

Process Requirements

Vendor must respond to each requirement by either acknowledging that it: 1) accepts and can fulfill the Requirement, or, 2) defers a decision on that Requirement and provides an explanation.

1. Vendor will assist in the management of service operations and be responsible for management of EMS employees.

Armstrong accepts and can fulfill the Requirement.

Armstrong will assign an Operations Manager to assist in the management of service operations and EMS employees, which will include all areas such as Operations, Dispatch, Clinical Services, Billing and Customer Service. The Operations Manager will be responsible for the day-to-day operations and will serve as the primary point of contact for the City and the Hospital System.

2. Vendor will assist in establishing and maintain a single point of contact for operational and system calls at each of Customer's facilities

Armstrong accepts and can fulfill the Requirement.

Armstrong will provide an on-site EMS Facilitator at each facility to manage patient transportation needs and coordinate all required services, ensuring every patient receives timely and appropriate ALS, BLS or wheelchair van transportation. Transportation requests will be supported by a centralized dispatch system staffed by trained personnel and enhanced with advanced software capabilities that allow for online booking and real-time tracking. The EMS Facilitator will oversee all transport calls to ensure adherence to on-time performance standards, collaborate with hospital staff to prioritize patient transport, and communicate updates with hospital staff, patients and their families. Additionally, the EMS Facilitator will serve as the primary point of contact for any clinical, logistical, or insurance-related questions regarding a patient's medical transportation.

3. Vendor will be responsible for daily operations and associated costs to provide all Customer facilities fully operational EMS Services which include:

- a. On-site management at Lawrence Hospital
- b. On-site management at Methuen Hospital
- c. On-site technicians/staff
- d. All required equipment, software and other tools

Armstrong accepts and can fulfill the Requirement.

Question 3, continued...

To implement a fully operational EMS system and maintain consistency across all aspects of its operation, Armstrong will be responsible for:

- Providing an on-site EMS Facilitator at each facility.
- Delivering supervisory oversight, supported by Armstrong management.
- Staffing EMS personnel, including EMTs, Paramedics, Dispatchers, and Supervisors.
- Maintaining ambulances and keeping them response ready.
- Verifying that all medical equipment is functional and compliant with regulations.
- Managing supplies and coordinating restocking as needed.
- Equipping the system with all necessary tools, software, and equipment to operate efficiently and effectively.

Armstrong recognizes that the EMS system will continue to evolve and will work collaboratively with hospital partners to implement modifications and enhancements as needed.

Armstrong will assume full financial responsibility for the implementation and ongoing operation of the EMS system.

4. The Vendor Site Manager and/or Vendor designee shall be available and present for inspections by standards commissions and jurisdictional bodies.

Armstrong accepts and can fulfill the Requirement.

Armstrong leadership, together with the Armstrong EMS Facilitator, will assist the hospital with any inspections as needed.

5. Vendor must acknowledge intent to comply with all HIPAA regulations and Customer protocols for Protected Health Information (PHI) by signing a Merrimack Health, Inc. Business Associate Agreement. Discuss and provide existing company policies on this issue as appropriate.

Armstrong accepts and can fulfill the Requirement.

Armstrong agrees to enter into a Business Associate Agreement with Merrimack Health.

For a full list of Armstrong's HIPAA policies, click below:

[**HIPAA Policies**](#)

6. Joint review: To promote Customer satisfaction, the performance measures (operational or financial) will be reviewed in a Joint Committee (Customer and Vendor representatives) that will meet on a regular basis (at least once per month).

Armstrong accepts and can fulfill the Requirement.

Armstrong believes that establishing a joint review committee will foster structure, accountability, and transparency. Maintaining an open line of communication and offering 24/7 access to data through Armstrong's Power BI software, will ensure the highest levels of accountability and transparency.

To see sample KPI reports built using Power BI, click below:

[KPI Reports](#)

7. Vendor shall provide in-service training to enhance the development of the Services' supervised employees.

Armstrong accepts and can fulfill the Requirement.

Continuing education, training, and in-service programs are essential to the ongoing success of the EMS system. Armstrong utilizes a comprehensive training model that includes live, on-site instruction, such as Interfacility Transport specialty training, K9 emergency response, and PALS certification, alongside structured online education and in-service modules delivered through the Prodigy EMS training platform.

As part of this commitment, LGH medics will be provided individual Prodigy EMS accounts at no cost to the hospital, ensuring continuous access to accredited continuing education, clinical refreshers, and competency-based coursework. This approach will support ongoing skill development, regulatory compliance, and clinical excellence while eliminating additional financial burden on Merrimack Health.

To learn more about Prodigy EMS learning management system, click below:

[Education](#)

8. Vendor shall conduct weekly service assessments and regular employee surveys to determine satisfaction level.

Armstrong accepts and can fulfill the Requirement.

Maintaining high satisfaction levels for employees and customers is important to a well-run organization. By utilizing the Weave software platform, Armstrong employees and Merrimack Health staff will be able to provide feedback to help determine satisfaction throughout the system. Using Weave’s analytics, both Armstrong and Merrimack Health will have access to real-time data, which can be used to identify opportunities for improvement and enhance overall service delivery.

To learn more about Weave’s capabilities to enhance patient experiences, click below:

[Weave](#)

9. Vendor shall provide a complete training plan and schedule for workers that describes how and where training occurs.

Armstrong accepts and can fulfill the Requirement.

Armstrong recognizes that a comprehensive training plan is essential to maintaining safe, consistent, and high-performing EMS operations. Armstrong has a comprehensive field training program designed to prepare clinical staff to perform at the highest level. Armstrong’s training framework will ensure that the system operates at a professional and accountable standard at all times.

To learn more about Armstrong’s training plan, click below:

[Education](#)

10. Prior to subcontracting any of its obligations, Vendor shall notify Customer and obtain written consent from Customer to subcontract.

Armstrong accepts and can fulfill the Requirement

Armstrong agrees that it shall not subcontract any of its obligations under the Agreement without providing prior written notice to Merrimack Health and obtaining written consent.

11. Vendor's employees will be available on-site for coverage 24 hours per day, seven days per week including all holidays.

Armstrong accepts and can fulfill the Requirement.

Armstrong will maintain 24/7/365 patient transport coverage, including all holidays, providing uninterrupted service availability.

12. Vendor and Customer will work together on any decisions regarding selection of a third-party service provider should a situation demand specialized capabilities beyond those possessed by Vendor.

Armstrong accepts and can fulfill the Requirement.

Armstrong agrees that it will collaborate with Merrimack Health on any decisions regarding the selection of a third-party service provider in the event specialized capabilities are required beyond those possessed by Armstrong. Following an evaluation process, Armstrong will work with Merrimack Health to select a qualified partner, provided that such additional provider agrees in writing to uphold the same high standards and requirements applicable under the Agreement.

13. Vendor should guarantee an ambulance service effectiveness level based on Total Number of Transport Requests Completed per month: 90% compliance as primary vendor

Armstrong accepts and can fulfill the Requirement.

Armstrong will work with the hospital system to establish clear, objective performance measures. Armstrong understands that adherence to these measures prevents long wait times, missed or delayed transports, and overreliance on subcontractors. Armstrong uses several different software solutions to improve on-time performance. Zoll's dispatching software utilizes GPS tracking to allow communications staff to see the location of every ambulance and dispatch the closest most appropriate unit. By analyzing historical demands and heat maps showing all calls by hour of day, Armstrong can develop a staffing model that will provide the most efficient and effective service.

14. Minimum requirements for response times on ambulance service requests will be:

- a. BLS and ALS calls within 30 minutes
- b. Chair Car calls within 60 minutes
- c. 911 responses <7 minutes
- d. Stat Transfers within 15 minutes

Armstrong accepts and can fulfill the Requirement.

Question 14, continued...

Armstrong understands the impact response times have on the success of the EMS system. From emergency responses to bed flow management, timely and prompt service has a major impact on patient satisfaction, patient outcome and hospital operations. Armstrong will work with Merrimack Health to ensure the response times are meeting the needs of the system.

It is also important to note that the goal is to transport the right patient at the right time in the right mode of transportation. There are times when an emergency call may take precedence over a discharge. Armstrong will utilize historic data to analyze trends in demand to deploy sufficient resources to meet patient needs and minimize such occurrences.

To see an example of Operational Demand reporting, select the link below:

[**KPI Reports**](#)

15. Minimum requirements for capacity management: Dedicated vehicles for on-site discharge facilitation and ITF transports.

Armstrong accepts and can fulfill the Requirement.

The ambulances assigned to the Merrimack Health system will be used exclusively for the hospitals, healthcare facilities and communities in Merrimack Health's service area.

Ambulances will implement a dynamic posting plan, allocating resources in high demand areas to ensure resources are always positioned where they're needed most. This would allow for faster response times, reduced travel distance and improved readiness.

16. Vendor shall maintain an accurate equipment and vehicle inventory list and share it with Customer when requested.

Armstrong accepts and can fulfill the Requirement.

Question 16, continued...

Armstrong will maintain and update all equipment and vehicle inventory lists and will make them available for review upon request.

To see the current inventory lists, click below:

[Equipment](#)

[Fleet](#)

17. Vendor and Customer will work together to establish a capacity management plan and escalation pathway for additional resources during surges in volume.

Armstrong accepts and can fulfill the Requirement.

As EMS demand can fluctuate, Armstrong recognizes the importance of adding resources during peak periods to meet system needs. Implementing a capacity management plan will help maintain smooth, reliable operations even during times of high demand.