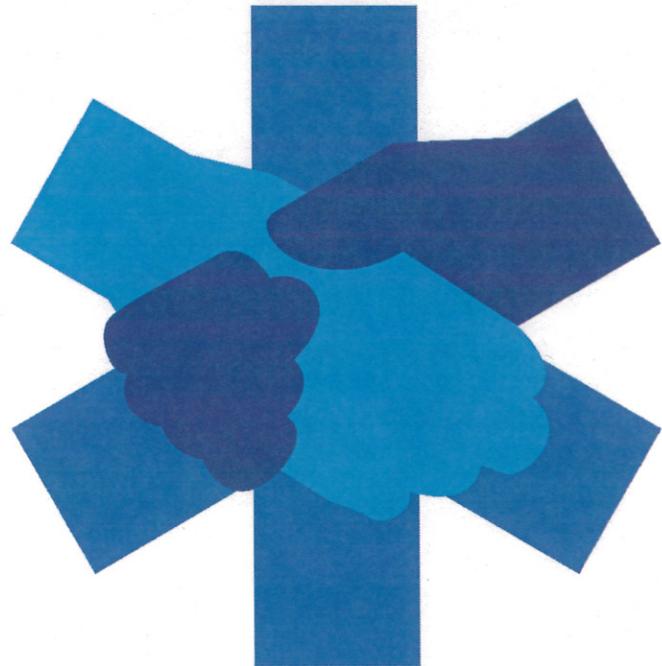


2015

First Aid Squad Committee  
Recommendations and Findings  
Report



First Aid Squad Advisory Committee  
Hardyston Township  
12/9/2015

**INTRODUCTION:**

On December 14, 2014, the Hardyston Township First Aid Squad formally announced their intention to disband and discontinued service permanently. In an effort to provide seamless coverage, the Township engaged in the development of two contracts for service with the Hamburg First Aid Squad and the Milton First Aid Squad to provide evening and weekend coverage to Hardyston Township. Week daytime coverage was already being provided by Sparta Ambulance Squad under an existing contract with the Sparta Ambulance Squad. Between the three agencies, the Township's needs in the short-term are being met on a daily basis; however, this model will not be sustainable as a permanent solution; therefore additional services were solicited from the Rehberg Konig Group, relative to initial assessments of long-term options.

The consultant's findings were shared with the Township Council on July 15, 2015. Determining that while the report provided valuable information, the establishment of a community based committee tasked with further review and consideration of all of the options noted, along with the development of an implementation plan would benefit the Township, in their pursuit of determining the best course of action to take on January 1, 2016, when the existing contractual arrangements would expire.

In light of the preceding, on August 22, 2015, the Hardyston Township Council appointed a special community committee to further investigate options available for the delivery of future long-term emergency medical service to Township residents. They were further assigned the task of creating an implementation plan through which their recommendations could be effectuated. The timeframe within which the assigned work was to be complete was December 9, 2015. At which time, the Committee would be expected to make a presentation of their findings and recommendations.

The Committee was comprised of the following members:

James Armstrong	Jane Caiazzo	Meg Demsak
Bill Hickerson	Kelly Kiernan	Stanley Kula (Council Liaison)
Debra Lukacsko	Heather Malmstrom	Charles Markarian
Kristia Markarian	Ellis Marples	Lois Marples
Rod Schmidt		

The following professional staff members were available to the committee and were in attendance at the Committee's meetings: Marianne Smith, Township Manager; Bret Alemy, Chief of Police; Wayne Dunn, Hardyston Township Dispatcher; Rob Rehberg of the Rehberg and Konig Group (when requested).

**MEETINGS:**

The Committee quickly established a meeting schedule, which included the following dates, topics and guests:

September 15, 2015 – kick-off, introductions, development of focus

September 22, 2015 – Wallkill Valley First Aid Squad, Hamburg First Aid Squad (Ogdensburg First Aid Squad was also invited) – discussion of regionalizing emergency medical service offered within the Wallkill area

October 6, 2015 – Michael Ward from St. Clare's Hospital – discussion relating to paid third-party service; budgetary presentation by Committeeman, Jim Armstrong relative to costs associated with an in-house municipal emergency medical service department.

October 13, 2015 – Review and discussion of volunteer outreach effort to be made by the Committee to ascertain community interest in the development of a new either Hardyston Township or regional squad; interview with Rourke Day of Lakeland First Aid Squad relative to characteristics of a regional squad.

October 20, 2015 – Sparta Ambulance Squad – discussion of on-going service, future agency coordination and recruitment/retention of volunteers.

October 27, 2015 – Atlantic Health Care System Hospital – discussion relating to paid third-party service emergency medical service

November 10, 2015 – Follow-up meeting with St. Clare's relative to their new ownership in relationship to paid third-party emergency medical service opportunities.

November 17, 2015 – Meeting with community members who expressed interest in volunteering to serve within newly established first aid squad (either independent or regional); review of information collected to establish final recommendations for report development

December 1, 2015 – final and editing of the report and presentation to be made to the Hardyston Township Council on December 9, 2015

### **INFORMATION GATHERING:**

Each meeting aforementioned provided opportunities to have face to face conversations with our neighboring partners. In an abbreviated summary, the following was learned:

September 22, 2015 – there was a significant interest by Wallkill Valley First Aid Squad members, most of whom were in attendance, in the concept of regionalization. Hamburg First Aid Squad was supportive of a strong regional presence and highly encouraged its neighbors in any future efforts to regionalize; however, at the present time their membership was strong and they continued to want to remain separate, but highly supportive of their neighbors. Ogdensburg First Aid Squad did not attend the meeting. It was clear that Wallkill Valley First Aid Squad had their own concerns about declining membership and felt that pooling volunteers might be successful in a merged environment. Presently St. Clare's Hospital covers the majority of calls within Franklin Borough, Wallkill Valley First Aid Squad's area of service. It was noted that should such regionalization take place that a brand new agency would

need to be formed and volunteers from both towns would be encouraged to join the new first aid squad, rather than recommending an expansion of the existing Walkkill Valley First Aid Squad. This effort would require significant administrative work at the start up; however, the pooled resources both human and physical (equipment, buildings, etc.) could prove to be beneficial. Walkkill Valley First Aid Squad currently has an active membership of approximately 9 volunteers.

October 5, 2015 – Michael Ward and Mike Diaz the former spokespersons in charge of St. Clare's ambulatory service attended this meeting and provided information relative to St. Clare's emergency medical service and transportation. He advised that St. Clare's currently provides coverage to Franklin Borough under a month-to-month contract for weekday coverage. The ambulance covering the Franklin area is stationed within Franklin Borough and is considered an "A" post, which means that once the rig is called to service another rig is immediately dispatched to Franklin to assume the "post" in anticipation of the next call. St. Clare's currently provides exclusive service to several towns in the Morris County area and has an additional rig stationed in Jefferson on Route 15. Ambulances provided by St. Clare's are manned by two certified EMT's by law and all liability and responsibility for care and legal compliance is the responsibility of St. Clare's. St. Clare's does not charge a contract fee to the municipality that they service; however, they do bill the patient and their insurance carrier. Patients are encouraged to make their own selection as to which medical facility they wish to be transported to in an emergency.

Mr. Ward advised the Committee that St. Clare's intention would be to support any and all local efforts towards the development and maintenance of an emergency medical service agency. He further advised that while they would be available to provide 24/7 coverage (if it were needed or requested by the municipality, they would also be flexible to provide whatever level of coverage a community may require, i.e., daytime coverage only, a few nights a week coverage, weekend coverage, etc.

October 13, 2015 – Rourke Day, a representative from Lakeland First Aid Squad, who is also the County Office of Emergency Management liaison for EMS attended the meeting and discussed the concept of regionalization with the Committee, as Lakeland is a regional squad.

The Committee also discussed at length the concept of volunteer recruitment within the Township. Pros and cons and challenges and rewards associated with volunteering were discussed. The concept of hours required for membership was thoroughly discussed, with the recommendation being that hour requirement would need to be flexible to appeal to a broader audience; however, it would require significantly more volunteers if all shifts were to be covered by a volunteer agency.

Ideas that were vetted for implementation over the next several weeks to raise awareness and seek community commitment and support were as follows:

- Development of a multi-pronged campaign that would have a tentative cutoff strictly to gauge interest to ascertain next steps – the cut off was established to be November 15, 2015
- Mass mailing to all residential property owners within the Township of a flyer outlining the Township's need for volunteers to help establish a new first aid squad agency
- Development of a Facebook page advertising and seeking awareness
- Posting of banners announcing the effort

- Utilization of the school's notice distribution system to send home flyers with all school age students
- Utilization of the Township website as a repository of further information about emergency medical service within the Township including the ongoing efforts of the Committee, and a survey to be completed expressing an individual's interest in volunteering for a new agency.

October 20, 2015 – The Committee had been informed of the Sparta Ambulance Squad's decision to decline the Township's invitation to continue to pursue a possible long-term contract for service and/or the development of a regional squad that would include the Sparta Ambulance Squad and the Township of Hardyston. Their representatives were very complimentary about the Township and their efforts to secure a long-term solution; however, their membership felt strongly that they would prefer at this time to retract their coverage back to the confines of Sparta Township on a regular basis; however, would still support neighboring communities with mutual aid service when warranted. The conversation at the meeting however, centered more on recruitment efforts and Sparta Ambulance continued to pledge their support to Hardyston in any effort that may be made moving forward to establish aggressive recruiting mechanisms and programs similar to their model, which includes incentives such as college scholarship funding.

October 27, 2015 – While Atlantic Health System does not currently provide regular service to this part of the County, in light of the Committee's intention to review every option available, they met with representatives from Atlantic Health System to have a dialogue around the possibility of contracting for paid third-party service with Atlantic for emergency medical services and transportation. Their representative advised that since they do not have any other contracted work in our area, in order to have a rig located in the Hardyston Township vicinity, a fee would need to be paid by the Township for such a service, in addition to projected revenues received by Atlantic through patient billing. The cost quoted for said service was in excess of \$500,000/year. This would provide one ambulance to the Hardyston area with back up rigs responding from the Newton area, once the dedicated rig is put in service. Similar to the St. Clare's model, patients are encouraged to make their own selection as to which medical facility they wish to be transported to in an emergency.

November 10, 2015 – Because St. Clare's was recently purchased and a new management team had replaced the former team that we met with earlier in this process, a follow-up meeting was requested with the new director of ambulatory services within St. Clare's. The Committee had an opportunity to confirm with the new management that the terms outlined by his predecessors still were valid for consideration. The Committee requested that St. Clare's provide a draft proposed contract for services so that the finer details could be reviewed and considered. A draft contract was received from their corporate office on November 25, 2015 and is available for review by the Township Council and the Municipal Attorney.

November 17, 2015 – All individuals who expressed an interest in learning more about the development of a new squad with the intention of volunteering were contacted and invited to join the committee at their meeting on November 17 to learn more about the EMT certification process and the personal satisfaction that comes with volunteering. Approximately 22 surveys were received; however, a reasonably large number of those who attended were unable to attend the meeting. Five of those who

completed the survey attended the meeting, with approximately 10 others who expressed regret over scheduling conflicts; however, continued to wish to be included in future discussions.

**REVIEW OF OPTION PRO'S AND CON'S:**

***Hardyston Township Municipal Employee Staffed Department***

This option would require the Hardyston Township Council create a department within the municipal government system that would be staffed with paid employees to provide emergency medical services to residents. While the model contemplated envisioned 2 staff squads, there would still be occasions where an additional ambulance and staff would be required when both municipal ambulances were busy assisting residents, assuring that mutual aid partnerships would still be needed. Likewise mutual aid calls to service for back up assistance from other towns would still need to be addressed by the ambulances and staff subsidized in full by Hardyston tax dollars.

Pros:

- 2 squads providing 24/7 coverage (with the exception of mutual aid, providing service to only Hardyston residents)
- Consistent service provided by one agency
- High quality of care

Cons:

- Expensive – highest cost option in excess of \$800,000 annually relating to operational expenses (requirement to see voter approval through referendum)
- \$800,000 only relates to operating expenses – additional funding would need to be established for capital improvements for equipment and facility upgrades
- Call volume is on average per year less than 2 calls per day – paid staff (4 EMTS 24/7) would have a significant amount of idle time
- Large department requiring in excess of 30 employees (full and part-time)
- Each crew would require 2 certified emergency medical technicians (EMT)
- Model would require significant increased oversight

Conclusions: While this option on its face may appear to provide the most comprehensive coverage, with only two ambulances available at any given time, there is a high probability that mutual aid or other paid service partners would need to provide assistance when both rigs are in service either directly responding to a call or being in route either to a hospital destination or back to the Township. The average first aid squad call lasts approximately 2 hours. Inevitably there will be days where there are no calls and others where there are half a dozen. There is no science to emergencies.

While cost is not the only consideration when considering public safety, the cost benefit of this model in comparison to other options does not bode well for this particular choice. Particularly since other models may actually provide more resources in a given emergency that a two rig model can provide,

regardless of its cost. It is for these reasons that the Committee does not recommend that this option be considered any further.

### ***New Volunteer Squad***

This option would require the establishment and incorporation of a wholly new agency. Significant work would be required to create the new agency relative to the development of legal and accounting guidelines, by-laws, standard operating procedures and the like. While the agency would not hypothetically be governed by the municipality directly, the intention would be that it would operate with a high level of accountability to the Township.

Significant recruitment efforts have been made to try and gauge not only community interest, but community availability to serve within a new agency. Training hour requirements can be prohibitive to recruitment; however, it seemed clear to the Committee that all training costs should be borne by the municipality or paid through grants in order to provide a higher level of incentive to prospective volunteers. The cost would be minimal in comparison to the benefit.

While initial efforts have identified a reasonable audience of potential volunteers, less than 5 of those who volunteered are EMT certified. Therefore, the time in which it would take to get a reasonable number of volunteers certified and trained in the field would be extensive, but not insurmountable.

#### Pros:

- Inexpensive option to town and patient
- Consistent service provided by one agency
- High quality of care
- Driver and EMT Crew option (because it is a volunteer agency, not a paid service) could allow for additional crews when larger emergencies or call volume dictates the need for same
- Options may exist for a regional model

#### Cons:

- Will take significant time to set up and train new EMT's
- Uncertainty as to whether the volunteer model will still work for 24/7 coverage
- Need to assess equipment, facilities and supply needs for full operation
- Need to train additional volunteers
- Regional model may take longer to work through administrative and legislative compromises between municipalities/squads

Conclusions: an all-volunteer squad is the most cost effective solution, however, it will take time to recruit and train an all-volunteer squad. While this is the best long-term solution, an interim solution is needed in order to provide ample time for a new squad to become firmly established before it is ready to formally take calls and actively be in service.

***Paid Third-Party Service – St. Clare’s (Prime)***

St. Clare’s already provides Advanced Life Saving (ALS) services to the Hardyston Township area and has an established presence within the Wallkill Valley area. Similarly St. Clare’s presently provides daytime service as second call in Franklin Borough. Wallkill Valley First Aid is given 60 seconds to sign on to a call and if they cannot get a crew to respond within that timeframe, the call is then given to St. Clare’s who has a rig stationed in the area during weekday hours between 6:00 am and 6:00 pm. According to their presentation, their response time has been good overall. They have advised the Committee that they would continue to utilize the ambulance stationed at the Franklin location to respond to both Franklin and Hardyston calls, should Hardyston choose to enter into an arrangement for service with them. They further advised that should call volume require more resources to be available to the area on a regular basis, they would consider maintaining an additional rig in the region; however, workload would need to dictate the investment. St. Clare’s does not charge the host municipality for servicing their community, as their income is derived from patient billing and/or insurance billing. A bona fide answer was not received relative to how aggressive their policies are relative to patient bill collection.

St. Clare’s representatives advised that their mission is to support the community’s efforts, so if the Township were to require help with daytime coverage only, they would be willing to do that alone. If the Township needed 24/7 coverage, they could also provide that level of service. They further noted that if the Township decided to support a new volunteer agency, they would be happy to provide gap coverage for the new squad, once they are able to take calls for shifts where volunteer coverage is not available.

**Pros:**

- One squad providing 24/7 coverage (ambulance and crew are ready and waiting for a call)
- 2<sup>nd</sup> squad immediately moved into area when first ambulance is dispatched
- More resources available in a higher level emergency
- Consistent service provided by one agency
- High quality of care
- Can begin immediately

**Cons:**

- Cost of service billed to patient
- Unknown full impact of St. Clare’s acquisition by Prime
- Potentially longer response time for 2<sup>nd</sup> rig
- Contract terms require attorney review

**Conclusions:** In light of the fact that the Sparta Ambulance Squad has given the Township of Hardyston ample notice of their intention to discontinue daytime emergency medical service coverage effective on

January 1, 2016, the Township requires a minimum of an immediate solution for daytime call coverage. Since St. Clare's is already providing coverage in neighboring Franklin Borough, who to Hardyston's good fortune is located for all intensive purposes in the middle of the Township, insuring that response time to both north and south side calls would be quite similar, it is recommended that at minimum the Township Council consider entering into a contract for service with St. Clare's for 24/7 coverage or week daytime coverage commencing on January 1, 2016. The Committee believes that this is a good short-term solution to provide additional time for the development of a new volunteer agency. This solution also, if warranted, has the capability of expanding into a long-term solution, if a new volunteer agency were unfortunately unable to garner enough volunteer support to properly function and provide the required service to the community within the next 12-18 months.

\*The Committee recommends that the Council consider continuing their partnership relationships with both the Hamburg First Aid Squad and the Milton First Aid Squad for at least 6 months into 2016 to cover nights and weeks as their existing contracts stipulate. It is further recommended that a contract for week daytime coverage be entered into with St. Clare's to fill the gap created by the expiration of the service relationship that the Township had with the Sparta Ambulance Squad. This scenario would allow the Township to continue to enjoy the support of their neighbors, who have both expressed their willingness to continue to provide service for an additional 6 months and gain the benefit of experience with St. Clare's BLS service prior to making any further long range or broader commitments.

#### ***Paid Third-Party Service – Atlantic Health System***

The Committee was committed to investigating all options, therefore, since Atlantic Health System has a hospital within the County, they did not want to neglect to consider them for potential service. Since their service area is in concert with the geographic location of the hospital, they do not have an active program on this side of Sussex County; therefore making their costs very prohibitive, as there are no offsetting revenues from any other contracts for service in our area that could minimize their expenses.

#### Pros:

- One squad providing 24/7 coverage
- 2<sup>nd</sup> squad moved into area when first is dispatched
- Consistent service provided by one agency
- High Quality of care

#### Cons:

- High Cost (\$500,000)
- Atlantic Health System does not have a broad presence in the area

Conclusions: This option is not recommended for further consideration by the Committee.

### ***Regional Volunteer Squad***

The concept of regionalization was discussed with several of our partners with the following results: no interest at this time – Sparta Ambulance Squad; interest in pursuing the concept – Wallkill Valley First Aid Squad; no interest at this time – Hamburg First Aid Squad; non-attendance at regionalization meeting – Ogdensburg First Aid Squad. Franklin Borough is one of the Township's closest neighbors and historically the two municipalities have a strong connection. There are good aspects to the concept of a regionalized approach with Wallkill Valley First Aid; however, they too have struggled significantly with volunteerism and are currently unable to cover all of their calls for service, relying to a reasonable degree on St. Clare's. Regionalizing brings with it special challenges, as well as shared broader resources.

#### Pros:

- Inexpensive option to town and patient
- 2<sup>nd</sup> squad moved into area when first is dispatched
- Consistent service provided by one agency
- Shared broader pool of resources

#### Cons:

- Complex to set up – need for Township/Borough Councils support and possibly approval
- Both partners having volunteer issues

Conclusions: A regional squad approach is a viable alternative, but would take time to implement, therefore it could not be considered a short-term solution. However, it should be considered when formal discussion begins relating to the formation of a new first aid squad.

### ***Hybrid Squad (Paid Third-Party and Volunteer)***

This option contemplates the use of both a paid service and a volunteer service. This is not to be misconstrued as a hybrid volunteer squad where all calls are billed and the squad calls are responded to by either volunteers of the agency or employees of the agency. This particular model would propose utilizing a paid service during some hours of the day and a volunteer agency at other times of the day, when coverage is available.

#### Pros:

- Inexpensive option to the town
- Flexibility – allows for the use of both volunteers and a paid service

- Fills gaps where no volunteers are available

Cons:

- Complex to setup
- Some patients will have to pay
- Inconsistencies with service

Conclusions: While this model has its pitfalls, under the circumstances, it could be the most viable. The Township continues to enjoy their strong relationships with their neighboring partners who have expressed their strong desire to continue to serve the Township for the next 6 months at least. This option provides a high level of coverage and gives the Township an opportunity to test a new relationship with St. Clare's without eliminating all of their other options by contracting with St. Clare's on a 24/7 basis right out of the gate.

**FORMAL AND FINAL CONCLUSIONS:**

The Committee is proud to report that they have met the benchmarks set for them by the Township Council on August 22, 2015, delivering a report and implementation plan within the ambitious timeframe prescribed.

The Committee concludes and recommends that the Township Council enter into contracts with both Milton and Hamburg's First Aid Squads for at least a period of 6 months, extending their night and weekend coverage through to July 30, 2016. Similarly, in light of the fact that Sparta Ambulance Squad has given notice of their intention to let their current contract for weekday coverage expire effective December 31, 2015, the Committee recommends that the Council consider entering into a contract for service with St. Clare's for daytime coverage for a minimum of 6 months.

The Committee further recommends that the Council continue to support the concept of establishing a new volunteer first aid squad, including providing funds within their 2016 budget to cover training costs associated with at least 10 individuals who may want to pursue certification as an EMT. While that many volunteers have not formally committed to training at this time, it would be the Committee's hope that throughout the course of the year more volunteers would come forward expressing the desire and commitment to do so. The re-establishment of a volunteer squad will take a considerable amount of time and therefore, the Committee recommends that the Council consider either extending all three contracts as proposed with Milton, Hamburg and St. Clare's, in whatever configuration they see fit for the second half of 2016, in order to give ample time to ascertain whether or not there is viability in the concept of creating from the ashes a new agency.

The development of a new squad will take considerable oversight and recruitment effort. It is recommended that the Council consider making an appointment to a new temporary position of first aid administrator. This position could either be a voluntary position or a part-time paid position. The duties of this post would be to oversee the relationship with the commercial provider, oversee the start-up of the new first aid squad, including development and oversight of the new squad's budget (start-up budget, operating budget, capital budget), ensure that proper township oversight is established and embedded in the bylaws and SOP's of the newly created squad and continue to guide continued recruitment efforts. A report of progress should be required by August of 2016 of the administrator to determine progress and gauge the potential for success of the volunteer agency so that the Council could with full knowledge make final long term arrangements for 2017, considering whether or not significant service will continue to be needed from a paid third-party agency.

**APPENDIX A**

**First Aid Committee Presentation to  
Township Council – 12/9/15**

First Aid Squad Committee

# Committee Recommendations

December 2015

# Contents

- Committee Overview
- Options Reviewed
  - Hardyston Township Paid Squad
  - New Volunteer Squad
  - Prime ( St. Clare's)
  - Atlantic Healthcare System
  - Regional Volunteer Squad (Walkkill)
  - Mutual Aid (Milton & Hamburg)
  - Hybrid Service (Prime and Volunteer)
  - Hybrid Service (Paid EMTs and Volunteer)
- Other Options and Findings
- Recommendations
  - First Year 2016
  - Subsequent Years 2017 and beyond
- Next Steps
- Appendix

# Committee Overview

The following actions were taken by committee in developing its recommendation

- Met with and interviewed members of the Sparta, Hamburg, Wallkill Valley, Milton, Blue Ridge and Lakeland First Aid Squad
- Met with paid services, St. Clare's and Atlantic Healthcare System
- Developed Squad size estimates need for various estimates
- Reviewed budget scenarios for various options
- Kicked off Volunteer Campaign to attract new volunteers
- Gauged interest in New volunteer squad
- Met with potential new volunteers that were identified via a survey the committee distributed
- Reviewed possible future service scenarios
- Developed recommendation that will be presented tonight

First Aid Committee

# Options Reviewed

# Hardyston Township Paid Squad

In this option the Township would create an agency and fully Fund the First Aid Squad,

## Pros

- 2 squads providing 24/7 coverage
- Consistent service provided by 1 agency
- High quality of Care

## Cons

- Expensive, highest cost option in excess of \$800,000
- Large squad in excess of 30 EMTs
- All crews would require 2 EMTs
- Increased oversight

## Conclusion:

While this option provides for the best Ambulance coverage for the Township it is the most expensive option. The committee could not recommend this option due to its high cost.

# New Volunteer Squad

In this option a new volunteer squad would provide EMS service to the Township,

## Pros

- Inexpensive option to town and patient
- Consistent service provided by 1 agency
- High quality of Care
- Driver + EMT crews option could allow for additional crews
- Community based

## Cons

- Will take time to setup
- Unsure Volunteer Model will still work
- Need to retool and restock the first aid squad
- Need to train additional EMTs

## Conclusion:

An all volunteer squad is the most cost effective solution. It will take time to recruit and train a all volunteer squad and while this is the best long term solution, an interim solution is needed while the squad is started.

# Prime ( St. Clare's )

In this option Prime ( St. Clare's ) would provide EMS service to the Township

## Pros

- 1 squad providing 24/7 coverage
- 2<sup>nd</sup> squad moved into area when 1<sup>st</sup> is dispatched
- Consistent service provided by 1 agency
- High quality of Care
- Can start right away

## Cons

- Cost of service billed to Patient
- Unknown impact of St. Clare's acquisition by Prime
- Potentially longer response time for 2<sup>nd</sup> rig
- Modifications of contract provisions

## Conclusion:

Prime is now providing Ambulance service to Franklin. This option could be a good short term solution while attempts are made at re-establishing a new volunteer first aid squad.

# Atlantic Healthcare System

In this option Atlantic Health Systems would provide emergency medical service to the Township.

## Pros

- 1 squad providing 24/7 coverage
- Consistent service provided by 1 agency
- High quality of Care

## Cons

- High cost (500,000)
- Atlantic new to this area of the County and therefore do not have an additional broader customer base to share costs of operations in this geographic area.

## Conclusion:

This option is too costly to consider.

# Regional Volunteer Squad

This option uses a regional squad providing EMS to multiple towns

## Pros

- Inexpensive option to town and Patient
- Consistent service provided by 1
- Larger volunteer pool
- Community based

## Cons

- Complex to setup, needs multiple Council approvals, additional development of broader based by-laws and SOG's
- Partners are having volunteer issues
- Only Wallkill Valley is the only party interested at this time which is also struggling to get volunteers
- Other existing squads who join will need to disband and join the new one.

## Conclusion:

A regional squad is a viable alternative and should be considered when starting the new First Aid Squad.

# Hybrid Squad (Paid EMTs & Volunteer)

This option uses a combination of a paid crew (employees of a hybrid squad) and agency volunteers

## Pros

- Inexpensive option to town
- Flexible, allows for the use of both Volunteers and a Paid service
- Fills gaps where no volunteers are available

## Cons

- Complex to setup
- All services would be consistently billed to residents/insurance directly (both pro & con)
- Potential internal strife between paid and volunteer staff
- All calls need to be responded to with 2 EMTs rather than a driver and EMT
- All ambulances have to be certified by the State of NJ

## Conclusion:

While this is a viable alternative to an all volunteer squad the committee can not recommend this option at this time.

# Hybrid Squad (St. Clare's Prime Volunteer)

This option uses a combination of a paid service St. Clare's (Prime) and a volunteer service

## Pros

- Inexpensive option to town
- Flexible, allows for the use of both Volunteers and a Paid service
- Fills gaps where no volunteers are available

## Cons

- Complex to setup
- Some Patients will have to pay
- Inconsistent cost of service

## Conclusion:

This is a viable alternative to an all volunteer squad and should be used as an interim solution if the council chooses to start a new all volunteer squad.

# Other Options / Findings

- Using Sparta Ambulance is no longer an option as they indicated they no longer wanted to provide the service as of December 31, 2015.

First Aid Committee

# Recommendations

# First Year - 2016

- Prime to provide weekday (m-f 6-6) EMS Service with evening and weekend coverage provided by Hamburg and Milton
- Startup New Hardyston First Aid Squad
  - Anticipate start up time 12 months
- Appoint First Aid Administrator (temporary position)
  - Oversee Paid Service
  - Oversee the Start up of the New First Aid Squad
  - Continue to explore the possibility of a regional squad concept
  - Can be paid or volunteer

# Administrator Role and Responsibilities

- Oversees Relationship with Commercial Provider, Volunteers & Partners
- Oversees setup of new First Aid Squad (Legal, Financial, Certification, etc.)
- Develops and oversees a budget for the new First Aid Squad
  - Startup budget
  - Operating budget
  - Capital budget
- Ensure proper township oversight is established and embedded in the bylaws and SOP's of the new First Aid Squad
- Reports to Township Manager and coordinates with the first aid squad steering committee.

# Subsequent Years – 2017 & Beyond

- New First Aid Squad begins operations
- Reduction of St. Clare's service in support of First Aid Squad as fill in as needed
- Review / Renewal of mutual aid agreements with Hamburg & Milton
- Continued consideration of a regional service

First Aid Committee

# Next Steps

# Next Steps

Assuming the committee recommendations are accepted

- Dismiss committee
- Develop amongst interested volunteers a steering committee to lead the effort in the redevelopment of a volunteer first aid squad.
- Contract with St. Clare's to provide service starting January 1, 2015
- Notify Mutual Aid squads of decision, their role and our new partners
- Setup Administrator position

First Aid Committee

# Questions?

