, ensuring the same message is delivered strategically to all stakeholders.

The Assistant Vice President will also be responsible for ensuring departmental Quality and Accreditation across the System as well as assisting the Vice President with development and implementation of a Mobile Integrated Health program.

Job Qualifications/Education/Training/Certification/Licensure

- Bachelor's degree in Business, Health Care Administration or related field of study preferred
- Must possess and maintain current NJSDoH/MICP or MICN certification.
- Must possess and maintain current AHA, ACLS and PALS certification.
- Must possess and maintain a valid driver's license.



Central Operations Director, RWJBH Mobile Health

Summary of Job Function

The Central Operations Director of Mobile Health will ensure the delivery of world-class patient care through providing leadership and quality driven services aligned with RWJBH's strategic and operational plan. This position will lead and implement the centrally located operations of the mobile health division. The Central Operations Director will be responsible for creating and implementing a strategic vision to improve the performance and stability of RWJBH's mobile health and strategic partnerships.

The Central Operations Director will report directly to the Assistant Vice President of Mobile Health and will foster a collaborative environment within the management team in developing and accessing RWJBH's long-term Mobile Health Strategy. The Central Operations Director will provide outstanding and inspiring leadership by being actively involved in all aspects of Mobile Health, developing broad based relationships with RWJBH, the community and other key stakeholders. The Central Operations Director will be expected to lead, coach, develop and retain a high-performing management team, all the while emphasizing broad based strategic planning, analysis and program budgeting.

Responsibilities of the role include but are not limited to:

Responsible for assisting the Assistant Vice President with oversight and management of centrally located A&E/BLS Services/Territories to ensure that RWJBarnabas Health is providing contiguous coverage, scalability and efficiencies for Mobile Health. Responsible for maintaining positive working relationships with all stakeholders as well as developing long term growth and geographic retention strategy.

The Central Operations Director will maintain centrally located responsibility for ensuring a unified structure regarding EMS Field Operations, MICU Field Operations and SCTU Field Operations. The Central Operations Director will also ensure all communication is streamlined within the department, ensuring the same message is delivered strategically to all stakeholders.

Job Qualifications/Education/Training/Certification/Licensure

- Bachelor's degree in Business, Health Care Administration or related field of study preferred
- Must possess and maintain current NJSDoH/MICP or MICN certification.
- Must possess and maintain current AHA, ACLS and PALS certification.
- Must possess and maintain a valid driver's license.



Central EMS Manager, RWJBH Mobile Health

Summary of Job Function

The Central EMS Manager of Mobile Health will ensure the delivery of world-class patient care through providing leadership and quality driven services aligned with RWJBH's strategic and operational plan. This position will lead and implement the centrally located EMS operations of the mobile health division. The Central EMS Manager will be responsible for managing and executing the strategic initiatives of the division.

The Central EMS Manager will report directly to the Central Operations Director of Mobile Health and will foster a collaborative environment within the supervisory team in developing and accessing RWJBH's long-term Mobile Health Strategy. The Central EMS Manager will provide outstanding and inspiring leadership by being actively involved in all aspects of Mobile Health, developing broad based relationships with RWJBH, the community and other key stakeholders. The Central EMS Manager will be expected to lead, coach, develop and retain a high-performing supervisors and front line staff team members, all the while emphasizing strategic planning and analysis.

Responsibilities of the role include but are not limited to:

Responsible for assisting the Central Operations Director with oversight and management of centrally located ALS/BLS Services/Territories to ensure that RWJBarnabas Health is providing contiguous coverage, scalability and efficiencies in the area of Patient Transport and Mobile Health Services. Responsible for day-to-day management, staffing and overall operations for ALS and BLS divisions.

The Central EMS Manager will maintain centrally located responsibility for ensuring a unified structure regarding EMS Field Operations, MICU Field Operations and SCTU Field Operations. The Central EMS Manager will also ensure all communication is streamlined within the department, ensuring the same message is delivered strategically to all staff members.

Job Qualifications/Education/Training/Certification/Licensure

- Bachelor's degree in Business, Health Care Administration or related field of study preferred
- Must possess and maintain current NJSDoH/MICP or MICN certification.
- Must possess and maintain current AHA, ACLS and PALS certification.
- Must possess and maintain a valid driver's license.



Tour Chief, RWJBH Mobile Health

Summary of Job Function

The Tour Chief of Mobile Health will ensure the delivery of world-class patient care through providing leadership and quality driven services aligned with RWJBH's strategic and operational plan. The Tour Chief is responsible for overseeing all operations of their assigned tour. Standard of performance is based on the use of the knowledge, skills and techniques in accordance with all applicable laws, regulations and Mobile Health policies.

The Tour Chief will report directly to the EMS Manager of Mobile Health and will foster a collaborative environment within the supervisory team in developing and accessing RWJBH's long-term Mobile Health Strategy. The Tour Chief will provide outstanding and inspiring leadership by being actively involved in all aspects of Mobile Health, developing broad based relationships with RWJBH, the community and other key stakeholders. The Tour Chief will be expected to lead, coach, and develop high-performing supervisors and front line staff team members, all the while emphasizing strategic planning and analysis.

Responsibilities of the role include but are not limited to:

- Conducts self in a professional, dignified and compassionate manner at all times when dealing with all external agencies, EMS department personnel, hospital personnel and the general public
- Responsible for enforcing all hospital and departmental policies, as well as all external regulatory policies set forth by local and other government agencies
- Capable of communicating clearly, effectively and in English via written and verbal means
- Maintains a professional demeanor and appearance during all interactions.
- Responsible for maintenance of required certifications in accordance with RWJBH policies and all applicable State and Federal statutes and regulations
- Attends quarterly in-service to maintain EMS competencies and receive policy and procedure additions and/or updates
- Interacts professionally with management, colleagues from other EMS agencies, public safety personnel and other healthcare providers and members of the public
- Takes appropriate measures to work within established budgets
- Assists in developing and maintaining all of the operational systems of the Emergency Medical Services Department
- Ensure that all stations are clean and compliant with all OSHA, Federal and NJ State Department of Health Regulations
- Completes all shift PCR (Patient Care Reports) according to the Shift Documentation and QA (Quality Assurance) Policies and Procedures. Counsel employees with QA deficiencies and issue Corrective Actions where appropriate per policy
- Responsible for change of shift, including but not limited to issuing and return of equipment and evaluating the cleanliness of vehicles, and verifying that employees appropriately punched in/out.
- Ensure that all members of service under his/her direction are in the appropriate uniform, have a neat and professional appearance, and are in compliance with the RWJBH EMS Policies and Procedures.
- Prepare reports (shift report, administrative incident reports and accident investigation reports) in a timely, concise and complete manner
- Ensures that all members of service under his/her direction are up to date with certification and/or professional licenses and that such are presented to the chief upon request
- Ensures that the vehicles are adequately stocked, inspected, and enforce cleanliness of vehicles at all times
- Tour Chief is responsible for all employees, Supervisors, and FTO's during the tour. It is expected that supervisors in conjunction with the tour chief will visit at a minimum 6 sites per day, will monitor vehicle cleanliness, site issues, monitor appropriate life/safety issues with staff, and will respond to employee requests for response.

- Tour chief is responsible for employee evaluations, counseling, and discipline for all employees per tour.
- Ensure that all units are appropriately posted to ensure a timely response to EMS calls
- Review 'late calls' with specific crews so as to explore the reasons behind the delay in arrival and take appropriate action(s)
- Ensure that EMS personnel have the appropriate equipment with them, to provide the highest level of pre-hospital treatment and transportation
- During MCI's (Multiple Casualty Incidents) and other extraordinary pre-hospital incidents, the EMS Tour Chief has the authority to initiate the EMS Department's MCI Plan and request any additional resources necessary to stabilize the incident. Ensure that the RWJBH Supervisor is updated with incident scene dynamics, including confirming that all appropriate EMS and Hospital Administrators are notified. Prevent EMS personnel from providing any information to media personnel
- Prepare action plans for operational issues in conjunction with existing policies and review them with his/her command staff
- Attend at least two (2) QA meetings a year
- Must communicate effectively in person and via radio with all associated agencies and the general public
- Respond to EMS call locations when requested by on-scene personnel or other agencies
- Recommends and initiates letters of commendation, performs employee evaluations, and issues Disciplinary Corrective Actions in accordance with RWJBH policy or CBA- Tour Chief's will be assigned to present topics during monthly management meetings, in-services and other occasions. It is their responsibility to understand, develop, and prepare for such presentations.
- In some cases Tour Chiefs will be assigned a special duty (i.e. Special Operations) in which case additional office time will be scheduled as needed
- Tour chiefs will be responsible for QA follow up from the Clinical Director and Clinical Manager
- Do not support or allow rumors to prosper among EMS personnel (Sensitive discussions between Supervisors, Tour Chiefs and EMS Administration should be done in private)
- Required to attend regularly scheduled Administrative Supervisor and Tour Chief meetings unless the EMS Director excuses them (Tour Chiefs are responsible for information discussed during meetings in which they were absent). Progressive discipline will begin after missing two (2) scheduled Administrative meetings in a calendar year
- Sleeping-on-duty is strictly prohibited by any on-duty Tour Chief, however, if forced to work 12 hours beyond their regularly scheduled shift, due to emergency coverage or adverse weather emergencies, a brief rest period will be granted
- Significant issues that are time sensitive should be reported to the AOC as soon as possible
- Perform other related duties as may be assigned by the EMS Management
- In addition, the Tour Chief must meet all of the requirements of the EMT and/or Paramedic job descriptions except where waived by the appropriate authority

Job Qualifications/Education/Training/Certification/Licensure

Physical Demands of the Position:

- Standing, walking, running, sitting and stooping, kneeling, bending/twisting, reaching, grasping
- Communications (talking, writing and hearing), far vision (100 feet or more), near vision (10 inches or less)
- Carrying up to 50 pounds of equipment up to half a mile on uneven ground
- Safely lifting, carrying, pushing/pulling patients up to 100lbs on their own or 200lbs with assistance
- Any change in an employee's physical condition that would prohibit or alter their ability to perform their job duties must be brought to EMS Administration immediately

Mental Requirements of the Position:

- Handle a significant number of stressful situations and be able to function calmly, coolly and collectedly during those times
- Get along well with other personalities
- Communicate with patients and others with empathy and respect
- Create and maintain a positive and cooperative working environment in stressful situations
- Work smoothly and professionally in an environment where teamwork is essential
- Analyze and interpret difficult and complex patient care and personnel situations
- Work independently with minimal supervision for assigned tasks
- Anticipate and identify problems and take initiative to prevent or correct them
- Establish and maintain effective working relationships with all levels of medical personnel within RWJBH and with all other outside agencies

- Works effectively within a command structure
- Appropriately deals with stress and maintains composure when encountering serious injuries or illnesses

Environmental/Working Conditions:

The Tour Chief provides emergency services to a wide variety of patients in varied locations and conditions. The Tour Chief must be capable of functioning at any time of the day or night. Exposure to hazardous situations and environments may occur in the course of routine operations.

Knowledge and Skills Required:

- Ability to perform during an emergency for prolonged periods
- Ability to react calmly and speak clearly in crisis situations
- Effective communication, oral and written skills
- Ability to follow policies and procedures
- Read, write and speak English
- Ability to read a map and have basic knowledge of State, County and other public roadways
- Ability to perform duties in stressful and sometimes life-threatening situations
- Exercise good judgment and make sound decisions in emergency situations
- Ability to express effective working relationships with employees, other agencies and the public
- Knowledge of NJAC Statute 8:40 (Manual of Standards for Licensure of Mobility Assistance Vehicles & Ambulance Services) and 8:41 (Mobile Intensive Care Program Regulations)
- Knowledge of other standards, rules, regulations, and policies related to EMS
- Knowledge of standards, rules, regulations, and policies related to EMS
- Basic computer skills

Education/Certification Requirements:

- Certifications and Educational Requirements are:
 - New Jersey Mobile Intensive Care Paramedic
 - American Heart Association BLS for Healthcare Provider
 - American Heart Association ACLS
 - American Heart Association PALS or American Academy of Pediatrics PEPP-ACLS
 - Pre-Hospital or International Trauma Life Support (Advanced Level)
 - High School Diploma or GED
 - Current Driver's License and meets the current insurance companies requirements
 - HazMat Awareness and Operations
 - CEVO training within 3 years
 - WMD or CBRNE Awareness and Operations
 - NIMS I-700
 - ICS-200
 - ICS-300
 - Annual ALS and BLS Skills Verification
 - Successful completion of core competency evaluation and EMS orientation

-Special Requirements:

- Must be at least 18 years of age
- Driver's license record check and criminal background check
- Two years of full-time ALS experience and employment with the RWJBH EMS Department or equivalent
- Prior supervisory experience preferred
- Must possess an instructorship in one of the following areas within 1 year of appointment: PALS, ACLS, PHTLS, or BCLS



Field Supervisor, RWJBH Mobile Health

Summary of Job Function

The Field Supervisor is responsible for overseeing all field operations of their assigned tour. Standard of performance is based on the use of the knowledge, skills and techniques in accordance with all applicable laws, regulations and RWJBH policies.

Responsibilities of the role include but are not limited to:

- Conducts self in a professional, dignified and compassionate manner at all times when dealing with all external agencies, EMS department personnel, hospital personnel and the general public
- Responsible for enforcing all hospital and departmental policies, as well as all external regulatory policies set forth by local and other government agencies
- Capable of communicating clearly, effectively and in English via written and verbal means
- Maintains a professional demeanor and appearance during all interactions.
- Ensures that all Policies and Procedures are followed
- Attends quarterly inservice to maintain EMS competencies and receive policy and procedure additions and/or updates
- Responsible for baseline and continuing knowledge of RWJBH policies and procedures and all applicable State and Federal statutes and regulations concerning emergency medical services, basic life support ambulance service, EMT certification, etc.
- Interacts professionally with management, colleagues from other EMS agencies, public safety personnel and other healthcare providers and members of the public
- Assists in developing and maintaining all of the operational systems of the Emergency Medical Services Department. Field Supervisors have administrative supervision over the staff on tour. At no time, should supervisors interfere with care rendered by the provider over the scope of their practice. All medical decisions should be referred to the base physician or the clinical management team.
- Responsible for correcting all reported vehicle, supply and equipment deficiencies during assigned shift in a timely manner. All measures should be exhausted to correct deficiencies before reporting problem to the appropriate coordinator.
- When encountering other crews, ensures that in-service vehicles, supplies and equipment are thoroughly checked by all EMS personnel. Ensure that all reported discrepancies are correct at the earliest possible time. Documents and reports discrepancies to the EMS Tour Chief.
- The EMS Field Supervisor will visit EMS posts where RWJBH units are posted. When encountering other crews ensure that all personnel are in proper uniform and in compliance with all Hospital and EMS Department Policies and Procedures.
- The Field Supervisor must maintain direct communication with the Tour Chief when applicable.
- Provide feedback and recommendations for performance evaluations annually.
- During MCI's (Multiple Casualty Incidents) and other extraordinary pre-hospital incidents, the EMS Field Supervisor has the authority to initiate the EMS Department's MCI Plan and request any additional resources necessary to stabilize the incident. Ensure that the Tour Chief and MedCentral Supervisor are updated with incident scene dynamics, including confirming that all appropriate EMS and Hospital Administrators are notified. Prevent EMS personnel from providing any information to media personnel.
- Completes all shift ACR's (Ambulance Call Reports) according to the Shift Paperwork and QA (Quality Assurance) Policies and Procedures. Follow-up with employees with QA deficiencies and notify the Tour Chief if disciplinary action is appropriate per policy
- Represents the Hospital and Emergency Medical Services Department by exhibiting the highest level of professionalism when interacting with EMS, Police and Fire personnel, including hospital staff and administration. Must communicate effectively in person and via radio with all associated agencies and the general public
- Recommends letters of commendation

- Inspect and enforce cleanliness of vehicles at all times
- May be assigned to present topics during monthly management meetings, inservices and other occasions so they are responsible for understanding, developing and preparing for such presentations
- May be assigned a special duty in which case additional office time will be scheduled as needed
- Do not support or allow rumors to prosper among EMS personnel (Sensitive discussions between Supervisors, Tour Chiefs and EMS Administration should be done in private)
- Required to attend regularly scheduled Administrative Supervisor and Tour Chief meetings unless the EMS Director excuses them (Supervisors are responsible for information discussed during meetings in which they were absent) Progressive discipline will begin after missing two (2) scheduled Administrative meetings in a calendar year
- Do not allow conversations or materials of sexual or other inappropriate nature or intent to prosper among EMS personnel (Report any incidents of sexual harassment to the EMS Communications Coordinator, EMS Director, or the Human Resources Department)
- Sleeping-on-duty is strictly prohibited by any on-duty Field Supervisor, however, if forced to work 12 hours beyond their regularly scheduled shift, due to emergency coverage or adverse weather emergencies, a brief rest period will be granted (voluntary doubles and over time due not apply)
- Significant issues that are time sensitive should be reported to the on-call Manager as soon as possible
- Perform other related duties as may be assigned by the Technical Coordinator or EMS Management
- In addition, the Field Supervisor must meet all of the requirements of the EMT job descriptions except where waived by the appropriate authority
- Supervisor will be required to work to the level of their certification in the field. This may be accomplished as a first responder (as permitted by regulation), as a staff member when the minimum staffing level is not achieved, or at the discretion of the tour chief for operational control.

Job Qualifications/Education/Training/Certification/Licensure

Physical Demands of the Position:

- Standing, walking, running, sitting and stooping, kneeling, bending/twisting, reaching, grasping
- Communications (talking, writing and hearing), far vision (100 feet or more), near vision (10 inches or less)
- Carrying up to 50 pounds of equipment up to half a mile on uneven ground
- Safely lifting, carrying, pushing/pulling patients up to 100lbs on their own or 200lbs with assistance
- Any change in an employee's physical condition that would prohibit or alter their ability to perform their job duties must be brought to EMS Administration immediately

Mental Requirements of the Position:

- Handle a significant number of stressful situations and be able to function calmly, coolly and collectedly during those times
- Get along well with other personalities
- Communicate with patients and others with empathy and respect
- Create and maintain a positive and cooperative working environment in stressful situations
- Work smoothly and professionally in an environment where teamwork is essential
- Analyze and interpret difficult and complex patient care and personnel situations
- Work independently with minimal supervision for assigned tasks
- Anticipate and identify problems and take initiative to prevent or correct them
- Establish and maintain effective working relationships with all levels of medical personnel within RWJBH and with all other outside agencies
- Works effectively within a command structure
- Appropriately deals with stress and maintains composure when encountering serious injuries or illnesses

Environmental/Working Conditions:

The Field Supervisor provides emergency services to a wide variety of patients in varied locations and conditions. The Station Supervisor must be capable of functioning at any time of the day or night. Exposure to hazardous situations and environments may occur in the course of routine operations.

Knowledge and Skills Required:

- Ability to perform during an emergency for prolonged periods
- Ability to react calmly and speak clearly in crisis situations
- Effective communication, oral and written skills
- Ability to follow policies and procedures
- Read, write and speak English
- Ability to read a map and have basic knowledge of State, County and other public roadways

- Ability to perform duties in stressful and sometimes life-threatening situations
- Exercise good judgment and make sound decisions in emergency situations
- Ability to express effective working relationships with employees, other agencies and the public
- Knowledge of NJAC Statute 8:40 (Manual of Standards for Licensure of Mobility Assistance Vehicles & Ambulance Services)
- Knowledge of other standards, rules, regulations, and policies related to EMS
- Knowledge of standards, rules, regulations, and policies related to EMS
- Basic computer skills

Equipment Used:

- Oxygen regulators and tubing, oxygen administration devices, oropharangeal and nasopharangeal airways
- Defibrillator with 12 lead capability
- Blood pressure monitoring equipment (manual and automatic) including pulse oximetry
- Stethoscopes, pen lights
- HARE Traction splint
- Kendrick Extrication Devices (KED), long and short boards, cervical collars
- Splinting devices
- Suction devices
- Glucose
- EpiPen Autoinjectors
- Nerve Agent Antidote Kit (NAAK)
- Assist in use of Nitroglycerin and Albuterol
- OB/GYN Kits
- Straps, kling gauze and bandages
- Hand tools, road flares, window punches, and orange traffic triangles
- Eye protection and other essential personal protective equipment, gloves, gown, mask
- Stretcher, orthopedic stretcher, stair chairs and other patient transfer equipment
- Two-way radios and other communication devices
- Computers
- ICS adjunct equipment

Education/Certification Requirements:

- Certifications and Educational Requirements are:
 - New Jersey EMT Basic
 - American Heart Association BLS for Healthcare Provider
 - PHTLS or ITLS
 - High School Diploma or GED
 - Current Driver's License and meet the current insurance companies requirements
 - HazMat Awareness and Operations within the last 12 months
 - CEVO training within 3 years
 - WMD or CBRNE Awareness and Operations within 6 months of employment
 - NIMS I-700 within 6 months of employment
 - ICS-300 within 6 months of employment
 - Must possess an instructorship within 1 year of appointment
 - Annual SAED and BLS Skills Verification
 - Successful completion of core competency evaluation and EMS orientation

-Special Requirements:

- Must be at least 18 years of age
- Driver's license record check and criminal background check
- Prefer two years' experience working at JCMC EMS as an EMT with driving experience
- Prior supervisory experience preferred

New Jersey Department of Health

NEW JERSEY

OFFICE OF EMERGENCY MEDICAL SERVICES

The New Jersey Department of Health - Office of Emergency Medical Services recognizes that the requirements for licensure as set forth at N.J.A.C. 8:40-1.1, et seq. and hereby grant licensure to:

Rwj Health Network

Robert Wood Johnson University Hospital-Ems
126 Paterson Street
New Brunswick, NJ 08901

As a provider of the following services:

BLS/MICU/SCTU

Provider ID: 1112025
Valid: 1/1/2018
Expiration: 12/31/2019

Scot Phelps, JD, MPH, Paramedic
Director, Office of Emergency Medical Services



STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

Taxpayer Name:	ROBERT WOOD JOHNSON HEALTH NETWORK, INC.
Trade Name:	
Address:	120 ALBANY ST STE 750 NEW BRUNSWICK, NJ 08901
Certificate Number:	1672088
Effective Date:	October 20, 2011
Date of Issuance:	December 26, 2012

For Office Use Only:
20121226160841380

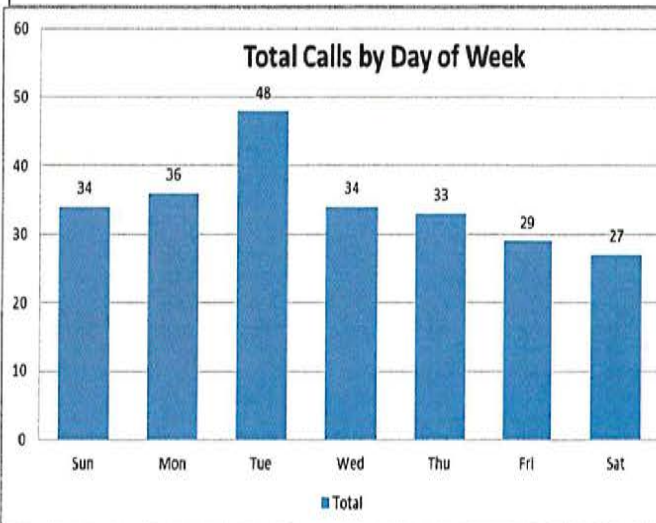
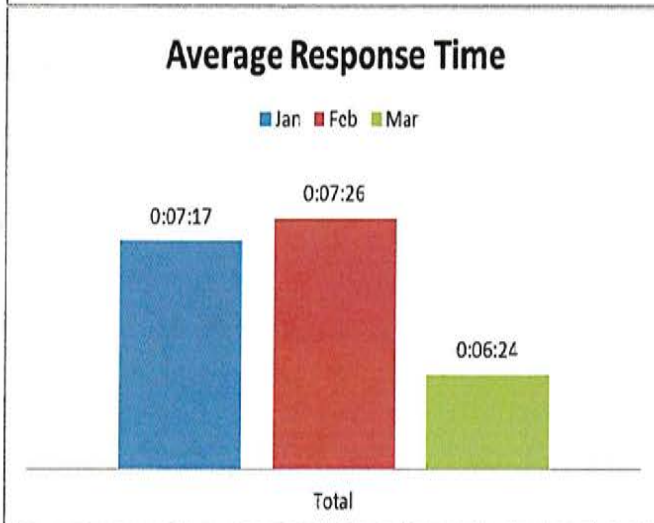
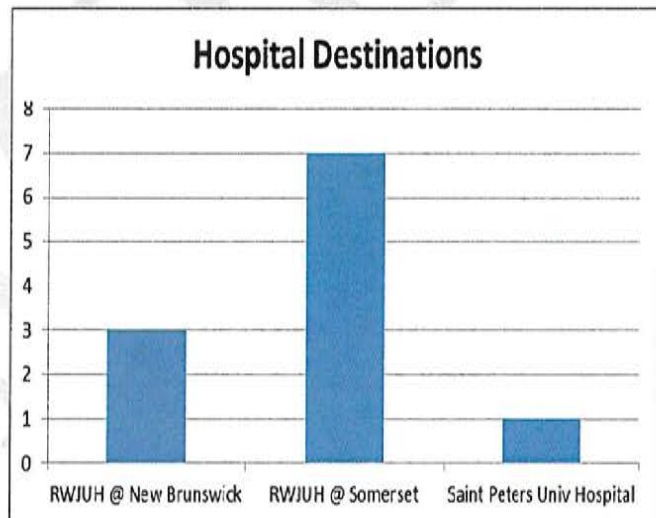
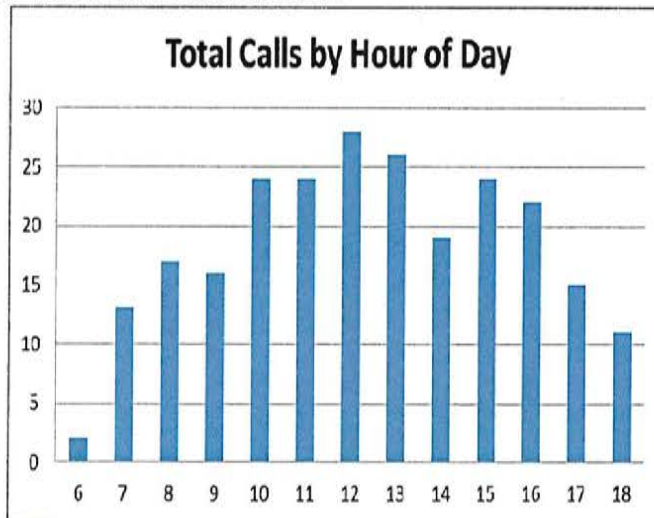
Example Monthly Report

Response time:

	Life-Threatening	Avg. Response Time	Non-Life Threatening	Avg. Response Time
June	25	0:06:56	28	0:07:45
Grand Total	25	0:06:56	28	0:07:45

Total Calls with Response Time in Excess of Ten (7) Minutes:	2
The number of incidents a BLS unit was not available:	0
The number of incidents where mutual aid was called in	0
The total number of patients where the patient was not transported	1
The total number of patient emergency transports	25

Year to Date Dashboard:



Example Quarterly Report

BLS Volume Report												
Q1			Q2			Q3			Q4			Year Total
January	February	March	April	May	June	July	August	September	October	November	December	
1,001	950	1,200	856	1,100	1,215	1,423	1,123	958	898	958	1,204	12,886
Calls			3,151			3,171			3,504			3,060
			Q1 Total			Q2 Total			Q3 Total			Q4 Total
												Year Total

Uncollectible Report												
Q1			Q2			Q3			Q4			Year Total
January	February	March	April	May	June	July	August	September	October	November	December	
254	125	200	579	126	201	124	98	147	132	189	156	1,910
Calls			580,158			485,970			369,738			477,954
			Q1 Total			Q2 Total			Q3 Total			Q4 Total
												Year Total

BLS Billed / Received																	
Q1			Q2			Q3			Q4			Q3 Total		Q4 Total		Year Total	
January	February	March	April	May	June	July	August	September	October	November	December						
\$ 751,954	\$ 504,061	\$ 1,128,817	\$ 1,176,482	\$ 768,071	\$ 1,736,349	\$ 685,648	\$ 1,155,516	\$ 606,856	\$ 2,448,020	\$ 1,215,957	\$ 685,617	\$ 1,254,712	\$ 3,156,286	\$ 11,670,039			
Medicare	\$ 300,001	\$ 200,001	\$ 450,002	\$ 460,059	\$ 306,706	\$ 690,088	\$ 258,854	\$ 568,489	\$ 284,245	\$ 658,486	\$ 329,243	\$ 546,538					
Medicaid	\$ 100,105	\$ 66,737	\$ 150,158	\$ 180,158	\$ 120,105	\$ 270,236	\$ 154,896	\$ 235,984	\$ 117,992	\$ 213,146	\$ 106,573	\$ 389,223					
Commercial	\$ 250,805	\$ 167,203	\$ 376,208	\$ 392,510	\$ 261,673	\$ 588,764	\$ 196,255	\$ 231,223	\$ 115,612	\$ 216,552	\$ 108,276	\$ 228,935					
Self-Pay	\$ 25,853	\$ 17,235	\$ 38,780	\$ 32,882	\$ 21,921	\$ 49,322	\$ 16,441	\$ 32,568	\$ 16,284	\$ 22,162	\$ 11,081	\$ 25,389					
's Comp/MVA	\$ 30,058	\$ 20,039	\$ 45,087	\$ 54,027	\$ 36,018	\$ 81,041	\$ 27,014	\$ 32,584	\$ 16,292	\$ 89,963	\$ 44,982	\$ 38,779					
Charity Care	\$ 45,132	\$ 32,846	\$ 68,584	\$ 56,848	\$ 21,648	\$ 56,898	\$ 32,189	\$ 54,668	\$ 56,432	\$ 15,648	\$ 85,462	\$ 25,848					
	\$ 646,680	\$ 433,492	\$ 970,783	\$ 1,011,775	\$ 660,541	\$ 1,493,260	\$ 589,657	\$ 993,744	\$ 521,896	\$ 1,045,723	\$ 589,630	\$ 1,079,052	\$ 2,714,406	\$ 10,036,233			
Medicare	\$ 258,000.86	\$ 172,000.57	\$ 387,001.29	\$ 395,650.31	\$ 263,766.87	\$ 593,475.47	\$ 222,614.44	\$ 488,900.54	\$ 244,450.27	\$ 566,297.96	\$ 283,148.98	\$ 470,022.68					
Medicaid	\$ 86,090.30	\$ 57,393.53	\$ 129,135.45	\$ 154,935.45	\$ 103,290.30	\$ 232,403.18	\$ 133,210.56	\$ 202,946.24	\$ 101,473.12	\$ 183,305.56	\$ 91,652.78	\$ 334,731.78					
Commercial	\$ 215,692.30	\$ 143,794.86	\$ 323,538.45	\$ 337,558.17	\$ 225,038.78	\$ 506,337.26	\$ 168,779.09	\$ 198,851.78	\$ 99,425.89	\$ 186,234.72	\$ 93,117.36	\$ 196,884.10					
Self-Pay	\$ 22,233.58	\$ 14,822.38	\$ 33,350.37	\$ 28,278.09	\$ 18,852.06	\$ 42,417.14	\$ 14,139.05	\$ 28,008.48	\$ 14,004.24	\$ 19,059.32	\$ 9,529.66	\$ 21,834.54					
's Comp/MVA	\$ 25,849.88	\$ 17,233.25	\$ 38,774.82	\$ 46,463.22	\$ 30,975.48	\$ 69,694.83	\$ 23,231.61	\$ 28,022.24	\$ 14,011.12	\$ 77,368.18	\$ 38,684.09	\$ 33,349.94					
Charity Care	\$ 38,813.52	\$ 28,247.56	\$ 58,982.24	\$ 48,889.28	\$ 18,617.28	\$ 48,932.28	\$ 27,682.54	\$ 47,014.48	\$ 48,531.52	\$ 13,457.28	\$ 73,497.32	\$ 22,229.28					

RWJ Health Network Vehicle List

Vehicle	Vehicle Type	Model	Make	VIN	year
189-BLS/MICU	BLS/MICU	Transit 350	Ford	1FDBW2XM7JKA45000	2018
190-BLS/MICU	BLS/MICU	Transit 350	Ford	1FDBW2XM3JKA26640	
191-BLS/MICU	BLS/MICU	Transit 350	Ford	1FDBW2XM5JKA27899	2018
1-SOG BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDXE45P64HA82557	2004
99-SUV	Supervisor	Durango	Dodge	1D4HB38P86F190123	2001
105-BLS/MICU	BLS/MICU	E350	Ford	1FDWE35P26DA72446	2006
119-ASAP-5	ASAP-5		Polaris	4XARF68A794736422	
120-SOG MICU/MCRU	MCRU-5			4S7CT2B919C071505	
121-MICU	MICU		Chevy	1GNZKLEG1AR265555	2010
123-BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDWE3FPXADA36043	2010
127-BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDWE3FS7BDB03087	2011
128-BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDWE3FS5BDB03086	2011
130-MICU	MICU	3500	Chevy	1GNWKLEG3CR152907	2012
131-MICU	MICU	3500	Chevy	1GNWKLEG8CR153180	2011
132-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CL9C1202364	2012
133-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CL5C1200627	2012
134-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CL3C1201890	2012
135-BLS/SCTU	BLS/SCTU	International		1FVACWDU9DHFE5040	2013
136-BLS/SCTU	BLS/SCTU	International		1FVACWDU2DHFE5039	2012
137-MICU	MICU		Chevy	1GNWK5EG8DR346331	2013
S138-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CG7E1116699	2014
139-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CGXE1115434	2014
140-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CG6E1116726	2014
S141-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CG9E1187578	2014
S142-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CG8E1188558	2014
S143-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CG4E1188184	2014
S144-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CG8E1187927	2014
B145-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1GB3G2CG1E1188370	2014
155-BLS/MICU	BLS/MICU	E350	Ford	1FDSS34F62HA54101	2002
156-BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDWE35F43HA41968	2003
157-SOG BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDWE35P66HB07241	2006
159-BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDWE35P07DA85133	2016
161-BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDWE35PX7DA73071	2007
162-BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDWE35P27DA85134	2007
163-BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDWE35P47DA85135	2007
164-BLS/MICU/SCTU	BLS/MICU/SCTU	E350	Ford	1FDWE35P99DA41957	2009
165-BLS/MICU/SCTU	BLS/MICU/SCTU	G3500	Chevy	1FDWE35P09DA41958	2009
B166-BLS/MICU/SCTU	BLS/ MICU/SCTU/Bar	G3500	Chevy	1FDWE3FS3EDB06069	2014
167-BLS/MICU	BLS/MICU	E350	Ford	1FDSS3ELXEDB14980	2014
168-BLS/MICU	BLS/MICU	E350	Ford	1FDSS3ELXEDB15109	2014
169-BLS/MICU	BLS/MICU	E350	Ford	1FDSS3EL7EDB07131	2014
170-BLS/MICU	BLS/MICU	E350		1FDSS3ELXEDB15000	2014

EXHIBIT C

DOCUMENT SUBMISSION CHECKLIST

Failure to submit the following documents shall be cause for rejection of the response.
(N.J.S.A. 40A:11-23.1b.)

Initial
each
item

Initial
each
item

√	Non-Collusion Affidavit – Exhibit C-1	
√	Disclosure of Ownership Exhibit C-2	
√	Affirmative Action Exhibit C-3	
√	American with Disabilities Exhibit C-4	
√	Disclosure of Iran Investment Activities Exhibit C-5	

√	Experience Sheet Exhibit C-6	

The following items, as checked, shall be required after award of the contract:

Certification of Insurance

√

Signed Contracts

√

SIGNATURE: The undersigned hereby acknowledges and has submitted the above listed requirements.

Name of Respondent: Anthony Raffino, AVP mobile Health

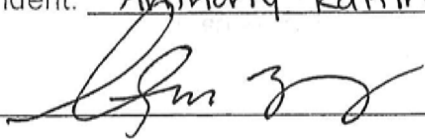
Signature: 

EXHIBIT C-2

DISCLOSURE OF OWNERSHIP

(If the Respondent is a sole proprietorship, check here ☒ and do not complete this statement.)

The UNDERSIGNED, as a Respondent, in accordance with N.J.S.A. 52:25-24..2, declares and submits this Statement of Ownership:

The Respondent is a Corporation ☒ Partnership ☐ Joint Venture ☐

☒ I certify that the list below contains the names and home addresses of all stockholders holding 10% or more of the issued and outstanding stock of the undersigned.

☐ I certify that no one stockholder owns 10% or more of the issued and outstanding stock of the undersigned.

Full Name of Individual
(Stockholder) (Partner)

Home Address of Individual
(Stockholder) (Partner)

1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____

THIS STATEMENT MUST BE INCLUDED WITH PROPOSAL SUBMISSION

Notes: Attach additional sheets in this format, if necessary.

Subscribed and sworn before me

This 2nd day of January 2020
Zubin Mistry
(Notary Public)

My Commission expires:

12/10/2023

[Signature]
Signature

Anthony Raffino
Print Name

AVP, Mobile Health
Title

(Corporate Seal)

ZUBIN B. MISTRY
NOTARY PUBLIC
STATE OF NEW JERSEY
MY COMMISSION EXPIRES DEC. 10, 2023

ZUBIN B. MISTRY
NOTARY PUBLIC
STATE OF NEW JERSEY
MY COMMISSION EXPIRES DEC. 10, 2023



State of New Jersey

CHRIS CHRISTIE
Governor
KIM GUADAGNO
Lt. Governor

DEPARTMENT OF THE TREASURY
DIVISION OF PURCHASE & PROPERTY
CONTRACT COMPLIANCE AUDIT UNIT
EEO MONITORING PROGRAM
P.O. BOX 206
TRENTON NJ 08625-0206

FORD M. SCUDDER
State Treasurer

ISSUANCE OF CERTIFICATE OF EMPLOYEE INFORMATION REPORT

Enclosed is your Certificate of Employee information Report (hereinafter referred to as the "Certificate" and issued based on the Employee Information Report (AA-302) form completed by a representative of your company or firm. Immediately upon receipt, this certificate should be forwarded to the person in your company or firm responsible for ensuring equal employment opportunity and/or overseeing the company or firm's contracts with public agencies. Typically, this person may be your company or firm's Human Resources Manager, Equal Employment Opportunity Officer or Contract Administrator. If you do not know to whom the certificate should be forward, kindly forward it to the head of your company or firm. Copies of the certificate should also be distributed to all facilities of your company or firm who engage in bidding on public contracts in New Jersey and who use the same federal identification number and company name. The certificate should be retained in your records until the date it expires. This is very important since a request for a duplicate/replacement certificate will result in a \$75.00 fee.

On future successful bids on public contracts, your company or firm must present a photocopy of the certificate to the public agency awarding the contract after notification of the award but prior to execution of a goods and services or professional services contract. Failure to present the certificate within the time limits prescribed may result in the awarded contract being rescinded in accordance with N.J.A.C. 17:27-4.3b.

Please be advised that this certificate has been approved only for the time periods stated on the certificate. As early as ninety (90) days prior to its expiration, the Division will forward a renewal notification. Upon the Division's receipt of a properly completed renewal application and \$150.00 application fee, it will issue a renewal certificate. In addition, representatives from the Division may conduct periodic visits and/or request additional information to monitor and evaluate the continued equal employment opportunity compliance of your company or firm. Moreover, the Division may provide your company or firm with technical assistance, as required. Please be sure to notify the Division immediately if your company's federal identification number, name or address changes.

If you have any questions, please call (609) 292-5473 and a representative will be available to assist you.

Enclosure(s) (AA-01 Rev. 11/11)

Certification 4403
CERTIFICATE OF EMPLOYEE INFORMATION REPORT
RENEWAL

This is to certify that the contractor listed below has submitted an Employee Information Report pursuant to N.J.A.C. 17:27-1.1 et. seq. and the State Treasurer has approved said report. This approval will remain in effect for the period of **15-JUL-2017** to **15-JUL-2020**

ROBERT WOOD JOHNSON UNIVERSITY HOSPITAL
ONE ROBERT WOOD JOHNSON PLACE
NEW BRUNSWICK NJ 08901



Ford M. Scudder

FORD M. SCUDDER
State Treasurer