



CITY OF DELRAY BEACH
100 NW 1st AVENUE, DELRAY BEACH, FL 33444

RFP No. 2016-078L
Medical Director

MAYOR	- CARY D. GLICKSTEIN
VICE MAYOR	- SHELLY PETROLIA
DEPUTY VICE MAYOR	- AL JACQUET
COMMISSIONER	- JORDANA JARJURA
COMMISSIONER	- MITCH KATZ
CITY MANAGER	- DONALD B. COOPER

Purchasing Department ♦ (561) 243-7123 ♦ purchasing@mydelraybeach.com

Proposal to Provide Medical Director Services to the
City of Delray Beach
Fire-Rescue Department
RFP No. 2016-078L

May 31, 2016

Submitted by:
Craig B. Kushnir D.O., LLC
3817 Regency Cir S
Boca Raton, Florida 33496
561-654-1255
cbkush21@gmail.com

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Chapter 1

Letter of Intent

Proposal Submittal Signature Page

Chapter 1: Letter of Intent

May 26, 2016

City of Delray Beach
100 NW 1st Avenue
Delray Beach, FL 33444

Dear City of Delray Beach:

It is with eager anticipation that I submit this proposal to continue as your provider of Fire Rescue Department Medical Director Services to the City of Delray Beach, Town of Gulf Stream and Highland Beach. After six years of service to this City, I offer you demonstrated experience and a comprehensive understanding of the responsibilities required of the Medical Director's position. I am passionate about EMS and continuing as Medical Director of this Department because of the ability to treat patients at their time of immediate need in the field and the camaraderie that I have developed with other providers.

After taking the Medical Director's position on an interim basis in late 2009, I recognized that the Department needed a Medical Director who would be willing to become truly immersed in every facet of the Agency. To that end, I rode with EMS personnel to gain an understanding of their capabilities, challenges and opportunities for improvement. I also participated in training that included: high rise fire, extrication, confined space and hazmat, and most importantly I engaged the Department on an interpersonal level to create an open door policy between the staff and me that exists today. Several weeks later, I was appointed full-time to the position.

Subsequently, I began writing and introducing a new protocol set. By creating orders that were more efficient, cost-effective, concurrent and evidence-based, we were able to see remarkable improvements in our operations and the quality of medical care we were able to provide to our citizens. Moreover, through training, we were able to transition the Department to these protocols without any major complications.

In seeking to become a better-rounded Medical Director, I was appointed to the EMS Advisory Council and served as Chairman of its Strategic Planning Subcommittee in 2010. I served on these committees until 2014 and became experienced in writing an EMS strategic plan. In

collaboration with the EMS Medical Directors of Palm Beach County, we collected data as it related to stroke, STEMI, cardiac arrest and hypothermia. Most recently, I was assigned to the Palm Beach County Trauma Quality Improvement Committee (TQIC).

Beyond the Medical Director's key responsibilities, which include: medical leadership, agency oversight, training, protocols, emergency preparedness and disaster care, implementation of medical-related best practice, quality assurance, provider health and safety, I believe it is essential for the Medical Director to embrace the Agency's commitment to safety, quality and efficiency in serving the residents of Delray Beach.

In conclusion, the contents of this RFP can define a candidate's experiences, outline their approach, demonstrate an understanding of 64J, and can even describe one's goals for the future. However, they cannot gauge a Physician's true passion for working with their department personnel. With no competing priorities to manage other Departments, my entire focus and energy are on this Agency. I continue to possess the same motivation and enthusiasm from 2009, only with significantly more experience and enhanced relationships with all providers in this area, as well as the hospital Emergency Departments. This is an exciting time for Delray Beach Fire-Rescue, and I believe the newly appointed Chief Neal de Jesus and I share a vision that will enable this Department to achieve even further success in providing our citizens with the highest quality of safe, timely, and responsive emergency medical care that our community deserves. Thank you for your careful consideration of my proposal.

Sincerely yours,

A handwritten signature in black ink, reading "Craig Kushnir, D.O.". The signature is fluid and cursive, with the first name "Craig" and last name "Kushnir" clearly legible, followed by "D.O." in a slightly more formal script.

Craig B. Kushnir, D.O.

Craig B. Kushnir D.O., LLC
3817 Regency Cir S
Boca Raton, FL 33496

Proposal Submittal Signature Page

By signing this Proposal, the Proposer certifies that it satisfies all legal requirements as an entity to do business with the City, including all Conflict of Interest and Code of Ethics provisions.

Firm Name: Craig B. Kushnir D.O., LLC

Street Address: 3817 Regency Cir S, Boca Raton, Florida 33496

Mailing Address (if different from Street Address): _____

Telephone Number(s): 561-654-1255

Fax Number(s): N/A

Email Address: cbkush21@gmail.com

Federal Employer Identification Number: 27-0092966

Craig B. Kushnir D.O., LLC

Firm Name


Signature

Craig Kushnir, MGRM

Name and Title(Print or Type)

May 26, 2016

Date

By signing this document, the Proposer agrees to all terms and conditions of the solicitation and the resulting contract/agreement.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED ABOVE BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER TO THE TERMS OF ITS PROPOSAL.

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City of Delray Beach
RFP No. 2016-078L
Medical Director

Chapter 2

Proposer's Statement of Organization

Chapter 2: Proposer's Statement of Organization

Craig Benjamin Kushnir

3817 Regency Cir S
Boca Raton, FL 33496

561-654-1255

Cbkush21@gmail.com

Corporation: Craig B. Kushnir D.O. LLC is a local firm open 24-hour per day/7-days per week. The corporation has been in business 12 years. I am the sole partner and managing director of the corporation. I attest to the fact that I have affixed the Corporate Seal to this proposal.

Chapter 3

Public Entity Form

Drug Free Workplace Form

Conflict of Interest Form


Public Entity Crimes**NOTIFICATION OF PUBLIC ENTITY CRIMES LAW**

Pursuant to Section 287.133, *Florida Statutes*, you are hereby notified that a person or affiliate who has been placed on the convicted contractors list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity; may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work; may not submit proposals on leases or real property to a public entity; may not be awarded or perform work as a contractor, supplier, sub-Proposer, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017 [F.S.] for Category Two [\$35,000.00] for a period of thirty-six (36) months from the date of being placed on the convicted contractors list.

Acknowledged by:

Craig B. Kushnir D.O., LLC

Firm Name


Signature

Craig Kushnir, MGRM

Name and Title(Print or Type)

May 26, 2016

Date

City of Delray Beach
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Medical Director

Drug-Free Workplace

If identical tie bids exist, preference will be given to the vendors who submit a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. The drug-free workplace preference is applied as follows:

IDENTICAL TIE BIDS: Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program.

As the person authorized to sign this statement, I certify that this firm complies fully with the following requirements:

- 1) This firm publishes a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) This firm informs employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- 3) This firm gives each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
- 4) In the statement specified in subsection (1), this firm notifies the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) This firm imposes a sanction on or requires the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- 6) This firm will continue to make a good faith effort to maintain a drug-free workplace through implementation of this section.

Craig B. Kushnir D.O., LLC

Firm Name


Signature

Craig Kushnir

Name (Print or Type)

MGRM

Title

May 26, 2016

Date

City of Delray Beach
RFP No. 2016-078L
Medical Director

Conflict of Interest Disclosure Form

The award of the agreement is subject to the provisions of Chapter 112, Florida Statutes. All Proposers must disclose within their Proposal, the name of any officer, director, or agent who is also an employee or relative of an employee of the City of Delray Beach.

Furthermore, all Proposers must disclose the name of any City employee or relative(s) of a City employee who owns, directly or indirectly, an interest in the Proposers firm or any of its branches.

The purpose of this disclosure form is to give the City the information needed to identify potential conflicts of interest for key personnel involved in the award of this contract.

The term "conflict of interest" refers to situations in which financial or other personal considerations may adversely affect, or have the appearance of adversely affecting, an employee's professional judgment in exercising any City duty or responsibility in administration, management, instruction, research, or other professional activities.

Please check one of the following statements and attach additional documentation if necessary:


☒ To the best of our knowledge, the undersigned firm has no potential conflict of interest as defined in Chapter 112, Florida Statutes and Section 2-443, Palm Beach County Code of Ordinances.

☐ The undersigned firm, by attachment to this form, submits information which may be a potential conflict of interest due to other Cities, Counties, contracts, or property interest for this RFP.

Acknowledged by:

Craig B. Kushnir D.O., LLC

Firm Name


Signature

Craig Kushnir, MGRM

Name and Title(Print or Type)

May 26, 2016

Date

City of Delray Beach
RFP No. 2016-078L
Medical Director

Chapter 4

Acknowledgement of Addenda Form

The Proposer hereby acknowledges the receipt of the following addenda, which were issued by the City and incorporated into and made part of this RFP. It is the sole responsibility of the Proposer to ensure that all addenda have been received and receipt of each has been acknowledged. Failure to submit acknowledgement of each addendum issued may result in the Respondent being deemed non-responsive.

[illegible]

Title

Date _____

Chapter 5

Section 2 Proposal Response Requirements

SECTION 2: PROPOSAL RESPONSE REQUIREMENTS

1. HISTORY AND BACKGROUND

The Delray Beach Fire-Rescue Department (Department) includes Fire Operations, Fire Administration, Fire Safety, Highland Beach, and Ocean-Rescue personnel.

The Department is made up of approximately one hundred fifty full time high risk emergency services employees and provides Emergency Medical Services, including Advanced Life Support (ALS) and Basic Life Support (BLS) utilizing six fire-rescue stations. Delray Beach Ocean Rescue has approximately 35 employees filling both full and part-time positions. Delray Beach Fire-Rescue's high risk personnel are bargaining unit employees who are covered by a Collective Bargaining Agreement between Delray Beach and Professional Fire Fighters/Paramedics of Palm Beach County Local 2928, IAFF, Inc. (the Collective Bargaining Agreement"). These high-risk employees work on a twenty-four hour shift followed by forty-eight hours off. Delray Beach Fire-Rescue also has approximately nine non-bargaining unit employees that work a traditional forty hour workweek. Delray Beach continues to grow and its Fire Rescue Department will also continue to grow.

State law requires the Department, as an Emergency Medical Services (EMS) Provider, to contract with a licensed and board certified Medical Director or Doctor of Osteopathy (D0) who meets all criteria of Chapter 401, Florida Statutes, and the rules of the Florida Department of Health, Chapter 64J-1, Florida Administrative Code (F.A.C.) The MEDICAL DIRECTOR will provide services, as set forth in this Scope of Services relating to direction of the emergency medical services provided by Delray Beach Fire-Rescue.

- I, Craig Kushnir, a Florida Licensed D.O., acknowledge that I have read the above **History and Background** (item 1) and that I meet the requirements for the Medical Director's responsibilities in serving Delray Beach Fire-Rescue.

2. QUALIFICATIONS

A. Craig Kushnir is a Florida Licensed D.O.

1. Copy of Florida License for Craig Benjamin Kushnir (Attachment 2A.1)
2. Copy of Curriculum Vitae for Craig Benjamin Kushnir, D.O. (Attachment 2A.2)

B. Craig B. Kushnir D.O., LLC is a Florida Limited Liability Company in the State of Florida Division of Corporations (Attachment 2B.1).

- C. Craig Kushnir is active in his medical specialty of interest working clinical shifts and providing in-house emergency medical services at Bethesda Hospital East and Bethesda Hospital West.
1. Letter from Roger L. Kirk, President and CEO, Bethesda Health, Inc. (Attachment 2C.1)
- D. Craig Kushnir is experienced in online medical direction for an Agency.
- E. Craig Kushnir has provided 24/7, 365 days/year coverage to the City of Delray Beach Fire-Rescue Department through both radio and mobile phone communication.
- F. Craig Kushnir also works in an emergency department that is three miles from the City of Delray Beach Fire-Rescue headquarters. This allows Dr. Kushnir to be easily accessible for response, but also allows the ability to do after-incident critique and analysis. Frequently, in the emergency department Dr. Kushnir will sit with the crews to discuss a case they just brought to the hospital. This real-time feedback is an excellent training opportunity that can only be provided by a medical director working in the catchment area of the Agency. Dr. Kushnir often has personnel continue to manage certain aspects of patient care while in the emergency department including airway control.

3. EXPERIENCE

- A. Since 2010, I have been the Medical Director for the City of Delray Beach Fire-Rescue. I perform both direct and indirect supervision and have accepted responsibility for the Emergency Medical Services for both Fire- and Ocean-rescue.

My experience includes:

- Direct observation in the field of personnel
- Monitoring of radio transmissions to emergency facilities
- Retrospective report review
- Monthly EMS Standard Committee
- Monthly departmental meeting (senior staff)
- Regular attendee of local and state EMS Medical Director's Association Meetings
- Occupational safety and health issue advisor
- Promotional testing for incumbent personnel
- Incident command
- Training of EMS providers

- Have been back-up medical director for: City of Palm Beach Gardens, City of West Palm Fire-Rescue, City of Boynton Beach Fire Rescue, City of Greenacres Fire/Rescue, Riviera Beach Fire-Rescue, Town of Palm Beach Fire-Rescue, and Village of North Palm Beach Fire Rescue.

3A. i. Instructor certification possessed by the proposer

1. Basic/Advanced Life Support (BLS) Instructor (Attachment 3A.i.1)
2. Pediatric Advanced Life Support (PALS) Instructor (Attachment 3A.i.1)
3. Advanced Cardiovascular Life Support (ACLS) Instructor (Attachment 3A.i.1)
4. Pre-Hospital Trauma Life Support Instructor (Attachment 3A.i.2)

ii. Completion of fellowship training in EMS field

1. The American Board of Emergency Physicians certifies qualified physicians in EMS through an EMS practice pathway after 60 months of EMS service and successful completion of the certification examination. Under this guideline, I am eligible to sit for the EMS certification exam. However, it is only offered every two years and I will be taking the exam September 25, 2017. This subspecialty fellowship did not exist during my training.

3B. i. EMS Agency References: City of Delray Beach Fire-Rescue

ii. Contact names:

- Steven Anderson, Division Chief, Fire and Life Safety (Former EMS Chief)
- Michael Twigger, Battalion Chief
- Gregory Giaccone, Battalion Chief
- Steven Moews, Division Chief Training and Safety
- Joseph Falcone, EMS Supervisor
- Mark Dagnan, Station 4 Captain
- Robert Baker, Paramedic/Fire-Fighter
- James Bast, Driver/Engineer

iii. Contact email addresses:

- AndersonS@mydelraybeach.com (Chief Anderson)
- Twigger@mydelraybeach.com (Chief Twigger)
- Giaccone@mydelraybeach.com (Chief Giaccone)

- Moews@mydelraybeach.com (Chief Moews)
 - Falcone@mydelraybeach.com (Captain Falcone)
 - Dagnan@mydelraybeach.com (Captain Dagnan)
 - Baker@mydelraybeach.com (Paramedic Baker)
 - Bastj@mydelraybeach.com (Driver/Engineer Bast)
- iv. 501 West Atlantic Avenue, Delray Beach, FL 33444
- v. (T) 561-243-7400 (F) 561-243-7461
- vi. Total personnel: approximately 150 (fire-rescue) plus approximately 35 (ocean rescue) and 15 Units
- vii. Population served by the agency; more than 70 thousand including the Town of Highland Beach and the Town of Gulf Stream
- viii. Dates of service: December 2009-Present
- ix. Scope of Work: Medical Director for Fire and Ocean Rescue
- The EMS Medical Director establishes medical policy for the Department of Emergency Medical Services of the City. Protocols and procedures set forth by the Medical Director establish guidelines for which the Paramedics are trained to deliver medical care. This is the medical direction aspect of the work. The other piece is medical oversight. Medical oversight ensures that the care rendered by the medical personnel of the department is consistent with accepted standards.

C. Hospital References

1. Bethesda Hospital East and Bethesda Hospital West
2. Contact names:
 - Roger L. Kirk, FACHE, President and CEO
Bethesda Health, Inc.
 - Albert G. Biehl, M.D., P.A., Vice President of Medical Affairs/Chief Medical Officer

- Mathew Lickerman, M.D., Assistant Medical Director, Department of Emergency Medicine
- Ralph Breslaw, M.D., former Chief of Staff
- David Weinstein, M.D. incoming Chief of Staff

3. Contact email addresses:

- rlk@BHinc.org (Roger Kirk)
- agb@BHinc.org (Albert Biehl)
- mattlick@mac.com (Mathew Lickerman)
- rbreslawmd@aol.com (Ralph Breslaw)
- theplumber@bellsouth.net (David Weinstein)

4. 2815 S. Seacrest Boulevard, Boynton Beach, FL 33435

5. Telephone and fax numbers:

- (T) 561-767-0180 (F) 561-737-4534 (Roger Kirk)
- (T) 561-866-8300 (F) 561-737-4534 (Albert Biehl)
- (T) 847-828-1301 (F) N/A (Mathew Lickerman)
- (T) 561-866-3646 (F) N/A (Ralph Breslaw)
- (T) 561-329-4444 (F) N/A (David Weinstein)

6. Average daily patient count in Emergency Department: more than 205/day

7. Date of service: July 2004-Present

8. Scope of work: Medical Director/Chairman of Emergency Medicine Department and Emergency Department physician

D. Experience

i. EMS dispatch and communication

- Prior to centralization of our dispatch with Palm Beach County, I worked with the City of Delray Beach to establish and modify

dispatch protocols and participated in quality improvement. I worked with the dispatch supervisor to make modifications and updates to the emergency medical dispatch (EMD) program to better suit the needs of our city.

- Currently, I have a working knowledge of the scope of practice of the EMD program utilized by Palm Beach County dispatch.
- With my work in the field, I have a broad understanding of computer aided dispatch (CAD) and its functioning.
- Communication is broken up into several components
 - a. Radios: allow me to participate in on-line communication. This has been through ride-time and direct observation where I utilize the radio to communicate with dispatch, hospital and/or field personnel. Additionally, I utilize the radio remotely to monitor calls and communicate again with field personnel if necessary.
 - b. Mobile phone: again, has been our primary method of communication for on-line issues. Every member of the agency has access to my mobile number and can communicate with me 24/7. Having direct lines of communication enables me to offer immediate "field consultation" to the staff.
 - c. EKG transmission
 - d. Pager: all agency calls with addresses come through, so that I may quickly dispatch to a scene.
- ii. Background in teaching at a professional level outside of the scope of the usual physician and/or medical director duties
 - Clinical Professor for Florida Atlantic University (FAU) - Charles E. Schmidt College of Medicine. My duties include lecturing at the medical school and supervising the medical students from FAU in the emergency department.
 - Associate faculty for FAU/Bethesda Department of Emergency Medicine Residency.
- iii. Presentations at EMS conferences
 - "Pre-Hospital Case Studies," EMS H.E.AT. Conference, February 2012

- "The Acute Stroke: A Pre-hospital Analysis, " EMS H.E.A.T. Conference, February 2010
- iv. Knowledge of aeromedical transportation protocols, rules, and procedures
- Aeromedical training with TraumaOne in Jacksonville FL at Shands Hospital
 - Read and reviewed the White Paper: " Air medical Services: Critical Component of Modern Healthcare Systems"
- v. Full understanding of the design and operation of an EMS system
- Medical Director Delray Beach Fire-Rescue since 2009
- vi. Experienced local/regional EMS activity including administrative and legislative
- Regular participant/member in local and state EMS Medical Directors' Associations
 - Current member of the Palm Beach County Trauma Quality Improvement Committee (TQIC)
 - Member of the Palm Beach County EMS Advisory Council from 2010-2014
- vii. Experienced in providing offline medical direction for an Agency
- I have written my own set of correct standing orders and protocols that are evidence-based and guided by medical literature. These orders adhere to national, state and local guidelines of treatment. Moreover, these orders are subject to change and have changed as clinical advances occur. I use the results of evidenced-based EMS research to evaluate and adjust clinical practices, equipment usage, and the delivery of EMS services. Additionally, the trauma protocols adhere to the local trauma transport protocols established by the Palm Beach County Healthcare District Trauma Agency and their committees.
- viii. Experienced in online medical direction for an Agency
- Have provided 24 hour, 7 days per week – 365 days per year coverage to Delray Fire-Rescue through both radio and mobile phone communication.
 - I also work in an emergency department that is 3 miles from the Headquarters

ix. Experience in training EMS providers

- In addition to the work I have done with the EMS providers at Delray Beach Fire-Rescue, I have also participated in the training of Paramedics and EMTs at the hospital in my emergency department.

x. Disaster Medicine/Mass Casualty

- I have a comprehensive understanding of the local, state, and regional disaster medicine and mass casualty plans.
- As medical director of both an emergency department and EMS agency, I have participated in numerous drills for preparedness. Moreover, throughout the years I have been involved with disaster medicine training that the Fire Department has conducted.
- I understand as a medical director when participating in field operations the importance of the Incident Command System (ICS). This experience helps me contribute at the scene of an incident without being a liability. I have always reported to the Incident Commander who has provided me with guidance and direction as to where my expertise may be best suited.

4. APPROACH

A. Overall Approach/Strategies

i. Engagement

- One of the most important functions of the medical director is to have frequent quality interaction with the agency's providers. The single best way to interact with your agency is to be out in the field seeing patients with your personnel. This has taken the form of frequent ride-alongs, individual response, or response with an EMS captain. My commitment to being in the field has been demonstrated by the fact that I have -- by far -- exceeded any mandated ride-time hours. I am the medical director that likes to "get his hands dirty." This has included participating in high rise fire training in West Palm, extricating people from vehicles on Federal Highway, or moving cars to the side on I-95.
- Additionally, I think it's important to participate in all agency activities, including those outside the day-to-day operations. This for me has included marching with the department in parades, attending ceremonies, service commitment banquets, and parties. This approach has allowed me to get to know a great portion of

the Department on a personal level, which I believe is a unique relationship in this county.

ii. Collaboration

- I take a teamwork approach to EMS Medical Direction. I believe it is important to listen to the wants and needs of your agency and work synergistically to accomplish goals. When protocol/equipment changes are made, I always consult departmental leadership to see how any change could affect function. I often present new ideas to field personnel for input, and this includes bringing changes to our EMS Standards Committee. Furthermore, any changes will be accompanied by involvement in training.
- I continue to work collaboratively with the Department's leaders to ensure the EMS program administrative, operational and clinical components are cohesive and complementary to maximize effectiveness and productivity.
- I have always made myself easily accessible to the training division for the purposes of approval of CME, certificates, recertifications, meeting licensure renewal requirements, and evaluation and participation in educational programs.

iii. Approachability

- I have created an environment at Delray where everyone feels the medical director's "door is always open." I pride myself on the close bond I have formed with field personnel and administration. I will continue to strengthen the bond that has formed between the department and medical director.

iv. Commitment

- I will continue to provide 24 hour, 7 days per week availability for online medical control and medical response. This type of verbal communication has allowed for direct consultation on specific or unusual patient care situations.

v. Quality

- Quality assessment/improvement is done in a team-approach manner and can be prospective, concurrent, and retrospective in nature, and is inclusive of dispatch, paramedics, and EMTs. The prospective improvement is done through training and education. This is considered the front-end approach to improvement. The concurrent improvement is through field observation and/or

oversight through EMS Supervisors and Chiefs and the chain of command. Retrospective improvement is through station captains and EMS supervisors sending me daily reports electronically on special cases for my review. This allows me to subsequently contact the Paramedics and give them immediate feedback on either the care or outcome of the patient. Quality management objectives are developed from the following components: communications, complaints, documentation, prevention of illness and injury, patient confidentiality, response times, and performance. It is important to continuously evaluate equipment, medications, and processes for improvement to ensure best practice.

- Utilizing hospital liaisons to keep open lines of communications between receiving hospitals and the agency. This will assist in better obtaining patient outcomes.

vi. **Efficiency**

- I always evaluate that the best medical practice is provided in the most cost efficient manner.

vii. **Medical Leadership and Experience**

- I have a strong background in medical direction and leadership both pre-hospital and hospital. I have been the medical director/department chairman of the emergency department at both Bethesda Hospital East and Bethesda Hospital West since 2009.

viii. **Best Practice**

- An important aspect of the medical director is to ensure that the department's protocols and procedures follow the EMS industry's best practice. Researching these practices aid in implementing new initiatives with fewer complications, or refining already established practices for improvement. I am and will continue to be very involved in both the local and state EMS medical director's associations. Additionally, I have attended yearly national EMS conferences and will attend the "Gathering of Eagles" where the most cutting edge information and advances in EMS patient care are introduced. I also will continue to utilize journals and industry periodicals to ensure that the best practice continues to be delivered to all facets of the department. Bringing new ideas to the department is a source for learning.

ix. **Training**

- I have/will continue to provide medical-related training and education. Additionally, training as it relates to protocol updates will be conducted by me with assistance from the EMS division. Finally, continued participation in medical scenario exams at the conclusion of the probationary period of newly hired paramedics.

x. **Provider safety**

- Of paramount importance, is that my protocols and procedures ensure provider health and safety. Many of the medications and protocols that have been established over the last six years have been driven by the goals of health and safety.

B. **Goals**

- I. **To ensure the highest level of Pre-hospital medical care in a compassionate and professional manner to the citizens and visitors of the City of Delray Beach, Gulf Stream, and Highland Beach**
- II. **Stroke:** The American Heart Association/American Stroke Association now recommends using a stent retrieval device to remove blood clots from select large vessel strokes. I would like to change our field stroke identification scale so that we are better able to quantify these types of strokes and relay this number to the comprehensive stroke centers. This will alert the specialists from the field, allowing these patients to receive this time sensitive treatment in a more rapid fashion.
- III. **Cardiac Arrest:** It is my belief that adopting the pit crew CPR approach to cardiac arrest, we can double our return of spontaneous circulation rate. My goal is to teach this method to the department along with updating our ACLS protocols.
- IV. **Patient Outcomes:** Open lines of communication with our three main receiving facilities to improve ability to recover outcome information on patients. A vital piece to quality improvement is for the personnel to receive immediate feedback on the outcome of the patient they treated. That process has already been initiated as I am currently being sent cases electronically through the EMS Supervisors/Captains to review and contact the hospital liaison for follow-up information.
- V. **Benchmarking:** Unfortunately there are tremendous gaps in data collection, QI, and benchmarking practice in the EMS industry. A needed component to this issue is the ability to collect and standardize data. In November 2015, the Department's change to an electronic documenting system has allowed the ability assimilate information. I would like to utilize this information and collaboratively compare ourselves with other local and regional Agencies.

Furthermore, the electronically generated information we are now able to gather, will allow us to be recognized for the excellent care we are already providing. This includes application to the American Heart Association's Mission: Lifeline EMS recognition.

- VI. **Research:** While I recognize my lack of publication/EMS research, I am seeking to become part of the faculty through Florida Atlantic University (FAU), in conjunction with Bethesda Hospital, as the University has been approved for an ABEM accredited Emergency Medicine Residency. I am currently working toward becoming core faculty and part of this is my work in research. We have already initiated projects and my focus is all on pre-hospital and EMS. FAU and the residency will be an additional resource to collecting and synthesizing data. Never before has this County had a resource like an emergency medicine residency to partner with to assimilate clinical information and with me being a faculty member, Delray Fire-Rescue can only benefit from this partnership.
- VII. **ALS Competition:** I would like to assist in invigorating our competition teams. Whether this means helping to secure a grant for funding or assisting the Chief in promoting the importance of these competitions to the Agency. My goal is to provide secured time for training and competition and budget these competitions so the paramedics are not obligated for the cost. Similarly, my goal is to take a more active role in the team, and utilize the resources at FAU for simulation lab training. I am also available for team members to shadow me in the emergency department to enhance their clinical skills.
- VIII. **Quality Improvement Committee:** Establishment of a formal EMS Division quality improvement committee to meet on a quarterly basis. In conjunction with the EMS Division Chief, I will head the committee. The meetings will occur on a rotating station/shift basis and will allow the personnel to participate in learning from interesting cases. The quality management objectives will be developed from the following system components: communication, complaints, documentation, reduction and prevention of illness and injury, patient confidentiality, and performance objectives. The goal for creating this type of committee is to make us a more performance based organization.
- IX. **Ocean Rescue:** Immediate update to their protocols, and incorporation into Departmental training. I understand logistically sometimes this is difficult; however, we need to incorporate them more into our medical training. The more Ocean Rescue is engaged in the Fire Department's training the better synergy will occur.
- X. **Tactical Medicine:** Establish policies and protocols to support this area of EMS. Paramedic Cafone is pursuing this specialized training, and it will be my responsibility to provide medical direction to those operating in this type of role. I will be taking a course sponsored by the Counter Narcotics and Terrorism Operation Medical Support (CONTOMS) for Medical Directors to prepare. Also, I will meet with local Agencies that have already established programs.
- XI. **Bystander CPR and Dispatch Instruction:** There is mounting evidence that fast CPR can save a life. So why is our bystander CPR rate so low in this

county? A big answer is the need to improve dispatch-assisted CPR instruction to those who call 9-1-1 for cardiac arrest victims. If we improve the early links in the chain, it may be possible to increase survival rate 3-fold. The key element is to have dispatch instruct the bystander to immediately start compressions on all patients that are unconscious and/or not breathing.

C. Knowledge of the Florida State Statutes and Florida Administrative Codes as they relate to the Medical Director position.

1. 64.j-1004 Medical Direction

- Board Certified Emergency Medicine Physician active in my specialty
- Experienced in Pre-hospital care
- Active participation in local and state-wide EMS physician associations
- Develop medically correct protocols
- Continuous 24-hour-per-day, 7 –days-per week “on-line” Medical Direction
- Quality improvement
- Competency evaluation
- DEA to dispense medications (see attachment)
- Ensure compliance with chapters 499 and 893, F.S, and chapter 64F-12, F.A.C. as it relates to the security of dispensed items.
- Ensure proper report writing as it relates to dispensed medications and fluids.
- Communication with the Department with changes to medications or equipment.
- Assume direct responsibility for training

- Assume direct responsibility for the automatic defibrillator, glucometer, administration of Aspirin, medicated auto-injectors, airway techniques and equipment adjuncts, and the monitoring and maintenance of non-medicated IV's by EMTs.
- Trauma scoring and updating TTPs in coordination with the Health Care District Trauma Agency.
- Direct paramedic contact and ride time.
- Understanding of the EMS scope of practice and the capabilities of both the EMT and Paramedic.
- Appropriate certifications

2. 401.265 Medical Directors

- Supervision and assumption of responsibility for the medical performance of EMTs/Paramedics
- Duties include advising, consulting, training, counseling, and overseeing of services.
- Quality Assurance
- Patient advocate in the EMS system

5. FEE PROPOSAL

The Fee Proposal is attached on the next page.

5. FEE PROPOSAL

Proposers should use this form for submitting its Fee Proposal. The following pricing is submitted as, all inclusive, to provide FIRE RESCUE DEPARTMENT MEDICAL DIRECTOR SERVICES to the Department, in accordance with the requirements identified in this Scope of Work, and as set forth in this RFP document.

The proposer's annual fee for FIRE RESCUE DEPARTMENT MEDICAL DIRECTOR SERVICES, out-of-pocket travel expense and subscription/membership shall remain firm for the initial thirty-six (36) month period. Any escalation in pricing for each renewal period will be based on the Bureau of Labor Statistics Employment Cost Index (ECI), private industry workers, total compensation, management, professional, and other related occupations, service providers, non-seasonal (C.I.U. 2015 00100000A) change in most recent 12 month period. The option for renewal shall be exercised upon mutual agreement between Contractor and CITY, by written agreement with all original terms and conditions adhered to with no deviations.

Upon prior approval by the Fire Chief, the MEDICAL DIRECTOR shall be reimbursed for all reasonable travel expenses when attending meetings and conferences outside of Delray Beach that directly relate to the Medical Director position. Such reimbursements shall not exceed \$2,500.00 annually.

Upon prior approval by the Fire Chief, the MEDICAL DIRECTOR shall be reimbursed for Subscription and Membership expenses for subscriptions and memberships related to medical direction, as approved by the Fire Chief, up to an amount not to exceed \$800.00 annually.

Fee Proposal

1.	Total Annual Fee charged to Delray Beach for Fire Rescue Department MEDICAL DIRECTOR SERVICES	\$22,000.00
2.	Not-to-exceed amount to be paid for out-of pocket travel (annually)	\$2,500.00
3.	Not-to-exceed amount to be paid to Successful Proposer for subscription and membership (annually)	\$800.00
4.	TOTAL FEE PROPOSAL (1 + 2 + 3)	\$25,300.00

[Remainder of page intentionally left blank]

6. QUALITY

- I, Craig Kushnir, acknowledge that the quality of the proposal submitted meets all standards of quality criteria specified in this RFP.
- I, Craig Kushnir, submit the following Letter of Transmittal, as requested on the next page.

(This section of the page is intentionally left blank.)

LETTER OF TRANSMITTAL

May 26, 2016

City of Delray Beach
100 NW 1st Avenue
Delray Beach, FL 33444

Dear Purchasing Department:

I, Craig Kushnir, D.O., the MGRM of Craig B. Kushnir D.O., LLC, am herein submitting my proposal for the provision of **Fire-Rescue Department Medical Director Services** for the City of Delray Beach, Florida. I have honorably served the City in this position for six years. I have created a collaborative environment between Fire Department and Medical Director that had not been seen previously. My passion and knowledge of this Department along with my credentials differentiates me as you seek the most qualified applicant to provide these vital medical services to the residents and visitors of the City of Delray Beach, Town of Gulf Stream, and Highland Beach.

I appreciate the opportunity to continue serving the City as your Medical Director for the Fire and Ocean Rescue Departments.

Sincerely,



Craig B. Kushnir, D.O.
3817 Regency Cir S
Boca Raton, FL 33496
561-654-1255 (Main)
cbkush21@gmail.com

7. LOCATION

A. Exact locations of work with addresses:

- Delray Beach Fire-Rescue Headquarters: Fire-Rescue Headquarters (Station 1): 501 W. Atlantic Avenue, Delray Beach, FL., 33444
- City of Delray Beach, Town of Gulf Stream, and Highland Beach
- Station 2: 35 N. Andrews Avenue
- Station 3: 651 W. Linton Boulevard
- Station 4: 4321 Lake Ida Road
- Station 5: 4000 Old Germantown Road
- Station 6: 3614 S. Ocean Boulevard
- Ocean Rescue: 340 S. Ocean Boulevard

7B. Proposer shall thoroughly explain:

- 7B.i. • I have and will continue to make myself extremely available to the Department. I have never wavered from being involved with this. I attend all meetings, I respond to communications immediately, and I have involved myself in all Agency activities. Furthermore, I have no other EMS contracts, to attend to, so my entire focus has and will continue to be with Delray Fire-Rescue. I believe it to be impossible to provide high quality service, while working for multiple Agencies. Also, as the Director of my Emergency Department, I make my own schedule. The Hospital and the other Physicians in my group understand the importance of my EMS position. They have allowed EMS obligations to take precedent to anything at the Hospital.
- ii. • I will continue to utilize the same plan for attending Departmental meetings. I am on Departmental email; the pre-scheduled meetings are already on my calendar and I make the rest of my schedule around these.
- iii. • Any training that I have conducted, I have coordinated with the Training Division. For instance, I have reserved the dates of July 6-8 so that I can be present for all CPR training events that are scheduled. Also, I always look at all training programs that are scheduled the month prior, so that I may attend if it is applicable to EMS. For example, last month I attended training for the LUCAS 2 chest compression device.
- iv. • Being immediately accessible to provide medical consultation 24 hours a day, seven days a week has been essential in my role as the Medical Director for the City of Delray Beach for the last six years. In addition to my mobile phone, I utilize the radio as a form of communication.

8. SPECIFICATIONS

I, Craig Kushnir, have responded that I comply with each of the following specification requirements listed below:

Proposer must respond with its answer by checking "Yes" or "No" that it will comply with each specification below.

**Comply with
Specification
Requirements**

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| A. The MEDICAL DIRECTOR shall perform all services required of a MEDICAL DIRECTOR, and assume all legal duties and responsibilities of a MEDICAL DIRECTOR, as provided for by Section 401.265, Florida Statutes, Chapter 64J-1 F.A.C., and any other applicable laws, regulations and rules of any governmental agency implementing said chapter; and any other duties upon written notice from the Florida Department of Health that such additional duties are required of the MEDICAL DIRECTOR, and as may be amended from time to time. | Yes <input checked="" type="checkbox"/>
No <input type="checkbox"/> |
| B. The MEDICAL DIRECTOR shall provide all labor, materials, supplies and equipment necessary to provide the required services. | Yes <input checked="" type="checkbox"/>
No <input type="checkbox"/> |
| C. As required by Section 401.265 Florida Statutes and Rule 64J-1.004, F.A.C., the MEDICAL DIRECTOR shall supervise and assume direct responsibility for the medical performance of all Emergency Medical Technicians (EMTs) and Paramedics operating for the Department. | Yes <input checked="" type="checkbox"/>
No <input type="checkbox"/> |

City of Delray Beach
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Medical Director

- D. The MEDICAL DIRECTOR shall be knowledgeable with the standards as set by the National Fire Protection Association Standard 1581: Standard on Fire Rescue Department Infection Control and the infectious disease control information flow sheet found in www.pbcems.org.
Yes ☒
No ☐
- E. The MEDICAL DIRECTOR shall have a working knowledge of the Incident Command System and participate in the development and ongoing review of Dispatch Protocols followed by the Department. The MEDICAL DIRECTOR shall have a period of one (1) year to obtain NIMS IS-100, IS-200, IS-700, and IS-800 to meet NIMS compliance.
Yes ☒
No ☐
- F. The MEDICAL DIRECTOR shall develop, review, and authorize use of ALS, BLS, and Interfacility protocols which allow personnel to properly manage medical emergencies, consistent with Chapter 401, Florida Statutes, and Chapter 64J-1, F.A.C., as may be amended from time to time. Such protocols shall be specific in nature and shall provide for managing immediately life-threatening medical emergencies.
Yes ☒
No ☐
- G. At the City's request, the MEDICAL DIRECTOR shall develop, assist in the development, and review any other protocols, policies and procedures as they relate to emergency medical service personnel and the delivery of emergency medical services.
Yes ☒
No ☐
- H. The MEDICAL DIRECTOR should attend Monthly EMS Provider meetings coordinated by the Association of EMS Providers.
Yes ☒
No ☐
- I. The MEDICAL DIRECTOR shall be required to attend other meetings, when requested by the CITY.
Yes ☒
No ☐
- J. The MEDICAL DIRECTOR shall meet with the EMS Chief, for a minimum of two hours bi-weekly. Meeting agendas will be prepared by the Chief of EMS, or his designee. Rotational subject matter for each agenda may include, but not be limited to: CQI (Continuous Quality Improvement), training agenda/implementation, infection control, ePCR/documentation, generalized progress/development and protocol progress/development.
Yes ☒
No ☐
- K. The MEDICAL DIRECTOR shall ride with EMS Supervisors and/or rescue units for a minimum of two (2) hours per month to evaluate emergency medical personnel skills and to maintain a working relationship with EMTs and Paramedics. During the scheduled ride time, the MEDICAL DIRECTOR shall provide hands-on training to Firefighter EMTs and Paramedics applicable to items encountered on
Yes ☒
No ☐

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calls and topics that correspond with the predetermined training agenda. This ride time scheduling shall be coordinated by the Chief of EMS, or designee, on a rotational basis within the battalions.

- L. The MEDICAL DIRECTOR shall supervise the implementation and maintenance of a Continuous Quality Improvement Program as required by section 401.265 Florida Statutes and Rule 64J-1.004 F.A.C., to include auditing medical reports, as referenced in the Continuous Quality Improvement department policy, for completion and correctness. The Continuous Quality Improvement Program must cover Paramedics and EMTs. Yes ☒ No ☐
- M. The MEDICAL DIRECTOR shall actively and cooperatively participate in the Department's Continuous Quality Improvement Program, including the review and development process. Yes ☒ No ☐
- N. As part of the Continuous Quality Improvement Program, the MEDICAL DIRECTOR shall assist the Department in obtaining patient outcome information from local hospitals. Yes ☒ No ☐
- O. The MEDICAL DIRECTOR shall provide the Department with a detailed monthly report of all activities performed, including those of the Associate Medical Director and with reference to the requirements of the Agreement. CITY shall provide administrative support in order for the MEDICAL DIRECTOR to meet the obligations of this paragraph. Yes ☒ No ☐
- P. The MEDICAL DIRECTOR shall, upon request of the Department Training Division, evaluate Delray Beach Fire Rescue EMTs and Paramedical personnel during training exercises and the recruit paramedic Supervised Training & Evaluation Program (STEP). Yes ☒ No ☐
- Q. The MEDICAL DIRECTOR shall review and approve the content of EMS training, including but not limited to Department Advanced Cardiac Life Support (ACLS), International Trauma Life Support (ITLS), Pediatric Advanced Life Support (PALS), Neonatal Resuscitation Program (NRP) and Pre-Hospital Trauma Life Support (PHTLS) classes, for medical correctness at the request of the Chief of EMS or Chief of Operations. Yes ☒ No ☐
- R. At the request of the Division Chief of Training, or his designee, the MEDICAL DIRECTOR shall review and approve EMT and Paramedic continuing medical education credit provided by the Department. Yes ☒ No ☐

- S. The MEDICAL DIRECTOR shall attend a minimum of two

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Medical Director

- (2) Equipment/Vendor review sessions annually and participate in the hands-on activities involved in the equipment review process. All equipment review will be determined by the EMS Chief. Equipment review is a cooperative initiative through which the MEDICAL DIRECTOR is encouraged to introduce new ideas and equipment for evaluation and discussion. Yes ☒ No ☐
- T. The MEDICAL DIRECTOR shall ensure that training is provided following any changes in the EMS Protocols or medical equipment implementation or usage. Yes ☒ No ☐
- U. The MEDICAL DIRECTOR shall participate in the development and further education of Department personnel by bringing in educational components that meet the Department Training Division's goals. Yes ☒ No ☐
- V. The MEDICAL DIRECTOR shall review and provide written affirmation of recertification training of Department EMT and Paramedic personnel in accordance with Section 401.2715(3), Florida Statutes. Yes ☒ No ☐
- W. The MEDICAL DIRECTOR shall participate in the development of the STEP probationary Paramedic program, as well as the EMS portion of the Recruit orientation, on an as-needed basis determined by the Department EMS and Training Division. At a minimum, the MEDICAL DIRECTOR shall attend at least one orientation with each new recruit class and recruit paramedic Step program. Yes ☒ No ☐
- X. The MEDICAL DIRECTOR shall be available via radio or telephone communication on a 24 hour a day, 7 days per week basis for online medical control. Notwithstanding anything to the contrary contained herein, the MEDICAL DIRECTOR may use reasonable discretion in determining whether to respond to an incident scene. Yes ☒ No ☐
- Y. It shall be the obligation of the MEDICAL DIRECTOR to contract for the professional services of an Associate Medical Director for the duration of this Agreement, to assist the MEDICAL DIRECTOR in providing medical control for the Department, and to act as back-up MEDICAL DIRECTOR when the MEDICAL DIRECTOR is unavailable. No additional fees are allowed for the Associate Medical Director. Yes ☒ No ☐
- i. The Associate Medical Director shall meet all the qualifications specified in this Scope of Work for a MEDICAL DIRECTOR as set forth in Rule 64J-1.004 F.A.C. and Section 401.265, Florida Statutes, and shall be approved by the CITY'S Fire Chief, Chief of Yes ☒ No ☐

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Medical Director

Operations and EMS Chief prior to being appointed by the MEDICAL DIRECTOR and commencing services. The MEDICAL DIRECTOR shall be responsible for assuring that the Associate Medical Director meets the duties and requirements of the Associate Medical Director as set forth herein.

- ii. Any change in the Associate Medical Director must likewise be approved by the CITY'S Fire Chief, Chief of Operations and EMS Chief prior to being appointed by the MEDICAL DIRECTOR. Yes ☒ No ☐
- iii. The Associate Medical Director shall comply with Sections 2.8 (C), (D), (J) and (K) at all times during this Agreement. Yes ☒ No ☐
- iv. In addition to the above duties and responsibilities, the MEDICAL DIRECTOR will appoint the Associate Medical Director to act as back-up MEDICAL DIRECTOR when the MEDICAL DIRECTOR is not available. When acting as back-up MEDICAL DIRECTOR, the Associate Medical Director shall be responsible for the services, duties and obligations set forth in Section 2.8 (A) through Section 2.8 (Y), except for Sections 2.8 (A), (B), (E), (F), (L), (O), and (R). Yes ☒ No ☐
- v. In addition to the above duties and responsibilities, the MEDICAL DIRECTOR may authorize the Associate Medical Director to assist the MEDICAL DIRECTOR at any time with the duties and responsibilities set forth Section 2.8 (A) through Section 2.8 (Y) of this Article, except for Sections 2.8 (A), (B), (O), and (R). Yes ☒ No ☐
- vi. The services of the Associate Medical Director shall be in addition to those performed by the MEDICAL DIRECTOR under the Agreement and shall not relieve the MEDICAL DIRECTOR of the responsibility to also perform those duties identified in this Article, as well as all other duties established by the Agreement and any applicable laws and regulations. The Associate Medical Directors performance is to supplement the MEDICAL DIRECTOR in providing medical control for the Department and does not in any way relieve the MEDICAL DIRECTOR of the responsibilities and duties as the MEDICAL DIRECTOR for the Department. Yes ☒ No ☐
- vii. Prior to contracting with the Associate MEDICAL Yes ☒

City of Delray Beach
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Medical Director

DIRECTOR, the MEDICAL DIRECTOR shall obtain the Chief of Operation's and EMS Chief approval of the contract and any amendments thereto, between the MEDICAL DIRECTOR and the Associate MEDICAL DIRECTOR. All payments to the Associate Medical Director shall be the sole responsibility of the MEDICAL DIRECTOR, and not the CITY.

No ☐

- Z. When the MEDICAL DIRECTOR and the Associate Medical Director are both unavailable, the MEDICAL DIRECTOR shall appoint a back-up physician to be used for online medical control and must be pre-approved by the Chief of Operations.

Yes ☒

No ☐

- i. Back-up physicians, when used, shall meet all the qualifications for a MEDICAL DIRECTOR as set forth in Rule 64J-1.004 F.A.C. and Section 401.265, Florida Statutes. No additional fees are allowed for the back-up physician.

Yes ☒

No ☐

- ii. All payments to the back-up physicians shall be the sole responsibility of the MEDICAL DIRECTOR.

Yes ☒

No ☐

- iii. The MEDICAL DIRECTOR will be allowed up to four (4) weeks of vacation, annually, during the term of the Agreement, during which time the Associate Medical Director or an approved back-up physician shall be available. MEDICAL DIRECTOR may request additional vacation time through the Fire Chief. Approval of additional vacation time is at the sole discretion of the Fire Chief.

Yes ☒

No ☐

- AA. The MEDICAL DIRECTOR shall be fully responsible to the CITY for the performance of the Associate Medical Director and any back-up physicians. The MEDICAL DIRECTOR shall promptly remedy any deficiency of performance by the Associate Medical Director and/or any back-up physicians. It is further understood and agreed between the parties to the Agreement that all of the legal duties and responsibilities of a MEDICAL DIRECTOR as set forth in Chapter 401, Florida Statutes, Rule 64J-1.004 F.A.C., and any other applicable laws and regulations, shall remain with the MEDICAL DIRECTOR, who shall remain fully and solely responsible to the CITY for all such duties and responsibilities. It is also understood and agreed that the MEDICAL DIRECTOR shall remain solely responsible for the services, duties and obligations set forth in Sections 2.8 (A), (B), (N), and (Q) of this Article and may not utilize the Associate Medical Director or back-up physician to comply with these services, duties and obligations.

Yes ☒

No ☐

City of Delray Beach
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Medical Director

- BB. Active participation in Local and Statewide EMS organizations as referenced in the handbook for EMS MEDICAL Director's (March 2012 FEMA), shall be documented by the MEDICAL DIRECTOR, reporting outcomes to the EMS Chief at monthly staff meetings.
- Yes ☒ No ☐
- i. Upon prior approval by the Fire Chief, the MEDICAL DIRECTOR shall be reimbursed for all reasonable travel expenses when attending such organizations outside of the City of Delray Beach. Such reimbursements shall not exceed \$2,500.00 annually.
- Yes ☒ No ☐
- ii. Upon prior approval by the Fire Chief, the MEDICAL DIRECTOR shall be reimbursed for Subscription and Membership expenses for subscriptions and memberships related to medical direction, as approved by the Fire Chief, up to an amount not to exceed \$800.00 annually.
- Yes ☒ No ☐
- CC. Additionally, the MEDICAL DIRECTOR shall:
- i. Provide liaison services as required and requested between the Department and other departments, divisions, boards and bodies of the CITY, the County, or the State, as well as educational, governmental, or medical agencies or institutions relating to the provision of Emergency Medical Services.
- Yes ☒ No ☐
- ii. Retain the ultimate authority to permit or deny any paramedic or EMT the utilization of BLS and ALS techniques, patient assessments, and patient stabilization procedures.
- Yes ☒ No ☐
- iii. Upon request, the Medical Director shall advise the Fire Chief, Operations Chief, and/or EMS Chief on disciplinary recommendations relating to medical care.
- Yes ☒ No ☐
- iv. Serve as the Department's Physician for the purpose of providing advice, recommendations, and consultation to the Fire-Rescue Chief in matters pertaining to occupational safety and health issues.
- Yes ☒ No ☐
- v. Maintain an active membership in the State Association of EMS Medical Directors.
- Yes ☒ No ☐

AC# 6958007

STATE OF FLORIDA
DEPARTMENT OF HEALTH
DIVISION OF MEDICAL QUALITY ASSURANCE

DATE	LICENSE NO.	CONTROL NO.
02/23/2016	OS 8707	54113

The OSTEOPATHIC PHYSICIAN

named below has met all requirements of
the laws and rules of the state of Florida.Expiration Date: **MARCH 31, 2018**

CRAIG BENJAMIN KUSHNIR

ATTN: BETHESDA MEMORIAL HOSPITAL

2815 SOUTH SEACREST BOULEVARD

BOYNTON BEACH, FL 33435



Rick Scott
GOVERNOR

DISPLAY IF REQUIRED BY LAW


John H. Armstrong, MD, FACS
STATE SURGEON GENERAL
STATE OF FLORIDA
DEPARTMENT OF HEALTH
DIVISION OF MEDICAL QUALITY ASSURANCE

AC#

6958007

DATE	LICENSE NO.	CONTROL NO.
02/23/2016	OS 8707	54113

The OSTEOPATHIC PHYSICIAN
named below has met all requirements of
the laws and rules of the state of Florida.Expiration Date: **MARCH 31, 2018****CRAIG BENJAMIN KUSHNIR**

CRAIG BENJAMIN KUSHNIR, D.O.

Certified by the American Board of Emergency Medicine

3817 Regency Cir S

Boca Raton, FL

561.654.1255

Kushnir@mydelraybeach.com**MEDICAL TRAINING**

Residency: University of Florida Emergency Medicine Residency, Shands-
 Jacksonville/Gainesville, FL 2001-2004
 Chairman Journal Club 2002-2004

Internship: St. Vincent Mercy Medical Center, Toledo, OH 2000-2001

EDUCATION

Medical School: University of New England College of Osteopathic Medicine
 Biddeford, Maine
 Degree: D.O. #OS8707 1996-2000

Undergraduate: Miami University
 Oxford, OH
 Major: Pre-Medicine 1989-1994

PERSONAL EXPERIENCE

Hospital: *Bethesda Health*
 Attending Physician 2004-Present

- Medical Director Bethesda Health Emergency Department West 2013-Present
- Medical Director Bethesda Health Emergency Department East 2008-Present
- Medical Executive Committee of Hospital 2008-Present
- Chair, Emergency Medicine Committee 2008-Present
- Cardiovascular Care Committee 2008-Present
- Stroke Leadership Team 2008-Present
- Stemi /Induced Hypothermia Alert Team 2008-Present
- Pharmacy and Therapeutics 2008-2009
- Radiology Committee 2008-2009
- Laboratory Committee 2008-2009
- Quality Improvement Committee 2006-Present
- Environment of Care Committee 2006-2007

EMS:

- City of Delray Beach Fire-Rescue Medical Director 2010-Present
- Palm Beach County Trauma Quality Improvement Committee 2016-Present
- Palm Beach County EMS Advisory Council Member 2010-2014
- Grants Committee Palm Beach County 2010-2014
- Medical Providers of Palm Beach County 2009-Present
- EMS Advisory Council Strategic Planning Committee Chairman 2010-2014

PRESENTATIONS:

- "DBFR EMS Protocol Review, Humeral I/O, and LVAD training," DBFR, March 2016
- "DBFR EMS Protocol Review," DBFR, September 2013
- "DBFR EMS PALS Training," DBFR, June 2013
- "Pre-Hospital Case Studies," EMS H.E.A.T. Conference, February 2012
- "DBFR EMS Protocol Review," DBFR, August 2012
- "DBFR EMS Protocols," DBFR, June 2011
- "The Acute Stroke- A Pre-Hospital Analysis", EMS H.E.A.T. Conference, February 2010
- "Improvements in the Emergency Department," Medical Staff Meeting, Bethesda Health, May 2009.

PROFESSIONAL AFFILIATIONS:

- Florida Atlantic University College of Medicine Associate Faculty (2012-present)
- Palm Beach County EMS Medical Director's Association
- Florida Association of EMS Medical Directors
- Fellow of American Academy of Emergency Medicine

AWARDS:

- Medical Director of the year 2010 Hospital Physician Partners from over 150 nationwide Emergency Departments

PERSONAL INTERESTS:

- Golfing
- Running
- Snowboarding
- Scuba Diving

FLORIDA DEPARTMENT OF STATE
DIVISION OF CORPORATIONS



E-mail, Address & Filing Update

Address/Phone List

Detail by Entity Name

E-mails

Florida Limited Liability Company

CRAIG B. KUSHNIR D.O., LLC

Filing Information

Document Number	L04000041882
FEI/EIN Number	27-0092966
Date Filed	06/03/2004
State	FL
Status	ACTIVE
Last Event	NAME CHANGE AMENDMENT
Event Date Filed	07/01/2004
Event Effective Date	NONE

Principal Address

3817 Regency Cir S
Boca Raton, FL 33496

Changed: 01/09/2014

Mailing Address

3817 Regency Cir S
Boca Raton, FL 33496

Changed: 01/09/2014

Registered Agent Name & Address

KUSHNIR, CRAIG
3817 Regency Cir S
Boca Raton, FL 33496

Address Changed: 01/09/2014

Authorized Person(s) Detail

Name & Address

Title MGRM

KUSHNIR, CRAIG
3817 Regency Cir S
Boca Raton, FL 33496

Annual Reports

**BETHESDA HEALTH**

BETHESDA HOSPITAL EAST • BETHESDA HOSPITAL WEST

May 2, 2016

To Whom It May Concern:

This letter is to inform you that Craig B. Kushnir, D.O. is an Emergency Medicine physician at Bethesda Health, Inc. (Bethesda). Dr. Kushnir has been an outstanding Emergency Medicine physician at Bethesda for many years, serving in many leadership positions on the Medical Staff. He is always striving to improve the quality and efficiency of the care delivery process, and improving the experience for the patient. He is a teacher and a leader among his peers. I can recommend without reservation.

Sincerely,

Roger L. Kirk
President & CEO

BLS Instructor



DR. CRAIG KUSHNIR

This card certifies that the above individual is an American Heart Association Basic Life Support (BLS) Instructor.

09/2014
Issue Date

09/2016
Expiration Date

TC Alignment EEI TC ID # TC04404
TC 135 JACKSON ST 954-753-6869
Address 111 N UNIV. DR Phone
ST. AUGUSTINE FL 33086
TC CORAL SPRINGS FL 33065 ZIP
Instructor ID # 12102172835

Holder's
Signature

© 2011 American Heart Association Tampering with this card will alter its appearance. 90-1800

This card contains unique security features to protect against forgery.

90-1800 3/11

PALS INSTRUCTOR PALS INSTRUCTOR



American Academy
of Pediatrics



PALS Instructor

DR. CRAIG KUSHNIR

This card certifies that the above individual is an American Heart Association Pediatric Advanced Life Support (PALS) Instructor.

09/2014
Issue Date

09/2016
Expiration Date

TC Alignment EEI TC ID # TC04404
TC 135 JACKSON ST 954-753-6869
Address 111 N UNIV. DR
ST. AUGUSTINE FL 33086
TC CORAL SPRINGS FL 33065 ZIP
Instructor ID # 12102172835

Holder's
Signature

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90-1817 3/11

ACLS INSTRUCTOR ACLS INSTRUCTOR

ACLS Instructor



DR. CRAIG KUSHNIR

This card certifies that the above individual is an American Heart Association Advanced Cardiovascular Life Support (ACLS) Instructor.

09/2014
Issue Date

09/2016
Expiration Date

TC Alignment EEI TC ID # TC04404
TC 135 JACKSON ST 954-753-6869
Address 111 N UNIV. DR
ST. AUGUSTINE FL 33086
TC CORAL SPRINGS FL 33065 ZIP
Instructor ID # 12102172835

Holder's
Signature

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90-1804 3/11



Prehospital Trauma Life Support Dr. Craig Kushnir

NAEMT ID Number: 326820
has successfully completed the
national cognitive and skills
examinations in accordance
with standards of the National Association of
Emergency Medical Technicians for

Instructor Course

9/12/2014

Date of Issue

09/2018

Date of Expiration

National Association of Emergency Medical Technicians

Sponsoring Organization

Course Medical Director Norman McSwain, MD

Course Coordinator Todd Soard

IN-14-1002-05

National Course #

9/12/2014

Date Monitored

State Course #

Todd Soard

Affiliate Signature

This recognition is subject to the provisions and limitations of
applicable state statutes and licensing acts.



THIS IS TO
ACKNOWLEDGE THAT

Dr. Craig Kushnir

has successfully completed the
Instructor Course

sponsored by the National Association of Emergency
Medical Technicians, in cooperation with the Committee
on Trauma of the American College of Surgeons and

**Prehospital Trauma Life
Support Committee**



Norman McSwain, MD
PHTLS Medical Director

Todd Soard
National PHTLS Chairperson

Todd Soard

PHTLS Faculty Representative



IN-14-1002-05

National Course Number

Norman McSwain, MD
Course Medical Director

Todd Soard
Course Coordinator

9/12/2014

Date Issued

09/2018

Date Expired

Chapter 6

Evidence of Insurance, Professional Licenses and Certificates



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/29/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER JLT Specialty Insurance Services, Inc. 5847 San Felipe, Suite 2800 Houston, TX 77057	CONTACT NAME: Andrea Rogers PHONE (A/C, No, Ext): 713-325-7620 FAX (A/C, No): E-MAIL: Andrea.Rogers@jltus.com ADDRESS: Andrea.Rogers@jltus.com														
INSURED Schumacher Group of Delaware, Inc. EDP Investment Holdings, LLC Its Subsidiaries and Affiliates 200 Corporate Blvd., Suite 201 Lafayette, LA 70508	<table border="1"> <thead> <tr> <th data-bbox="812 451 1429 472">INSURER(S) AFFORDING COVERAGE</th> <th data-bbox="1429 451 1573 472">NAIC #</th> </tr> </thead> <tbody> <tr> <td data-bbox="812 472 1429 493">INSURER A: Hudson Excess Insurance Company</td> <td data-bbox="1429 472 1573 493">14484</td> </tr> <tr> <td data-bbox="812 493 1429 514">INSURER B:</td> <td data-bbox="1429 493 1573 514"></td> </tr> <tr> <td data-bbox="812 514 1429 535">INSURER C:</td> <td data-bbox="1429 514 1573 535"></td> </tr> <tr> <td data-bbox="812 535 1429 556">INSURER D:</td> <td data-bbox="1429 535 1573 556"></td> </tr> <tr> <td data-bbox="812 556 1429 577">INSURER E:</td> <td data-bbox="1429 556 1573 577"></td> </tr> <tr> <td data-bbox="812 577 1429 598">INSURER F:</td> <td data-bbox="1429 577 1573 598"></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Hudson Excess Insurance Company	14484	INSURER B:		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: Hudson Excess Insurance Company	14484														
INSURER B:															
INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMPIOP AGG \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	E&O-PL-Primary		HFF020877-1608	01/01/2016	01/01/2017	Each Medical Incident \$1,000,000 Aggregate \$3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Coverage applies to Craig Kushnir, DO, and to all employed or contracted medical personnel (physicians and non-physicians) while they are working for or on behalf of the above Named Insured. Coverage applies to claims occurring on or after 1/8/2013 and that arise out of any medical professional services rendered on behalf of the Named Insured at a location scheduled on the policy. All entities and employed or contracted medical personnel (physicians and non-physicians) share in the Each Medical Event Limit of Liability shown above. The limits shown herein are inclusive of any Claim Expenses (including, but not limited to, legal defense costs) and any self-insured retention. Coverage is afforded on a Reimbursement basis for Damages made, Paid and reported to Hudson Excess Insurance Company by the Named Insured in accordance with the policy terms, conditions and provisions. All payments to the Named Insured, including Reimbursement Expense, Claim Expense and defense costs, are inside the limit of liability. The policy will only reimburse the Named Insured, and it will not reimburse any third parties. Any reimbursements to the Named Insured are included within, and shall reduce, the Combined Aggregate Limit of the Policy. Coverage shown is subject to all policy terms, conditions, and provisions.

CERTIFICATE HOLDER

CANCELLATION

Bethesda Hospital West
 9655 Boynton Beach Blvd
 Boynton Beach, FL 33472-4421

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

JLT Specialty Insurance Services, Inc.

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AC# 6958007

STATE OF FLORIDA
DEPARTMENT OF HEALTH
DIVISION OF MEDICAL QUALITY ASSURANCE

DATE	LICENSE NO.	CONTROL NO.
02/23/2016	OS 8707	54113

The OSTEOPATHIC PHYSICIAN

named below has met all requirements of
the laws and rules of the state of Florida.

Expiration Date: **MARCH 31, 2018**

CRAIG BENJAMIN KUSHNIR

ATTN: BETHESDA MEMORIAL HOSPITAL

2815 SOUTH SEACREST BOULEVARD

BOYNTON BEACH, FL 33435



Rick Scott
GOVERNOR

DISPLAY IF REQUIRED BY LAW

John H. Armstrong
STATE SURGEON GENERAL

STATE OF FLORIDA AC# 6958007
DEPARTMENT OF HEALTH
DIVISION OF MEDICAL QUALITY ASSURANCE

DATE	LICENSE NO.	CONTROL NO.
02/23/2016	OS 8707	54113

The OSTEOPATHIC PHYSICIAN
named below has met all requirements of
the laws and rules of the state of Florida.

Expiration Date: **MARCH 31, 2018****CRAIG BENJAMIN KUSHNIR**

KUSHNIR, CRAIG
 DELRAY BEACH FIRE/RESCUE
 501 W. ATLANTIC AVE.
 DELRAY BEACH, FL 33444-0000-000



DEA REGISTRATION NUMBER	THIS REGISTRATION EXPIRES	FEE PAID
FK2369355	12-31-2016	FEE EXEMPT

SCHEDULES	BUSINESS ACTIVITY	ISSUE DATE
2,2N, 3,3N,4,5,	PRACTITIONER	12-13-2013

KUSHNIR, CRAIG
 LIMITED TO OFFICIAL GOVERNMENT DUTIES ON
 DELRAY BEACH FIRE/RESCUE
 501 W. ATLANTIC AVE.
 DELRAY BEACH, FL 33444-0000

CONTROLLED SUBSTANCE REGISTRATION CERTIFICATE
 UNITED STATES DEPARTMENT OF JUSTICE
 DRUG ENFORCEMENT ADMINISTRATION
 WASHINGTON D.C. 20537

Restricted to Government personnel for official duties only.

Sections 304 and 1008 (21 USC 824 and 958) of the Controlled Substances Act of 1970, as amended, provide that the Attorney General may revoke or suspend a registration to manufacture, distribute, dispense, import or export a controlled substance.

THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY, AND IT IS NOT VALID AFTER THE EXPIRATION DATE.

CONTROLLED SUBSTANCE REGISTRATION CERTIFICATE
 UNITED STATES DEPARTMENT OF JUSTICE
 DRUG ENFORCEMENT ADMINISTRATION
 WASHINGTON D.C. 20537

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SCHEDULES	BUSINESS ACTIVITY	ISSUE DATE
2,2N, 3,3N,4,5,	PRACTITIONER	12-13-2013

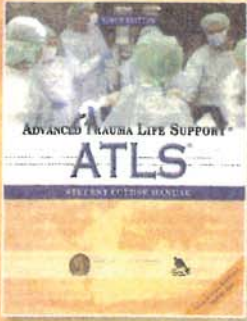
KUSHNIR, CRAIG
 LIMITED TO OFFICIAL GOVERNMENT DUTIES ON
 DELRAY BEACH FIRE/RESCUE
 501 W. ATLANTIC AVE.
 DELRAY BEACH, FL 33444-0000

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Form DEA-223 (4/07)



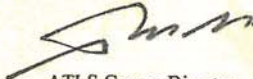
Craig Kushnir, DO

is recognized as having successfully completed the
ATLS® Course for Doctors according to the standards
established by the ACS Committee on Trauma.

Sharon M. Henry, MD, FACS, Nicholas Namias, MD, FACS
Chair

Chairperson,
ATLS Subcommittee

ACS Chairperson,
State/Provincial
Committee on Trauma


ATLS Course Director

Date of Issue: 02/10/2016

Date of Expiration: 02/10/2020



AMERICAN COLLEGE
OF SURGEONS

*Inspiring Quality:
Highest Standards,
Better Outcomes*



Craig Kushnir, DO

is recognized as having successfully completed the
ATLS® Course for Doctors according to the standards
established by the ACS Committee on Trauma.

Issue Date: 02/10/2016

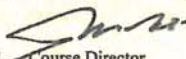
Expiration Date: 02/10/2020

Nicholas Namias, MD, FACS

Chairperson,
ATLS Subcommittee

ACS Chairperson, State/Provincial
Committee on Trauma

CS: 47927-SR

 Course Director

ATLS ID: 280271

Replacement ATLS cards are available for a \$10 USD fee.

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

CRAIG KUSHNIR

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00100.b

Introduction to Incident Command System

ICS-100

Issued this 10th Day of October, 2014



Tony Russell
Tony Russell
Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

CRAIG KUSHNIR

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00200.b

**ICS for Single Resources and
Initial Action Incident, ICS-200**

Issued this 10th Day of October, 2014




Tony Russell
Superintendent
Emergency Management Institute

0.3 IACET CEU

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

CRAIG KUSHNIR

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00700.a

**National Incident Management System (NIMS)
An Introduction**

Issued this 12th Day of October, 2014



Tony Russell
Tony Russell
Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

CRAIG KUSHNIR

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00800.b

National Response Framework, An Introduction

Issued this 13th Day of October, 2014



0.3 IACET CEU

Tony Russell
Tony Russell
Superintendent
Emergency Management Institute

The University of Florida College of Medicine

certifies that

Craig Benjamin Kushnir, D.O.

has completed a

Residency in

Emergency Medicine

July 1, 2001 through June 30, 2004

David C. Fisher
Associate Department Chair

David J. Melnick
Department Chair



C. Craig Fisher
Dean, College of Medicine

Ann Thum
Associate Dean for Educational Affairs

[Signature]
Senior Associate Dean for Jacksonville Programs

AMERICAN BOARD OF EMERGENCY MEDICINE

Craig Benjamin Kushnir, D.O.

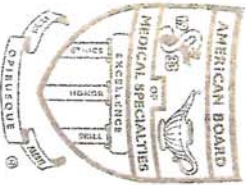
Has successfully fulfilled the Maintenance of Certification requirements and is
certified as a diplomate in the specialty of

EMERGENCY MEDICINE

January 1, 2016 - December 31, 2025

Certificate Number 35632

[Signature]
Terry N. Heller, M.D.
President



[Signature]
Terry Kowalenko, M.D.
Secretary-Treasurer



The ABEM mission is to ensure the highest standards in the specialty of Emergency Medicine.

A Member Board of the American Board of Medical Specialties

ADVANCED CARDIOVASCULAR LIFE SUPPORT

ADVANCED CARDIOVASCULAR LIFE SUPPORT

ACLS
Provider

Craig Kushnir

This card certifies that the above individual has successfully completed the cognitive and skills evaluations in accordance with the curriculum of the American Heart Association Advanced Cardiovascular Life Support (ACLS) Program.

March 2016

March 2018

Issue Date

Recommended Renewal Date

Training Center Name **Flagler County Fire Rescue** TC ID # **#20434**TC Info **SFAA Kaplan CEUs 561-723-2500 Kaplan**Course Location **Kaplan's Continuing Education Units**Instructor Name **Gregory Kaplan 03112354669** Inst. ID #

Holder's Signature

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90-1806 3/11

HEALTHCARE PROVIDER

HEALTHCARE PROVIDER

Healthcare
Provider

Craig Kushnir

This card certifies that the above individual has successfully completed the cognitive and skills evaluations in accordance with the curriculum of the American Heart Association BLS for Healthcare Providers (CPR and AED) Program.

March 2016

March 2018

Issue Date

Recommended Renewal Date

Training Center Name **Flagler County Fire Rescue** TC ID # **#20434**TC Info **SFAA Kaplan CEUs 561-723-2500 Kaplan**Course Location **Kaplan's Continuing Education Units**Instructor Name **Gregory Kaplan 03112354669** Inst. ID #

Holder's Signature

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This card contains unique security features to protect against forgery.

PEDIATRIC ADVANCED LIFE SUPPORT

PEDIATRIC ADVANCED LIFE SUPPORT

American Academy
of Pediatrics

PALS Provider

Craig Kushnir

This card certifies that the above individual has successfully completed the cognitive and skills evaluations in accordance with the curriculum of the American Heart Association Pediatric Advanced Life Support (PALS) Program.

March 2016

March 2018

Issue Date

Recommended Renewal Date

Training Center Name **Flagler County Fire Rescue** TC ID # **#20434**TC Info **SFAA Kaplan CEUs 561-723-2500 Kaplan**Course Location **Kaplan's Continuing Education Units**Instructor Name **Gregory Kaplan 03112354669** Inst. ID #

Holder's Signature

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This card contains unique security features to protect against forgery.

90-1818 3/11