



Executive Summary

Armstrong Ambulance is a local Massachusetts EMS organization established in 1946 and a recognized leader in emergency medical services for nearly 80 years. As one of the longest privately held EMS providers in the Commonwealth, Armstrong combines operational independence with disciplined governance, operational innovation, and regulatory integrity. Armstrong maintains full compliance with all statutory and regulatory agencies, has never lost its license, never operated under a provisional license, has never had its license suspended, and has never been fined by any regulatory agency for billing practices.

Armstrong brings extensive experience operating both municipal 911 systems and hospital-based transport programs. This dual expertise enables protection of emergency response integrity while delivering efficient, patient-centered interfacility and discharge transport services that improve hospital throughput and financial predictability. Armstrong's integrated system design aligns 911 response, interfacility transport, behavioral health coordination, and discharge management into a unified operational framework built on reliability, scalability, and surge protection.

Armstrong places a strong emphasis on modern, updated equipment and disciplined fleet lifecycle management. Through ongoing capital investment and proactive replacement planning, vehicles and clinical equipment are continuously systematically replaced and upgraded to ensure safety, reliability, and high-performance clinical care.

Armstrong manages billing and collections for its own transports as well as for multiple municipal agencies. The in-house billing team possesses deep knowledge of Medicare, Mass Health, and commercial payer regulations, ensuring compliant revenue cycle management and maximized appropriate reimbursement. Extensive oversight is maintained internally to secure the highest appropriate level of coverage for each patient while preserving full regulatory compliance.

Workforce development is central to Armstrong's model. The organization maintains a strong partnership with Teamsters Local 25 and prioritizes transparent communication with team members, fostering both peer-to-peer and leadership-to-field dialogue. Armstrong places a strong emphasis on continuous clinical education, requiring PALS certification and providing training opportunities such as Interfacility Transport, K9 and scenario-based training for clinicians. Ongoing professional development initiatives are designed to keep training engaging, clinically relevant, and well-supported, ensuring team members are equipped with advanced skills and clear career growth pathways.

Armstrong's objective is to relieve Merrimack Health of the financial and operational burden associated with managing a hospital-based EMS system. Through economies of scale, centralized dispatch, integrated billing, disciplined cost controls, and operational efficiencies, Armstrong will deliver measurable cost savings while enhancing service quality, transparency, and accountability. This proposal is intentionally structured around Merrimack Health's RFP objectives—improving recruitment and retention, increasing accessibility of care, strengthening brand visibility, enhancing patient experience, and leveraging technology to support measurable performance improvement.

Key Proposal Highlights

- Acquisition of LGH ambulances and equipment at fair market value to preserve asset continuity while relieving capital and maintenance burden.
- All ambulances and major medical equipment will be purchased, modernized, updated, and fully maintained by Armstrong, eliminating capital investment and long-term maintenance risk.
- Deployment of 10 (8 BLS/2 ALS), dedicated and fully branded ambulances staffed to the utilization needs of Merrimack Health to strengthen community visibility and brand awareness.
- Assumption of existing base leases to ensure uninterrupted operations and maintain strategic deployment locations.
- Creation of a sustainable Behavioral Health Transport model that protects emergency capacity while ensuring appropriate patient placement.
- Transition to a leased unit-hour model to better manage DRG exposure and provide predictable budgeting and cost control.
- Integrated online transport request management through VectorCare, providing real-time booking, tracking, and workflow efficiency across all Merrimack Health sites.
- Centralized dispatch with dedicated in-house extensions for all Merrimack Health sites to improve throughput and reduce administrative burden.
- On-site EMS Facilitator support to assist with prioritization, coordinate insurance requirements, communicate ETAs, and provide patient and family follow-up.
- Dynamic system status management and demand-based deployment to preserve emergency response integrity while improving discharge efficiency.
- 24/7/365 real-time reporting dashboards providing transparency into operational and financial metrics.
- Integrated dispatch, clinical documentation, and revenue cycle software solutions to optimize routing, accelerate claim submission, and reduce denials.
- High-end vehicle technology including GPS fleet management, mobile data terminals, electronic patient care reporting (ePCR), and advanced clinical monitoring equipment.
- Strong community engagement with schools and local organizations, including internship pathways for residents and students to support workforce development and reinforce Merrimack Health's brand presence.

Armstrong is committed to serving as a true strategic partner to Merrimack Health. Through regulatory integrity, operational discipline, workforce investment, advanced technology, and financial accountability, Armstrong offers a stable, experienced, and forward-thinking EMS partner dedicated to supporting Merrimack Health's clinical mission and long-term operational success.