

REDACTED – Released
Pursuant to OPRA Request

INTEGRATED PRACTICE AGREEMENT

This Integrated Practice Agreement (this “**Agreement**”) is effective as of July 1, 2020 (the “**Effective Date**”) by and between Rutgers, The State University of New Jersey, a body corporate and politic and an instrumentality of the State of New Jersey, on behalf of and with respect to RWJMS (defined herein) (the “**University**”) and RWJ Barnabas Health, Inc., a New Jersey nonprofit corporation, for itself and on behalf of its constituent hospitals and affiliates (“**RWJBH**”). The University and RWJBH shall each be referred to herein as a “**Party**,” and collectively as the “**Parties**.” Capitalized terms used herein, but not defined herein, shall have the meaning ascribed to them in the MAA (as defined below). The Parties acknowledge and agree that, as of the Effective Date, this Agreement governs the relationship between the Parties in connection with Robert Wood Johnson Medical School (“**RWJMS**”) faculty and support staff, but not the relationship between the Parties related to faculty and support staff of New Jersey Medical School (“**NJMS**”) or other Rutgers Biomedical and Health Sciences (“**RBHS**”) components that the Parties intend to integrate into the RWJBH clinical practices.

WHEREAS, the Parties are party to a Master Affiliation Agreement dated July 1, 2018 (the “**MAA**”) pursuant to which they are committed to a long-term affiliation, the goal of which is to create a world-class academic health system; and

WHEREAS, the Parties are aligned in their mutual support of the tripartite missions of the academic health system, including its educational, research, and clinical missions, which, collectively, balance the Aligned Clinical Enterprise, positioning it to achieve the Parties’ collective vision, and, the Parties reaffirm the goals set forth in the MAA of consolidating educational and research activities of the Integrated AHS under the leadership of the University, undertaken in coordination with RWJBH through the Joint Committee, the Health Education Executive Committee, and the Research Committee as specified in the MAA, and of consolidating clinical services of the Integrated AHS under the leadership of RWJBH, undertaken in coordination with the University through the Joint Committee and the Clinical Management and Operations Committee and as further described herein; and

WHEREAS, RWJBH is an integrated, comprehensive health system that seeks to advance the overall health of the populations it serves throughout New Jersey and that provides a broad range of physician services and non-physician provider services through controlled professional practices or other RWJBH affiliates, including, without limitation, Barnabas Health Medical Group, P.C. and Robert Wood Johnson Physician Enterprise, P.A. (the “**RWJBH Practices**”) at RWJBH Practice locations, and at RWJBH facilities throughout New Jersey (the “**RWJBH Locations**”); and

WHEREAS, the Parties desire to build, in a financially sustainable manner, within the academic health system, an Aligned Clinical Enterprise to be operated by RWJBH, in coordination with the University and its University Deans and Directors (collectively, the “**Deans**”) and University Department Chairs, Vice Chairs, and Division Chiefs (collectively, the “**Chairs**”), and other faculty leadership, so as to advance the Parties’ shared clinical, academic, and research missions, and to facilitate the recruitment, retention, and performance of personnel, and, as part of building the Aligned Clinical Enterprise, the Parties desire to set forth terms concerning the operation and management of the Integrated Practice; and

1 **WHEREAS**, University serves and promotes the interests of the State of New Jersey, its
2 residents, and surrounding communities through the administration of academic health sciences
3 programs that offer residents and patients high-quality, cutting-edge, academic health care
4 services, and the University employs physicians and other providers with faculty appointments at
5 RWJMS who offer these services and who are necessary for the creation of a world-class
6 academic health system, in accordance with the terms of the MAA, through the provision of the
7 services at ambulatory locations where University Practitioners (as defined below) historically
8 have provided services (“**University Locations**”) and, as applicable, RWJBH Locations (the
9 University-employed and -leased physicians who provide services pursuant to this Agreement
10 shall collectively be referred to as the “**University Physicians**”; the University-employed and -
11 leased non-physician providers (of a type eligible for participation as independent providers
12 under government-sponsored health programs or commercial health plans) providing services
13 shall collectively be referred to as the “**University Non-Physician Providers**”; collectively, the
14 University Physicians and University Non-Physician Providers shall be referred to as the
15 “**University Practitioners**”); and
16

17 **WHEREAS**, University also employs clinical support staff, whose services are not
18 eligible for direct third-party reimbursement (*i.e.*, not including the University Practitioners), and
19 non-clinical support staff who have knowledge and experience in the operations of the
20 University Practitioners’ practices (collectively, the “**University Integrated Practice Staff**”),
21 and desires to provide the services of such University Integrated Practice Staff (“**University**
22 **Integrated Practice Staff Services**”) to RWJBH, to support the University Practitioners and the
23 operation of the Integrated Practice in furtherance of the goals of the MAA, under the terms and
24 conditions provided herein (University Integrated Practice Staff and University Practitioners are
25 referred to collectively as “**University Integrated Practice Personnel**”); and
26

27 **WHEREAS**, RWJBH is investing in a robust infrastructure to support the Integrated
28 Practice inclusive of migrating to a single electronic medical record system and the
29 establishment of common financial systems, and the Parties wish to utilize these systems when
30 available to support the operations of the Integrated Practice; and
31

32 **WHEREAS**, the Parties desire to enter into these arrangements to further the interests of
33 the Aligned Clinical Enterprise, the Integrated Practice, and their shared academic health system;
34 and
35

36 **WHEREAS**, nothing in this Agreement shall conflict with any Collective Negotiations
37 Agreements that may be in effect and applicable to the University Integrated Practice Personnel
38 who are University employees providing services to RWJBH pursuant to this Agreement (the
39 “**CNAs**,” each, a “**CNA**”) or statutes applicable to the terms of this Agreement; and
40

41 **WHEREAS**, the Parties recognize the importance of the relationships among the
42 Chancellor, the Deans, the Chairs, and University faculty;
43

44 **NOW, THEREFORE**, in consideration of the foregoing and the mutual agreements of
45 the Parties herein, the Parties hereby agree as follows:

1 1. General. In general, the Parties agree to establish the Integrated Practice, as part
2 of the Aligned Clinical Enterprise, through which, at University Locations and RWJBH
3 Locations, University Practitioners and University Integrated Practice Staff will provide services
4 under the terms hereof. To assure its effective delivery of services under this Agreement, the
5 University will work with the applicable RWJBH leadership or management, and with
6 University Integrated Practice Personnel, to facilitate RWJBH's operation and administration of
7 the Integrated Practice. Consistent with the terms hereof and the MAA, RWJBH shall oversee
8 and manage the Integrated Practice, including the University Locations. Not in limitation of the
9 foregoing and subject to the terms set forth herein, RWJBH shall provide general oversight and
10 management of the University Locations and the services of the University Integrated Practice
11 Personnel, including (a) responsibility for oversight and management of the University
12 Integrated Practice Staff Services of the University Integrated Practice Staff; and (b) with the
13 Deans and Chairs, responsibility for oversight and management of the Clinical Time (as defined
14 below) of University Practitioners. University policies, including work rules, operations
15 procedures, performance standards, compliance policies and programs, and procedures
16 (collectively, "**University Policies**") shall continue to apply to all University employees who are
17 University Integrated Practice Personnel. The University Integrated Practice Personnel who are
18 leased to the University shall comply with University Policies pertaining to work rules,
19 operations procedures, performance standards, compliance policies and programs, and
20 procedures where applicable to the operations of the Integrated Practice. The University shall
21 require that University Integrated Practice Personnel, when providing services as part of the
22 Integrated Practice, also comply with applicable RWJBH work rules, operations procedures,
23 performance standards, policies (including all applicable compliance programs and policies) and
24 procedures in effect from time to time (collectively, "**RWJBH Policies**"). The Parties will
25 provide reasonable advance notice to each other in the event of material changes to the
26 respective University or RWJBH Policies. Notwithstanding the foregoing, for avoidance of
27 doubt, the Parties acknowledge and agree that, if there is a conflict or inconsistency between
28 University Policies applicable to the University Integrated Practice Personnel providing services
29 pursuant to this Agreement and policies consistent with the operation of a high-performing
30 medical group, the Parties shall use best efforts to reconcile the conflict or inconsistency,
31 understanding that, ultimately, the University may not be able to modify the policy in a manner
32 that would end the conflict or inconsistency; provided that, subject to the foregoing, nothing
33 herein will prevent the University from complying with applicable University Policies, CNAs
34 and applicable law.
35

36 2. University Practitioners. The following terms and conditions regarding
37 University Practitioners shall apply during the Term of the Agreement.
38

39 2.1. Percentage Allocations.
40

41 (a) University Practitioners shall perform the services comprising their
42 clinical time (which includes the clinical time for which professional services are billed, medical
43 services agreement contracted time, clinical education supervisory time for which professional
44 services are billed, RWJBH-approved clinical administrative time, and clinical trial participation
45 time associated with professional services that are billed; but which excludes clinical time spent
46 in connection with activities of NJMS, Rutgers Cancer Institute of New Jersey ("**RCINJ**"), and
47 clinical time spent in connection with activities that the University undertakes pursuant to

1 Sections 5.4, 6.2, 7.4 and 9.4.1 of the MAA, including activities associated with, Rutgers
2 University Behavioral Health Care, Rutgers University Correctional Health Care, and the Eric B.
3 Chandler Health Center, unless agreed otherwise by the Parties) (collectively, “**Clinical Time**”)
4 for the Integrated Practice. The portion of University Practitioners’ time that comprises Clinical
5 Time performed for the Integrated Practice hereunder shall be known as the “**Percentage**
6 **Allocation.**”
7

8 (b) On an annual basis, timed to coincide with the University’s
9 academic year, as part of the University’s faculty evaluation and budget processes, the Chairs,
10 after consultation with the Integrated Practice CEO or designee (together with the Integrated
11 Practice CEO, the “**Integrated Practice Leadership**”), will determine the Percentage
12 Allocations for the then-current roster of University Practitioners for the upcoming year. On an
13 ongoing basis, consistent with the AMC Clinical Workforce Plan (as defined below), and with
14 ongoing consultation with Integrated Practice Leadership, Chairs also will establish Percentage
15 Allocations for University Practitioners newly hired during each academic year in accordance
16 with Section 2.4 of this Agreement.
17

18 (c) The Parties anticipate that the Percentage Allocation for a
19 University Practitioner will not be changed during the academic year. However, the University
20 may, subject in all events to Section 2.1(d) below, upon sixty (60) days’ prior written notice
21 (absent unanticipated or unforeseen circumstances as set forth below) to the Integrated Practice
22 CEO through submission of a change form in the form attached as Exhibit 2.1, alter the
23 Percentage Allocation of an individual University Practitioner, provided that such change does
24 not materially affect the aggregate clinical effort available within a particular subspecialty. The
25 Parties agree to use reasonable efforts to accommodate changes that result from unanticipated
26 and unforeseen circumstances (e.g., an unscheduled leave of absence), provided that any change
27 that would materially affect the aggregate clinical effort available within a particular subspecialty
28 shall be subject to the mutual agreement of the Parties.
29

30 (d) Notwithstanding any other provision of this Agreement or the
31 MAA to the contrary (except for the cFTE (as defined below) of clinical research faculty hired
32 pursuant to Section 2.4(d)), the aggregate cFTE for any department or clinical specialty or
33 clinical subspecialty of University Practitioners may not exceed that cFTE set forth in the AMC
34 Clinical Workforce Plan (as defined below) for the respective department or clinical specialty or
35 clinical subspecialty. In addition, the University and Chairs shall use commercially-reasonable
36 efforts to fill the cFTE staffing levels as set forth in the AMC Clinical Workforce Plan.
37

38 2.2. Performance Evaluation. RWJBH shall, in consultation with the Deans
39 and the relevant Chair(s), establish clinical performance metrics for the University Practitioners’
40 Clinical Time, subject to applicable CNAs, and shall, in coordination with the Deans and the
41 relevant Chair(s) as set forth herein, adequately inform the University Practitioners in a timely
42 manner both of: (a) the clinical performance metrics that University Practitioners are expected to
43 meet, which shall be aligned with the University Practitioner’s Percentage Allocation; and (b)
44 whether the University Practitioners are in fact satisfying (or not satisfying) those metrics. The
45 Parties will use good-faith efforts to align clinical performance metrics established by RWJBH
46 and metrics used by the University for compensation and evaluation. Performance improvement

1 efforts related to the deficient performance of any University Practitioner shall be addressed
2 pursuant to the process set forth in Section 8.4.
3

4 2.3. Qualifications. The University shall require each University Practitioner
5 to, at all times: (a) maintain appropriate state licensure, hospital privileges, and payor
6 credentialing; (b) provide professional services consistent with applicable law and applicable
7 hospital and facility medical staff bylaws; and (c) provide professional services in accordance
8 with University Policies and RWJBH Policies.
9

10 2.4. AMC Clinical Workforce; Newly Recruited Practitioners.
11

12 (a) The Integrated Practice is an integral part of the academic medical
13 center at Robert Wood Johnson University Hospital in New Brunswick, including its hospital-
14 controlled ambulatory facilities (“**RWJUH**”) and includes the physicians who comprise the
15 AMC Clinical Workforce Plan (as defined below). For the avoidance of doubt, the Parties
16 recognize that RWJUH does not have a closed medical staff and unaffiliated physicians and
17 practitioners practice and have privileges, and will continue to practice and have privileges, at
18 RWJUH, subject to RWJUH’s medical staff bylaws, credentialing policies, and other hospital
19 rules and policies. In building the Integrated Practice, including through the recruitment of new
20 clinical faculty, the Parties will cooperate to consider the clinical needs of the Integrated
21 Practice, the teaching and research needs of the University, and interests of the clinical faculty
22 hired. In furtherance of such recruitment practices, the Parties shall establish an AMC Clinical
23 Workforce Committee (the “**AMC Clinical Workforce Committee**”), responsible for
24 developing and overseeing workforce development related to the Integrated Practice, including
25 development of a plan (the “**AMC Clinical Workforce Plan**”) setting forth the Parties’
26 intentions with respect to the workforce of the Integrated Practice at RWJUH, including the
27 clinical specialties and subspecialties of the RWJMS faculty whose services are provided
28 hereunder and the RWJBH-employed physicians who practice principally at RWJUH, including
29 clinical full time equivalent (“**cFTE**”) staffing for each clinical department or clinical specialty
30 or clinical subspecialty. RWJBH will operate the Integrated Practice in a manner that at least
31 maintains, and strives to enhance, the faculty complement of specialists and subspecialists
32 serving at RWJUH consistent with the AMC Clinical Workforce Plan (provided it is mutually
33 agreed) and the Parties’ joint commitment to delivering high-quality health care services to the
34 people of the greater New Brunswick region. For avoidance of doubt, the Parties acknowledge
35 and agree that RWJUH shall have no obligation to maintain any particular clinical services and
36 shall be able to evolve to adjust to changing health care industry trends, provided that such
37 evolution shall be consistent with the clinical, academic and research missions of the Parties.
38 The AMC Clinical Workforce Committee shall be comprised of equal numbers of
39 representatives of the University and RWJBH. The Chancellor shall appoint the University
40 representatives, and the RWJBH CEO shall appoint the RWJBH representatives. The AMC
41 Clinical Workforce Committee shall review, and, if deemed appropriate, update the AMC
42 Clinical Workforce Plan as it determines is appropriate from time to time. Each AMC Clinical
43 Workforce Plan, and any revisions made thereto, shall be submitted to the Joint Committee for
44 review and approval; provided, however, that if the Joint Committee is unable to agree on a
45 cFTE for a department or clinical specialty or clinical subspecialty, as applicable, such cFTE
46 shall be set by RWJBH, provided that (i) RWJBH shall operate the Integrated Practice in a
47 manner that maintains the faculty complement of specialists and subspecialists serving at

REDACTED – Released
Pursuant to OPRA Request

RWJUH as further described above (subject to long-term evolution of clinical services adopted in a manner consistent with the clinical, academic, and research missions of the Parties) and (ii) to the extent that the result of RWJBH's determination is to set the applicable aggregate cFTE at an amount that is less than the amount set for the immediately preceding academic year, then: (1) to the extent that such reduction necessitates the reduction of the cFTE for one or more positions that are currently occupied by a University Practitioner whose cFTE was not otherwise reduced in accordance with Section 2.1(c), then RWJBH shall continue to reimburse the University for the costs associated with the cFTE reduction for such University Practitioner(s), in accordance with, and subject to, Section 8.6(b); and (2) to the extent that such reduction necessitates the elimination of one or more University Practitioner positions, then RWJBH shall continue to reimburse the University for the costs associated with such University Practitioner(s), in accordance with, and subject to, Section 8.6(b). For avoidance of doubt, in no circumstances shall RWJBH be responsible for reimbursing the University to the extent any reduction in an applicable aggregate cFTE relates to any unfilled cFTE.

(b) Chairs will lead recruitment and hiring of University Practitioners pursuant to the AMC Clinical Workforce Plan and following a process mutually agreed upon by the Parties that will provide for mutual input of the Parties into the recruitment and hiring process and a seamless recruitment and hiring process for candidates, demonstrating to candidates the coordination and alignment of the Parties and that will increase the efficiency of the recruitment and hiring process. Recruitment and hiring of new University Practitioners will be: (i) pursuant to the AMC Clinical Workforce Plan and the mutual agreement of the Parties, with the Chair selecting, the individual to be hired for a particular University Practitioner position under the AMC Clinical Workforce Plan following the applicable agreed-upon recruitment and hiring process, provided that if the Parties cannot agree with respect to a particular candidate, such disagreement shall be referred to the Dean, who shall, in good faith, attempt to resolve the disagreement; if the Dean is unable to resolve the disagreement, the objection shall be referred to the Joint Committee for resolution, provided that, if the Joint Committee is unable to resolve the disagreement, a final determination on the hiring of such University Practitioner shall be made by the Chancellor; (ii) if not pursuant to the AMC Clinical Workforce Plan, subject to RWJBH approval; or (iii) by the University pursuant to Section 2.4(d) below. Subject to the preceding sentence, any newly hired University Practitioners who are clinically focused may be employed by either Party based on the best interests of the Aligned Clinical Enterprise, the teaching and research needs of the University, the clinical needs of RWJBH, and the wishes of the faculty member. Recruitment and hiring of new practitioners at RWJUH who are not University Practitioners generally is expected also to be pursuant to the AMC Clinical Workforce Plan, although the Parties acknowledge that there may be unique opportunities for supplemental recruitment and hiring that are in the best interests of RWJUH, and that therefore may occur, and the University would retain discretion, in compliance with its applicable policies and procedures, to grant faculty appointments to any RWJBH-employed practitioners hired outside the AMC Clinical Workforce Plan.

(c) The Parties agree that clinically-focused practitioners who are hired by RWJBH, pursuant to Section 2.4(b), will be required to have educational responsibilities within RBHS related to, and incidental to, their clinical duties in order to receive unmodified faculty appointments from the University. Such practitioners shall be referred to as **“Clinically-Focused University Practitioners,”** and Chairs, subject to then-effective CNA and University

1 Policies, rules and review processes, will determine whether Clinically-Focused University
2 Practitioners will receive an unmodified faculty appointment. RWJBH agrees to reimburse the
3 University for the compensation paid by the University to the Clinically-Focused University
4 Practitioners, which compensation shall be based on a mutually-agreed, predetermined academic
5 stipend. The Parties will create a template description of duties, responsibilities, and rights for a
6 faculty member in connection with these responsibilities. This template will be customized as
7 appropriate. For the avoidance of doubt, Clinically-Focused University Practitioners who
8 receive an unmodified faculty appointment as set forth herein will be, and will perform as,
9 University Practitioners and be subject to this Agreement; practitioners hired by RWJBH who do
10 not receive an unmodified faculty appointment shall not be University Practitioners, and
11 therefore shall not be subject to this Agreement. The Chairs also serving as RWJUH Chiefs,
12 pursuant to the terms of the MAA, shall have such authority to determine medical staff privileges
13 and credentialing at RWJUH as is consistent with the RWJUH Medical Staff Bylaws and
14 credentialing policies and the terms and conditions generally governing the Chairs' roles as
15 RWJUH Chiefs. Consistent with Section 9.1.2(c) of the MAA, removal and replacement of such
16 RWJUH Chiefs and their responsibilities at RWJUH will be as set forth in Exhibit 2.4(c), which
17 is attached hereto and hereby incorporated by reference.
18

19 (d) Outside of the AMC Clinical Workforce Plan, unless otherwise
20 agreed by the Parties, to assist in the recruitment of outstanding clinical research faculty, the
21 University may assign up to 0.2 cFTE to newly hired clinical research faculty (*i.e.*, clinician
22 researchers with *de minimis* clinical practices). RWJBH will accommodate such cFTE
23 scheduling; provided, however, that the Parties shall mutually agree on the economic terms with
24 respect to each such clinical research faculty's cFTE allocation.
25

26 3. Role of the Chairs; SADCA and Dean.

27

28 3.1. Reporting Authority. RWJBH's management and operation of the
29 Integrated Practice will be exercised in a manner that respects the existing University reporting
30 structures. In particular, the Parties agree that University Practitioners will report to their
31 respective Chairs; Chairs will report to the Dean; and the Dean will report to the Chancellor.
32

33 3.2. Role of the Chairs. Not in limitation of the foregoing, Chairs will be
34 responsible for facilitating RWJBH's management of the Integrated Practice and will be held
35 accountable for such responsibility. Chairs will have a "dotted-line" reporting relationship to the
36 Integrated Practice CEO; provided, however, that any issues between the Integrated Practice
37 CEO and a Chair shall be elevated, in the first instance, to the respective Dean and, as necessary,
38 to the Chancellor. Issues regarding operations of the Integrated Practice that cannot be resolved
39 among the Integrated Practice CEO, the Dean, and the Chancellor may be referred by either
40 Party to the Joint Committee. While the Chairs are primarily responsible for directly managing
41 University Practitioners (including, but not limited to, addressing performance issues with
42 University Practitioners), nothing shall prohibit Integrated Practice Leadership from interfacing
43 with University Practitioners directly.
44

45 (a) RWJBH will establish, with input from the University, clinical
46 performance metrics and goals (including, but not limited to, those with respect to recruitment
47 targets consistent with the AMC Clinical Workforce Plan) that the University will adopt as the

REDACTED – Released
Pursuant to OPRA Request

standards for the clinical portion of the Chairs' at-risk incentive compensation. RWJBH will be responsible for benchmarking the Chairs' performance against these metrics and goals. Chairs' eligibility for the clinical portion of their at-risk incentive compensation, will be subject to their attainment of the metrics and goals as measured by RWJBH and reported to the University. The University agrees that it shall work with RWJBH to endeavor to increase the clinical portion of each Chair's at-risk incentive compensation so that it constitutes, if earned, a meaningful portion (*i.e.*, no less than [REDACTED] of such Chair's total compensation in any year), and RWJBH agrees to reimburse the University for such amounts actually paid. RWJBH acknowledges that, while the foregoing represents a mutual goal of the Parties, the University will continue to allocate portions of at-risk compensation to incentivize all of its missions (including its clinical mission) and must comply with applicable laws.

(b) The Parties agree that the Dean shall ultimately have authority to appoint, and reappoint, each Chair; provided that the University will seek, and provide for, extensive involvement of RWJBH in the searches, recruitment, and decision-making process regarding appointments, reappointments, and other material decisions regarding the Chairs. In furtherance of the foregoing, at the initiation of any searches, recruitment, and decision-making process regarding appointments, reappointments, and other material decisions regarding the Chairs, the Dean will consult with the Integrated Practice CEO and mutually agree upon the specifics of each Party's involvement in such process(es). The Parties recognize the reality that a successful Chair recruitment in every case should have support by both the University and RWJBH and agree, without diminishing the Dean's authority, that they will raise disagreements pertaining to the appointment and reappointment of a Chair for discussion at a meeting of the Joint Committee and that no Chair shall be appointed or reappointed over the objection of RWJBH until after such discussion at the Joint Committee.

3.3. Senior Associate Dean for Clinical Affairs. The University Practitioners' participation in the Integrated Practice shall be managed through the Dean and, as described above, the Chairs, and directly through the individual serving in the joint role as Senior Associate Dean for Clinical Affairs ("**SADCA**") and the Chief Medical Officer for Operations of the Rutgers Medical Practices (the "**Rutgers Medical Practices CMO**"), who shall have day-to-day responsibility for facilitating the management of the clinical practice of University Practitioners (the individual serving in this joint role shall be referred to as the "**SADCA/CMO**"). Notwithstanding Section 4.4 of the MAA (where the parties thereto agreed that the University would consult with RWJBH in the appointment of the SADCA, but would not require consent of RWJBH), the SADCA/CMO may be appointed only with the consent of the University and RWJBH, and the SADCA/CMO may be removed only with the approval of the Joint Committee. With respect to the clinical mission, the SADCA/CMO shall report to the Integrated Practice CEO with a "dotted-line" reporting relationship to the Dean; with respect to the educational and research missions, the SADCA/CMO shall report to the Dean with a "dotted-line" reporting relationship to the Integrated Practice CEO. The SADCA/CMO shall work to optimize the performance of the Integrated Practice. RWJBH will establish, with input from the University, clinical and administrative performance metrics and goals relating to the SADCA/CMO's management of the clinical practice of the University Practitioners in the Integrated Practice (including, but not limited to, those relating to productivity of the University Practitioners) (the "**SADCA/CMO Clinical Performance Metrics**") that the University will adopt as the standards for the component of the SADCA/CMO's at-risk incentive compensation

relating to the Integrated Practice (the “**SADCA/CMO Incentive Compensation**”), which SADCA/CMO Incentive Compensation shall be mutually agreed-upon by the Parties. RWJBH will be responsible for benchmarking the SADCA/CMO’s performance against the SADCA/CMO Clinical Performance Metrics. The SADCA/CMO’s eligibility for the SADCA/CMO Incentive Compensation will be subject to his/her attainment of the SADCA/CMO Clinical Performance Metrics as measured by RWJBH and reported to the University, and RWJBH will reimburse the University for such amounts of SADCA/CMO Incentive Compensation actually paid.

3.4. Dean. The University will consult with the RWJBH CEO with respect to the development of the Dean’s incentive compensation plan with respect to clinical operations of the Aligned Clinical Enterprise and the evaluation of the Dean’s performance thereunder.

4. University Integrated Practice Staff and University Integrated Practice Staff Services.

4.1. Provision of University Integrated Practice Staff Services. University hereby provides to RWJBH the University Integrated Practice Staff Services to be furnished by University Integrated Practice Staff at each applicable specified University Location or at other Integrated Practice sites as mutually agreed-upon by the Parties from time to time. When performing University Integrated Practice Staff Services hereunder, University Integrated Practice Staff members shall be under the oversight of their applicable direct managers, who may be either RWJBH affiliate employees or University employees, as mutually agreed-upon by the Parties from time to time (consistent with University Policies and Section 6.1).

4.2. Percentage Allocations. The Parties’ goal is that one hundred percent (100%) of the work time of the University Integrated Practice Staff shall be performed in support of the Clinical Time of the University Practitioners. The Parties have established a schedule of University Integrated Practice Staff allocated time as of the Effective Date, which is the allocation of time for University Integrated Practice Staff under this Agreement as of the Effective Date. Consistent with the University’s obligations under applicable CNAs and University Policies, the Parties shall use their best efforts to align the University Integrated Practice Staff work time to be one hundred percent (100%) devoted to performing the University Integrated Practice Staff Services. The Parties agree that the University Integrated Practice Staff time allocations shall be changed only by mutual agreement of the Parties after submission of a change form; provided, however, that the Parties agree to use reasonable efforts to accommodate changes that result from unanticipated and unforeseen circumstances (*e.g.*, an unscheduled leave of absence).

4.3. Qualifications. University shall require that each University Integrated Practice Staff member assigned to provide University Integrated Practice Staff Services, initially and continually for the duration of the University Integrated Practice Staff member’s assignment, meets all requirements for providing the University Integrated Practice Staff Services to the Integrated Practice as set forth in RWJBH Policies and University Policies, as applicable, including appropriate credentialing, licensure, certification, training, experience, necessary competencies, appropriate physical and mental health, and any other reasonable requirements as

1 designated by RWJBH from time to time related to the provision of University Integrated
2 Practice Staff Services to the Integrated Practice.

3
4 4.4. Director of Clinical Employment.

5
6 (a) During the term of this Agreement, the University will employ one
7 or more individuals who will serve as or support a Director of Clinical Employment (such
8 personnel referred to herein, collectively, as the “**Director of Clinical Employment**”) to support
9 the oversight and management of the University Integrated Practice Staff pursuant to this
10 Agreement. The appointment of the Director of Clinical Employment shall be subject to
11 RWJBH’s approval. If upon the Effective Date, the University has not been able to recruit an
12 individual to serve as the Director of Clinical Employment on a permanent basis, it shall appoint
13 an “Interim Director of Clinical Employment,” subject to RWJBH’s approval as to such interim
14 appointment and any replacement thereto. The Integrated Practice Leadership shall have input
15 into the annual performance evaluations of the Director of Clinical Employment. If the
16 Integrated Practice Leadership is dissatisfied with the performance of the Director of Clinical
17 Employment, the Integrated Practice Leadership shall notify the University Senior Vice
18 President for Human Resources and Organizational Effectiveness and Senior Vice Chancellor for
19 Finance and Administration of RBHS (collectively, the “**Rutgers HR Representatives**”), and
20 the Parties will undertake efforts to address the performance concerns. If the Integrated Practice
21 Leadership and the Rutgers HR Representatives are unable to resolve the performance concerns,
22 any Party may refer the concerns to the Clinical Management and Operations Committee for
23 resolution, which in turn may refer any unresolved concerns to the Joint Committee, which may
24 resolve such concerns, if appropriate, through removal of the individual from the provision of
25 services under this Agreement. RWJBH shall reimburse the University fully for the salary(ies)
26 and fringe benefits of the Director of Clinical Employment; provided, however, that the
27 RWJBH’s prior written approval shall be required before salary and/or benefit support is
28 provided for more than a single individual serving as the Director of Clinical Employment.
29

30 (b) The Director of Clinical Employment will serve as a resource for
31 the Integrated Practice Leadership and will have expertise in the University’s human resources
32 policies, CNAs, and applicable law. The Director of Clinical Employment will coordinate and
33 effectuate personnel actions and to ensure the University Integrated Practice Staff functions in a
34 manner consistent with this Agreement, University Policies, CNAs, and applicable employment
35 law. In the event that the Director of Clinical Employment and Integrated Practice Leadership
36 are in disagreement regarding a personnel action, the matter will be escalated to the University
37 Senior Vice President for Human Resources and Organizational Effectiveness, or designee. If
38 the matter cannot be resolved between Integrated Practice Leadership and the University Senior
39 Vice President for Human Resources and Organizational Effectiveness, the matter will be
40 referred to the Joint Committee.
41

42 (c) Performance evaluations and performance improvement plans
43 pertaining to University Integrated Practice Staff shall be conducted consistent with Section 8.5.
44 RWJBH shall provide University Integrated Practice Staff with routine performance evaluation
45 feedback in the format prescribed by the University in consultation and with the support of the
46 Director of Clinical Employment.

1 4.5. Newly Hired University Integrated Practice Staff.
2

3 (a) The Parties will cooperate with respect to recruiting and hiring new
4 support staff and, following a process mutually agreed-upon between the Parties that will provide
5 for the Integrated Practice Leadership's input into, and increase the efficiency of, the recruitment
6 and hiring process. In its role as the manager of the Integrated Practice, RWJBH may identify
7 open positions for the hiring of new University Integrated Practice Staff, whether occurring as a
8 result of adding new locations, expanding the clinical practice activities of the Integrated
9 Practice, staff turnover, or otherwise. Through the Director of Clinical Employment, the Parties
10 will cooperate in the development of job descriptions for any open positions for new University
11 Integrated Practice Staff. Such job descriptions will conform to University requirements,
12 including requirements under the applicable CNA, and openings for University Integrated
13 Practice Staff positions will be posted in compliance with University Policy and the applicable
14 CNA. The Parties will cooperate in the review and evaluation of applicants for open University
15 Integrated Practice Staff positions. With respect to Integrated Practice Staff, the Director of
16 Clinical Employment will use all means available to fill budgeted and approved University
17 Integrated Practice Staff positions in a timely manner with high-quality candidates that meet or
18 exceed the requirements for such positions and demonstrate the potential to be outstanding
19 members of the University Integrated Practice Staff group. The Parties acknowledge and agree
20 that no University Integrated Practice Staff candidate will be hired by the University to provide
21 services under this Agreement without the approval of RWJBH and satisfaction of all of the
22 University's hiring protocols and processes.
23

24 (b) RWJBH shall continue to be responsible for hiring support staff
25 whom RWJBH determines, at its discretion, will be RWJBH employees. Any support staff hired
26 as a RWJBH employee will not be considered University Integrated Practice Staff and will not
27 be subject to applicable terms of this Agreement.
28

29 5. Background Checks. Subject to a process mutually agreed upon by the Parties,
30 University will not assign a University employee to be a University Integrated Practice Personnel
31 member to provide services under this Agreement after the Effective Date who does not
32 successfully pass a drug screening and a criminal background check administered by University
33 and reported to RWJBH. In addition, University represents and warrants that all University
34 employees who are University Integrated Practice Personnel hired prior to the Effective Date
35 successfully passed a drug screening and criminal background check to the extent required by
36 applicable law and/or University Policy. As part of its management of the Integrated Practice,
37 RWJBH will conduct an Office of Inspector General Medicare Exclusion and Cumulative
38 Sanction List check and other applicable exclusion list checks, as required by state and federal
39 regulatory requirements in effect from time to time.
40

41 6. Management of the Integrated Practice.
42

43 6.1. General. RWJBH will be responsible for the management of the
44 Integrated Practice, which management responsibility will include the usual incidents of practice
45 management, including, subject to the terms hereof, establishing applicable policies and
46 procedures, developing criteria for clinical performance and evaluating such performance,
47 having responsibility for clinical quality, and setting schedules and office time. RWJBH's

REDACTED – Released
Pursuant to OPRA Request

responsibility for the management and operation of the Integrated Practice under the terms set forth herein shall not be diminished by the fact that, at all times under this Agreement, University employees who are University Integrated Practice Personnel are University employees, and the Parties agree to conduct their operations accordingly. Consistent with University Policies, the applicable CNA and this Agreement, the University remains responsible for University Integrated Practice Personnel who are University employees' employment and employment actions, including hiring, firing, discipline, evaluation, and related human resources as well as any activities relevant to the University employee employment relationship (the "**HFDE Activities**"). In furtherance of RWJBH's operation and management of the Integrated Practice as set forth herein, the University agrees to undertake HFDE Activities regarding all University employees who are University Integrated Practice Personnel in consultation with RWJBH and, with respect to University Integrated Practice Staff, in accordance with the terms and conditions set forth herein, including Section 4.4(b) above. To the extent any provision of this Agreement or the implementation or application of such provision would be inconsistent with a CNA, law, regulation, executive order, or other governmental directive imposed on the University, or the University's status as the employer of University employees who are University Integrated Practice Personnel (a "**Conflicting Provision**"), the University and RWJBH will work cooperatively to resolve the issue to ensure ongoing compliance with the terms of any applicable CNAs and applicable law, as may be amended from time to time, and, subject to the University's compliance with the foregoing obligation, the University's noncompliance with such Conflicting Provision shall not be a breach of this Agreement. The Parties will collaborate in good faith and use best efforts to avoid creation of any new Conflicting Provision in any future or amended CNA, and any additional costs associated with any new Conflicting Provision that is not required by law, regulation, or legally enforceable executive order shall be the responsibility of the University consistent with Section 12.1(c)(3).

6.2. Management of University Employees. University will direct University Integrated Practice Personnel to perform University Integrated Practice Staff Services and professional services, as applicable, consistent with RWJBH's management of the Integrated Practice, and University will require that University Integrated Practice Personnel, when providing University Integrated Practice Staff Services and professional services pursuant to this Agreement, as applicable, comply with applicable RWJBH Policies as set forth herein. RWJBH will provide regular and ongoing feedback regarding services performed by University Integrated Practice Personnel; and, as set forth herein, University will support RWJBH efforts to administer its operating procedures, performance standards, policies and procedures. To the extent there are any conflicts or inconsistencies between University Policies and RWJBH Policies pertaining to the operation of a high-performing medical group, the Parties shall use best efforts to reconcile the conflict or inconsistency, understanding that, ultimately, the University may not be able to modify the policy in a manner that would end the conflict or inconsistency; provided that nothing herein will prevent the University from complying with applicable University Policies, CNAs and applicable law, subject to Section 6.1 and Section 12.1(c)(3).

7. RWJBH Responsibilities and Transition of University Locations and Billing for University Practitioners.

7.1. Third-Party Payor Agreements. To the extent permitted by applicable payor contracts, to facilitate the transition to the Integrated Practice, the University Locations

REDACTED – Released
Pursuant to OPRA Request

1 and the services of University Practitioners will be billed as services provided by the University
2 (including, but not limited to, the University Locations and the services of University
3 Practitioners being billed under payor contracts to which the University is the party and enrolled
4 provider), until such time as RWJBH determines that it is appropriate and in the best interests of
5 the Aligned Clinical Enterprise to alter this arrangement. If RWJBH decides to convert the
6 University Locations into RWJBH Locations and/or for an RWJBH affiliate to provide and bill
7 for the professional services of the University Practitioners, the University will fully support this
8 transition, which support will include, subject to the University's receipt of a written request
9 pertaining to each of the foregoing, at least the following actions: (a) taking all commercially-
10 reasonable steps to assign all rights and obligations under commercial payor contracts and, to the
11 extent permitted, governmental reimbursement programs; (b) taking all commercially-reasonable
12 steps to transfer to the applicable RWJBH Practice the Tax Identification Numbers used by the
13 University for billing; (c) taking appropriate steps to reassign the billing rights of the respective
14 University Practitioners; and (d) cooperating in any credentialing activities related to the
15 foregoing. In connection with any such transition, RWJBH, as the operator and manager of the
16 Integrated Practice, shall be responsible for, and shall, subject to the University's obligations as
17 the State University of New Jersey, have such authority as is reasonable and necessary to,
18 establish, oversee, negotiate, renegotiate, and terminate third-party payor contracts for and on
19 behalf of the Integrated Practice and under which the services of all University Practitioners shall
20 be billed, whether or not performed at a University Location or a RWJBH Location. This
21 paragraph shall constitute delegation of such authority to RWJBH, which the Parties agree is
22 appropriate due to the clinically and financially integrated nature of the Integrated Practice and
23 the Aligned Clinical Enterprise. The University will reasonably support RWJBH's efforts in
24 these regards by complying with RWJBH's written requests for actions on the part of the
25 University hereunder; provided, that RWJBH shall be responsible for and shall pay, or shall fully
26 reimburse the University for and shall otherwise indemnify and hold the University harmless
27 from and against, any early termination fees, penalties, or other liability incurred by the
28 University as a result of any action taken by the University at RWJBH's written request related
29 to such efforts and any liabilities, causes of action, claims, damages, losses, penalties, judgments,
30 costs, expenses and fees (including, without limitation, reasonable attorneys' fees and related
31 costs) of any kind or nature whatsoever incurred by the University in connection with third-party
32 claims to the extent arising from actions taken by RWJBH (or an affiliate) or any action taken by
33 the University hereunder at RWJBH's written request related to such efforts, except to the extent
34 that any of the foregoing costs or liabilities already are borne by RWJBH (and not the
35 University) pursuant to Section 12.1 or are due to the negligence or willful misconduct of the
36 University or its employees.

37
38 7.2. Clinical Operations.

39
40 (a) Existing University Clinical Obligations. The Parties recognize
41 that the University has existing and may in the future assume new responsibilities to the State of
42 New Jersey, the public, and third parties, and the University shall continue to have the
43 opportunity and flexibility to fulfill such responsibilities pursuant to the MAA.
44

45 (b) Existing University Third-Party Arrangements. As the operator
46 and manager of the Integrated Practice, RWJBH will from time to time enter into third-party
47 arrangements related to the Integrated Practice (such as, for example, billing arrangements,

REDACTED – Released
Pursuant to OPRA Request

purchasing agreements, third-party lease agreements, and professional and administrative services agreements). To avoid duplication and to facilitate efficient consolidation in furtherance of the phased transaction contemplated in Section 7.1, subject to the terms of the MAA (including Sections 5.4, 6.2, 7.4 and 9.4.1 thereof), RWJBH may request, in writing, that certain third-party arrangements to which the University is a party pertaining to the clinical (or non-clinical) services of the University Integrated Practice Personnel as part of the Integrated Practice be terminated, renegotiated, or assigned. The University will reasonably support such requests made by RWJBH in writing; provided, that RWJBH shall be responsible for and shall pay, or shall fully reimburse the University for and shall otherwise indemnify and hold the University harmless from and against, any early termination fees, penalties, or other liability incurred by the University as a result of any action taken by the University at RWJBH's written request and any liabilities, causes of action, claims, damages, losses, penalties, judgments, costs, expenses and fees (including, without limitation, reasonable attorneys' fees and related costs) of any kind or nature whatsoever incurred by the University in connection with third-party claims arising from actions taken by RWJBH (or an affiliate) or any action taken by the University hereunder at RWJBH's written request, except to the extent that any of the foregoing costs or liabilities already are borne by RWJBH (and not the University) pursuant to Section 12.1 or are due to the negligence or willful misconduct of the University or its employees.

7.3. Phased Transition. The Parties acknowledge and agree that the transition contemplated in Section 7.1 may be phased (*e.g.*, by location, specialty, or other criteria) in the reasonable judgment of RWJBH, as permitted by the terms of the applicable payor agreements and other third-party arrangements. If at the time of a transition contemplated in Section 7.1, University Locations are converted into RWJBH Locations such that an RWJBH affiliate is the entity through which professional services of the University Practitioners are formally delivered and University Practitioners are continuing to provide billable professional services within space owned, leased, or controlled by the University and/or the Integrated Practice is continuing to use and bill for clinical services utilizing University-owned, -leased, or -controlled clinical equipment, the Parties may enter into appropriate space and/or equipment agreements pertaining to the ongoing use of such space and/or equipment by the Integrated Practice and/or amend this Agreement and/or the University may assign applicable space and/or equipment leases in accordance with Section 7.2(b); provided that, absent mutual agreement, compensation for the Integrated Practice's use of the University space and/or equipment shall be as set forth in Section 12.1(c).

8. Term, Termination and Removal of University Integrated Practice Personnel.

8.1. Term. The term (the "**Term**") of this Agreement shall commence on the Effective Date and shall continue for so long as the MAA is in effect, unless terminated in connection with this Section 8.

8.2. Automatic Termination.

(a) This Agreement shall automatically terminate if the MAA terminates; provided, however, that any such termination shall be subject to the notice and wind-down provisions of the MAA.

REDACTED – Released
Pursuant to OPRA Request

(b) In the event that the University or RWJBH or any of their respective affiliates involved in this Agreement is suspended, debarred or excluded from participation in Medicare, Medicaid or any other federal or state funded health care program, this Agreement shall immediately terminate as of the date of such suspension, debarment or exclusion; provided that termination may be avoided by exclusion of the applicable entity from this Agreement and the services provided hereunder if sufficient to satisfy the Parties' legal obligations and not disruptive to the Parties' expectations hereunder.

8.3. Termination for Cause. This Agreement also may be terminated for cause, as follows:

(a) Termination Due to Amendment or Change in Law. This Agreement shall be construed to the fullest extent possible to be in compliance with and permitted by all federal (including Medicare and Medicaid), state, and local statutes, rules and regulations. If a Triggering Event (as defined below) occurs after the Effective Date, the Parties agree that they shall use best efforts to amend this Agreement to the extent necessary to address the Triggering Event prior to the effective date of such Triggering Event or by such other date when, on the advice of legal counsel, a Party determines in its reasonable judgment the Triggering Event will result in the terms of the Agreement being more likely than not to be interpreted to violate any then-effective law or regulation applicable to it, whichever occurs first (the "**Compliance Date**"). The Parties agree that any such amendment shall preserve to the extent possible the underlying economic, financial, and operational arrangements between the Parties with the least changes to the Parties' expectations hereunder. For purposes of this Section, a "**Triggering Event**" shall mean:

(i) any governmental agency that administers the Medicare, Medicaid, or other federal or state programs, or any other federal, state or local governmental agency, or any court or administrative tribunal, passing, issuing or promulgating any law, final rule, final regulation, or rendering from an evidentiary proceeding any order, decision or judgment (including but not limited to those relating to any final regulations promulgated under state or federal anti-kickback or self-referral statutes) that in the good-faith and reasonable judgment of a Party hereto materially and adversely affects such Party's licensure or certification, ability to obtain the services or payment hereunder, or ability to perform a material obligation hereunder;

(ii) an event or occurrence that may jeopardize a Party's status as a Medicare or Medicaid participant, or an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended; or

(iii) any event arising from or related to this Agreement that, in the reasonable judgment of a Party on the advice of legal counsel, would result in a Party's being more likely than not to be deemed to have violated any law applicable to it.

If the Parties in good faith cannot agree on a necessary amendment under this Section by the Compliance Date, then this Agreement shall terminate without further action at 11:59 p.m. on such date, and neither Party shall have any further rights or obligations hereunder, except for

REDACTED – Released
Pursuant to OPRA Request

1 those rights and obligations which are intended to survive the expiration or termination of this
2 Agreement.
3

4 8.4. Performance of University Practitioners. RWJBH shall initially address
5 any concerns about the clinical performance or personal conduct of a University Practitioner
6 directly with the University Practitioner, in consultation with the relevant Chair (or Chair's
7 designee). If the University Practitioner does not, in RWJBH's reasonable opinion,
8 appropriately respond to RWJBH's performance or conduct improvement requests or directives,
9 RWJBH shall notify the University in writing, and RWJBH and the University, and the relevant
10 Chair (or Chair's designee), shall use good-faith efforts to develop a mutually agreeable
11 resolution as expeditiously as possible but no later than thirty (30) days after such written
12 communication.
13

14 8.5. Performance of University Integrated Practice Staff. RWJBH shall
15 initially address any concerns about the performance or personal conduct of a member of the
16 University Integrated Practice Staff directly with the University Integrated Practice Staff member
17 and the Director of Clinical Employment. If the member of the University Integrated Practice
18 Staff does not, in RWJBH's reasonable opinion, appropriately respond to RWJBH's performance
19 or conduct improvement requests or directives, the affected University Integrated Practice Staff
20 member's direct manager, with the guidance of the Director of Clinical Employment, will
21 recommend any appropriate action, which must be in accordance with applicable University
22 human resource policies and CNA(s). Said action will be implemented by the Director of
23 Clinical Employment.
24

25 8.6. Removal of a University Integrated Practice Personnel. Not in limitation
26 of Section 8.4 or 8.5 above, the University shall:
27

28 (a) Immediately advise RWJBH and, unless otherwise agreed by the
29 Parties following the consultation and good-faith efforts of the Parties to resolve any concerns
30 about the performance or personal conduct of University employees who are University
31 Integrated Practice Personnel in accordance with Section 8.4 or 8.5, as applicable, immediately
32 remove a University employee who is University Integrated Practice Personnel from providing
33 services hereunder if any of the following occurs:
34

35 (i) A University employee who is University Integrated
36 Practice Personnel takes and action, or fails to take an action, that is inconsistent with
37 such University Employee's professional practice standards or places a patient's health or
38 safety in danger;
39

40 (ii) A University employee who is University Integrated
41 Practice Personnel becomes permanently disabled (*i.e.*, is unable to perform the essential
42 functions of the assignment required hereunder with or without reasonable
43 accommodation in accordance with applicable law);
44

45 (iii) A University employee who is University Integrated
46 Practice Personnel fails to maintain any applicable licensure or certification as required

REDACTED – Released
Pursuant to OPRA Request

hereunder, or such licensure or certification is suspended, limited, or restricted in any manner;

(iv) A University employee who is University Integrated Practice Personnel is suspended, debarred or excluded from participation in Medicare, Medicaid or any other federal or state funded health care program or federal procurement or non-procurement program;

(v) A University employee who is University Integrated Practice Personnel is convicted of a felony or any other crime involving an act of moral turpitude;

(vi) A University employee who is University Integrated Practice Personnel is under investigation by any regulatory or enforcement agency for matters concerning his/her provision of services in connection with the Integrated Practice;

(vii) A University employee who is University Integrated Practice Personnel materially fails to comply with applicable University Policies or applicable RWJBH Policies;

(viii) A University employee who is University Integrated Practice Personnel engages in dishonest or unethical conduct;

(ix) A University employee who is University Integrated Practice Personnel engages in a pattern of conduct or behavior that is unprofessional towards patients, co-workers, or RWJBH or University personnel or otherwise materially disruptive to the University Integrated Practice Personnel's work environment and results in the inability of the University Integrated Practice Personnel, the University Integrated Practice Personnel's co-workers, or RWJBH or University personnel to work cooperatively in connection with this Agreement;

(x) A University employee who is University Integrated Practice Personnel fails to successfully complete a corrective action plan, or otherwise adhere to remedial measures adopted pursuant to Section 8.4 or 8.5, as applicable, as determined by RWJBH in consultation with the Director of Clinical Employment or Chair, as applicable;

(xi) A University employee who is University Integrated Practice Personnel is the subject of a credible allegation of fraud and abuse or other form of material misconduct that is criminally or civilly proscribed, or enters into a consent decree or other judicial order or administrative settlement with respect to fraud and abuse or such other misconduct; or

(xii) With respect to a University employee who is a University Practitioner (and, subject to Section 8.6(d), not a Clinically-Focused University Practitioner) only, the University Practitioner becomes uninsurable under the terms of the applicable insurance coverage.

REDACTED – Released
Pursuant to OPRA Request

(b) If one or more of the events in Section 8.6(a) occur with respect to a University Practitioner who is a University employee (and not a Clinically-Focused University Practitioner), then University and RWJBH shall cooperate to ensure there is no diminution of the services, which may involve the adjustment of other University Practitioner Percentage Allocations, hiring of a replacement University Practitioner, or other actions. If University reasonably disagrees with a RWJBH removal determination, and University cannot reassign such University Practitioner to a position not covered by this Agreement, RWJBH shall still continue to be financially responsible for the services of the affected University Practitioner at an amount equal to the average financial responsibility of RWJBH for the University Practitioner's services (*i.e.*, the pro rata allocation) over the twelve (12)-month period preceding such determination until the earlier to occur of: (1) the date the University Practitioner is reassigned or could be reassigned to other duties consistent with the best efforts of the University, the University's needs, and the University Practitioner's skills; (2) the earliest date on which the University Practitioner's employment with University could be terminated (or permitted to expire) without cause; (3) the date on which University, through best efforts, subject to compliance with terms of the applicable CNA and/or applicable employment agreement, could terminate such University Practitioner; and (4) the date on which University, through best efforts, subject to compliance with the terms of the applicable CNA and/or applicable employment agreement, could suspend such University Practitioner without pay; provided that RWJBH shall cooperate reasonably with University in pursuing termination (or suspension without pay), any appeal thereof, or any suit, grievance, arbitration, mediation or other proceeding or process challenging the outcome of such process.

(c) If one or more of the events in Section 8.6(a) occur with respect to a member of the University Integrated Practice Staff, then University and RWJBH shall cooperate to ensure there is no diminution of the services, which may involve the adjustment of the assignments of other University Integrated Practice Staff, hiring of a replacement, or other actions. The University and Director of Clinical Employment will support and implement adjustments to support staff assignments as needed. RWJBH shall cease to reimburse the University for the cost of University Integrated Practice Staff who have been removed from the Integrated Practice at the earlier to occur of: (1) six (6) months from the removal date; (2) the date the member of the University Integrated Practice Staff is reassigned or could be reasonably reassigned to other duties; (3) the earliest date on which member of the University Integrated Practice Staff's employment with the University could be terminated (or permitted to expire) without cause; (4) the date on which the University, through reasonable efforts, subject to compliance with terms of the applicable CNA and/or applicable employment agreement, could terminate such member of the University Integrated Practice Staff; and (5) the date on which the University, through reasonable efforts, subject to compliance with the terms of the applicable CNA and/or applicable employment agreement, could suspend such member of the University Integrated Practice Staff without pay; provided that RWJBH shall cooperate reasonably with the University in pursuing termination (or suspension without pay), any appeal thereof, or any suit, grievance, arbitration, mediation or other proceeding or process challenging the outcome of such process.

(d) If one or more of the events in Section 8.6(a) occur with respect to a Clinically-Focused University Practitioner or any University Integrated Practice Personnel who is an employee of RWJBH and leased to the University and providing services hereunder,

REDACTED – Released
Pursuant to OPRA Request

RWJBH shall immediately advise the University, and, unless otherwise agreed by the Parties, immediately remove the Clinically-Focused University Practitioner or applicable RWJBH employee from the provision of services to the Integrated Practice. Upon removal, or in the event a Clinically-Focused University Practitioner is no longer employed by, and in good standing with, RWJBH, such individual may no longer be eligible for, and may lose, their University faculty appointment.

9. Dispute Resolution. If the Parties are unable to agree on any matter involving the management and operation of the Integrated Practice that requires mutual agreement of the Parties hereunder, the matter shall be referred to the Joint Committee established under the MAA.

10. Relationship of the Parties.

10.1. Independent Contractors. It is acknowledged and agreed that the relationship between RWJBH and University is that of independent contractors and not that of partners or agents of one another. It is further acknowledged and agreed that University employees who are University Integrated Practice Personnel are employees of the University. Nothing in this Agreement or otherwise shall be construed to be inconsistent with these relationships. University shall timely pay all compensation due to University Integrated Practice Personnel who are University employees, including fringe benefits and any other compensation owed to or associated with University Integrated Practice Personnel who are University employees (including workers' compensation), and shall withhold and timely remit all taxes as required by law. RWJBH shall have no responsibility for any such compensation or taxes, except to the extent that a University Integrated Practice Personnel member is an employee of an RWJBH Practice. University shall furnish proof of payroll tax payments to RWJBH upon reasonable request.

11. Insurance; Compliance and Related Matters.

11.1. Insurance.

(a) So long as reasonably possible, in a manner consistent with past practice and past economic/pricing terms, University shall maintain in full force and effect during the Term of this Agreement, professional and general liability insurance or self-insurance pursuant to and subject to the governing terms and provisions of the New Jersey State Tort Claims Act, N.J.S.A. 59:1-1 through 59:12-3 (the "**Tort Claims Act**") covering the University Integrated Practice Personnel who are University employees in their performance of the services hereunder.

(b) RWJBH shall obtain, and maintain in full force and effect during the Term of this Agreement, (i) professional, general, and employment practices liability insurance or self-insurance covering RWJBH practitioners and other employees of RWJBH, which insurance or other coverage shall be the sole and exclusive coverage associated with any insurable acts or omissions of the Clinically-Focused University Practitioners during the performance of their Clinical Time and any act or omission arising in context of the provision of patient care services or related administrative duties, which coverage expressly excludes any

REDACTED – Released
Pursuant to OPRA Request

1 Losses (as defined below) arising from their performance of purely educational (*i.e.*, didactic)
2 and funded research activities during the portion of their University-employed FTE; and (ii)
3 Cyber Liability Insurance with a limit of not less than Twenty Million Dollars (\$20,000,000) in
4 the annual aggregate. RWJBH will be solely responsible for, and shall defend, indemnify, and
5 hold the University and its employees harmless from and against, any liabilities, cause of action,
6 claims, damages, losses, penalties, judgments, costs, expenses and fees (including, without
7 limitation, reasonably attorneys' fees and related costs) of any kind or nature whatsoever
8 ("**Losses**") related to any negligent or otherwise wrongful act or omission of Clinically-Focused
9 University Practitioners but only to the extent occurring during the performance of their Clinical
10 Time or in the context of the provision of patient care or related administrative duties, except to
11 the extent such Losses are caused by any negligent or otherwise wrongful act or omission of the
12 University or its employees or agents (other than any Clinically-Focused University
13 Practitioner(s)), which indemnity expressly excludes any Losses arising from their purely
14 educational (*i.e.*, didactic) and funded research activities as a University employee. Without
15 limitation of the foregoing, the University will provide the sole and exclusive insurance or other
16 coverage for (as set forth herein), shall be solely responsible for, and shall defend, indemnify,
17 and hold RWJBH and its employees harmless from and against, any Losses related to any
18 negligent or otherwise wrongful act or omission of Clinically-Focused University Practitioners
19 but only to the extent occurring during their performance of purely educational (*i.e.*, didactic)
20 and funded research activities as a University employee and subject to the Tort Claims Act,
21 except to the extent such Losses are caused by any negligent or otherwise wrongful act or
22 omission of RWJBH or its employees or agents (other than any Clinically-Focused University
23 Practitioner(s)), which coverage and indemnity expressly excludes any Losses arising from their
24 Clinical Time or any provision of patient care services or related administrative duties.
25

26 (c) With respect to the professional and general liability coverage or
27 insurance obtained by both Parties, if such coverage is on a claims-made basis, each Party shall
28 secure extended reporting period (tail) coverage or equivalent prior acts coverage covering
29 claims that may arise subsequent to an applicable University Practitioner's (or employee's)
30 employment with respect to incidents that may have occurred during such University
31 Practitioner's (or other employee's) employment during the Term.
32

33 (d) If requested, prior to the Effective Date, and thereafter upon
34 request, as applicable, each Party shall provide evidence, as applicable, of the foregoing
35 insurance coverage to the other Party. Each Party shall make a reasonable business effort to
36 provide notice to the other Party of any material change in insurance coverage, including,
37 without limitation, advance notice of loss or reduction in coverage.
38

39 (e) University will continue to obtain, and maintain during the Term
40 of this Agreement, the following types of insurance coverage applicable to University employees
41 who are University Integrated Practice Personnel:
42

43 (i) Worker's Compensation insurance with statutory limits as
44 required by applicable New Jersey law and Employers Liability insurance with limits of
45 One Million Dollars (\$1,000,000) per accident, One Million Dollars per policy
46 (\$1,000,000) and One Million Dollars per employee (\$1,000,000).

REDACTED – Released
Pursuant to OPRA Request

(ii) Trustees and Officers Liability Insurance, including Employer's Practice Liability insurance with limits of Ten Million Dollars (\$10,000,000) per occurrence and Thirty-Five Million Dollars (\$35,000,000) in the annual aggregate.

(iii) Hired and Non-Owned Auto coverage, Employee Fidelity coverage and other coverages provided to University employees who are University Integrated Practice Personnel.

(iv) Cyber Liability Insurance with a limit of not less than Twenty Million Dollars (\$20,000,000) in the annual aggregate.

(f) Each Party shall promptly notify the other Party of any claim asserted against it, in connection with the services provided hereunder, and shall promptly send to the other Party copies of all papers or legal process served upon it in connection with any action or proceeding brought against such Party by reason of any such claim. Consistent with the terms and provisions of the Tort Claims Act, which shall govern tort claims brought against the University and its employees, the Parties must cooperate reasonably in the defense of any such claim or litigation.

11.2. Costs. The costs of insurance coverage maintained consistent with Section 11.1 shall be addressed consistent with Section 12 and shall not be separately reimbursable by either Party.

11.3. Compliance. RWJBH, University and the University Integrated Practice Personnel will comply with and observe any and all applicable present and future federal, state, local and professional laws, rules and regulations relating to this Agreement, including the standards, rules and regulations of any organizations accrediting RWJBH and/or its applicable affiliates, the United States Department of Health and Human Services and any other federal, state or local governmental agencies having jurisdiction and exercising authority with respect to the Parties and/or their applicable affiliates, and shall at all times maintain all licenses, certifications, accreditations and affiliations required by law relating to the services. Subject to Section 1, the Parties agree that University Integrated Practice Personnel during their Clinical Time shall be subject to and governed by RWJBH compliance policies and procedures in effect from time to time that relate to the performance of the services as outlined herein, and in that regard, RWJBH shall be responsible for education, training, reviews, audits, claims review and submission, and any other activity necessary to perform the compliance function for the Integrated Practice. The Parties have mutually determined that the RWJBH Practices and the University Integrated Practice Personnel function as an organized health care arrangement ("OHCA") as defined in the Health Insurance Portability and Accountability Act of 1996, as amended from time-to-time, and the regulations promulgated thereunder, as amended from time-to-time (collectively, "HIPAA"). As such, the RWJBH Practices and University Integrated Practice Personnel shall have the right to use and disclose their patient's protected health information (as such term is defined in HIPAA) for treatment, payment, and/or health care operations relating to the OHCA, in accordance with federal, state, and local laws and regulations.

11.4. IT Systems; Data Security.

(a) Access to IT Systems. In connection with its management and operation of the Integrated Practice in accordance with this Agreement, RWJBH may provide the University Integrated Practice Personnel and other applicable University employees and agents (collectively, for purposes of this Section 11.4, “**University Personnel**”) with the right to use hardware, equipment, software, content, services (including, software as a service) and other third-party licenses that are owned by, leased to, or otherwise licensed to RWJBH (collectively, “**IT Systems**”). Upon termination or expiration of this Agreement, the University Personnel shall return to RWJBH all IT Systems provided to the University, to the extent applicable, and reasonably cooperate with RWJBH with respect to all other matters relating to such termination or expiration in connection with the IT Systems. Any use of the IT Systems by University Personnel shall be subject to compliance with the terms of this Section 11.4.

(b) Compliance with Third Party Terms. To the extent that IT Systems are owned by any third-party vendors and are licensed or otherwise provided to RWJBH subject to any terms or conditions, the University on behalf of the University Personnel agrees to comply with all such third party terms and conditions consistent with RWJBH Policies.

(c) Compliance with RWJBH IT Policies. The University agrees that all University Personnel shall use the IT Systems in compliance with all applicable RWJBH Policies, all applicable state and federal laws, rules and regulations and the terms of this Agreement. RWJBH Policies include all policies adopted by RWJBH from time to time governing the use of the IT Systems including, without limitation, all policies relating to privacy, data security, training requirements, access to information, disclosure of information, and documentation standards. RWJBH may suspend or terminate a University Personnel member’s access to the IT Systems in its reasonable discretion in compliance with the RWJBH Policies.

(d) Cooperation with RWJBH to Administer IT Systems. The University agrees to cooperate with RWJBH in a timely manner to provide all information reasonably requested by RWJBH to implement, administer, and maintain the IT Systems; provided that the provision and treatment of the University’s confidential or sensitive information will be governed by the terms of a separate data sharing agreement between the Parties.

(e) DISCLAIMER; PASS THROUGH WARRANTIES. THE UNIVERSITY RECOGNIZES THAT RWJBH IS NOT THE DEVELOPER OR OWNER OF CERTAIN IT SYSTEMS THAT RWJBH MAY MAKE AVAILABLE TO UNIVERSITY INTEGRATED PRACTICE PERSONNEL (THE “**THIRD-PARTY IT SYSTEMS**”) AND THAT RWJBH CANNOT GUARANTEE THE PERFORMANCE OF THE THIRD-PARTY IT SYSTEMS OR THAT RWJBH CAN REMEDY ANY ERRORS IN SUCH THIRD-PARTY IT SYSTEMS. RWJBH REPRESENTS AND WARRANTS THAT IT WILL USE COMMERCIALY REASONABLE EFFORTS TO: (i) SELECT AND NEGOTIATE ARRANGEMENTS WITH THIRD-PARTY VENDORS FOR THE PROVISION OF THIRD-PARTY IT SYSTEMS TO THE INTEGRATED PRACTICE, AND (ii) MANAGE THE ARRANGEMENTS WITH SUCH THIRD-PARTY VENDORS IN A MANNER THAT FACILITATES THE OPERATION OF A HIGH-PERFORMING MEDICAL GROUP.

REDACTED – Released
Pursuant to OPRA Request

1 NOTWITHSTANDING THE FOREGOING, THE UNIVERSITY RECOGNIZES THAT THE
2 THIRD-PARTY IT SYSTEMS ARE PROVIDED UNDER THE TERMS OF RWJBH'S
3 ARRANGEMENTS WITH APPLICABLE THIRD-PARTY VENDORS AND AGREES THAT
4 RWJBH MAKES NO REPRESENTATIONS OR WARRANTIES RELATED TO THE
5 THIRD-PARTY IT SYSTEMS, WHETHER EXPRESS OR IMPLIED; PROVIDED THAT TO
6 THE EXTENT THAT THERE ARE APPLICABLE THIRD-PARTY VENDOR
7 WARRANTIES RELATED TO THE THIRD-PARTY IT SYSTEMS THAT RWJBH IS
8 PERMITTED TO PASS THROUGH TO THE UNIVERSITY, RWJBH WILL PASS
9 THROUGH THOSE WARRANTIES TO THE UNIVERSITY. IF THERE ARE THIRD-
10 PARTY WARRANTIES THAT CANNOT BE PASSED THROUGH, RWJBH WILL MAKE
11 REASONABLE EFFORTS TO ENFORCE THOSE WARRANTIES ON THE UNIVERSITY'S
12 BEHALF. WITH RESPECT TO IT SYSTEMS OR RELATED SUPPORT SERVICES THAT
13 ARE PROVIDED BY RWJBH, RWJBH REPRESENTS AND WARRANTS TO THE
14 UNIVERSITY THAT RWJBH WILL USE COMMERCIALY REASONABLE EFFORTS TO
15 ADMINISTER AND MANAGE THOSE IT SYSTEMS AND DELIVER THOSE SERVICES
16 IN A MANNER THAT SUPPORTS THE UNIVERSITY'S USE OF SUCH IT SYSTEMS IN
17 CONNECTION WITH ITS ROLE IN THE INTEGRATED PRACTICE AND THAT
18 FACILITATES THE OPERATION OF A HIGH-PERFORMING MEDICAL GROUP.
19

20 (f) Limitation of Liability. EXCEPT IN INSTANCES OF GROSS
21 NEGLIGENCE, FRAUD, OR WILLFUL MISCONDUCT ON THE PART OF RWJBH OR
22 RWJBH EMPLOYEE(S), RWJBH WILL NOT BE LIABLE TO THE UNIVERSITY, THE
23 UNIVERSITY PERSONNEL OR ANY THIRD PARTY FOR ANY INDIRECT,
24 INCIDENTAL, COLLATERAL, SPECIAL, PUNITIVE OR CONSEQUENTIAL DAMAGES
25 ARISING OUT OF THE USE OR FAILURE OF THE THIRD-PARTY IT SYSTEMS
26 (INCLUDING, WITHOUT LIMITATION, ANY LOSS OF DATA, COST OF
27 PROCUREMENT OF SUBSTITUTE GOODS, DISRUPTION OF BUSINESS, LOSS OF
28 PROFITS, UNAVAILABILITY, OR ANY OTHER MATTER RELATING TO THE
29 UNIVERSITY OR THE UNIVERSITY PERSONNEL'S USE OR INABILITY TO USE THE
30 IT SYSTEMS). TO THE EXTENT THE UNIVERSITY OR ANY UNIVERSITY
31 PERSONNEL EXPERIENCES DIRECT DAMAGES ARISING OUT OF THE USE OR
32 FAILURE OF THE THIRD-PARTY IT SYSTEMS, RWJBH'S AGGREGATE LIABILITY TO
33 THE UNIVERSITY AND SUCH UNIVERSITY PERSONNEL FOR SUCH DIRECT
34 DAMAGES SHALL BE LIMITED TO THAT AMOUNT THAT IS ACTUALLY
35 RECOVERED BY RWJBH UNDER THE APPLICABLE THIRD-PARTY VENDOR
36 ARRANGEMENT UNDER WHICH THE DAMAGES AROSE, BUT SOLELY TO THE
37 EXTENT THAT RWJBH'S RIGHT TO RECOVER SUCH DIRECT DAMAGES AGAINST
38 SUCH THIRD PARTY IS NOT SUBJECT TO ANY LIMITATION OR CAPPED DAMAGES
39 AMOUNT. NOTWITHSTANDING ANYTHING TO THE CONTRARY, TO THE EXTENT
40 THAT RWJBH'S RIGHT TO RECOVER DIRECT DAMAGES AGAINST A THIRD-PARTY
41 VENDOR IS LIMITED OR CAPPED FOR THE TYPE OF DAMAGES OR CAUSES OF
42 ACTION THAT LED TO UNIVERSITY'S OR UNIVERSITY PERSONNEL'S DAMAGES,
43 THEN ANY AMOUNTS ACTUALLY RECOVERED BY RWJBH FROM SUCH THIRD-
44 PARTY VENDORS SUBJECT TO SUCH CAPPED OR LIMITED LIABILITY SHALL BE
45 EQUITABLY ALLOCATED BETWEEN THE PARTIES BASED ON THE AMOUNT OF
46 DAMAGES SUFFERED BY EACH PARTY. FOR CLARIFICATION PURPOSES ONLY, IF
47 RWJBH HAS THE RIGHT TO RECOVER DIRECT DAMAGES WITHOUT ANY

REDACTED – Released
Pursuant to OPRA Request

LIMITATION OF LIABILITY FROM A THIRD-PARTY IT SYSTEM VENDOR FOR AN IP INFRINGEMENT CLAIM, A PATIENT INJURY OR OTHER TYPE OF CLAIM CAUSED BY SUCH THIRD-PARTY IT VENDOR, THEN RWJBH'S AGGREGATE LIABILITY TO THE UNIVERSITY SHALL BE LIMITED TO THE AMOUNTS ACTUALLY RECOVERED BY RWJBH ON BEHALF OF THE UNIVERSITY OR UNIVERSITY PERSONNEL FOR SUCH DAMAGES. THE LIMITATIONS AND DISCLAIMERS SET FORTH IN THIS SECTION SHALL APPLY TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, WHETHER OR NOT A PARTY WAS ADVISED SUCH DAMAGES MIGHT ARISE AND EVEN IF A REMEDY FAILS OF ITS ESSENTIAL PURPOSE.

12. Financial Terms.

12.1. Principles. In its role operating the Integrated Practice within the Aligned Clinical Enterprise, RWJBH has assumed financial responsibility for performance of the Integrated Practice as a whole. Recognizing the distinct existence of the Parties and that clinically related revenue and expense associated with the Integrated Practice may in the first instance be received or incurred by the University, the following section sets forth further principles and processes for implementation of the Parties' fundamental agreement with regard to financial performance of the Integrated Practice, and the invoicing process that the Parties will deploy to implement the agreed-upon financial relationship (the "**Invoicing Process**"). The Invoicing Process shall follow the "mock" invoicing process that the Parties have used to model the financial arrangements described herein immediately prior to the date this Agreement was executed, which is reflected in the "mock" invoice model attached hereto as Exhibit 12.1. Recognizing the evolution of the Invoicing Process over time, any changes to the Invoicing Process shall require the mutual agreement of the Parties. At all times, the terms and conditions of this Agreement shall govern the Invoicing Process.

(a) Data Exchange and Documentation.

(i) Monthly Invoice and Supporting Data and Reports. On a monthly basis, within thirty (30) days after the end of the respective month (except with respect to the months of June and July), the University shall invoice RWJBH for University Integrated Practice Expenses. For the month of June, the University shall invoice RWJBH for University Integrated Practice Expenses within fifteen (15) days after the University officially closes the then-ending fiscal year, and, for the month of July, the University shall invoice RWJBH for University Integrated Practice Expenses within fifteen (15) days after the University officially closes the books for the month of July. The University agrees that for both June and July in any given year, an invoice will be sent no later than September 30 of that year. Notwithstanding the foregoing, in the event that the University is delayed in officially closing the books for August (which is anticipated to occur infrequently), the University shall invoice RWJBH within fifteen (15) days after the official close of the books for the month of August, provided that the University will send an estimated invoice for the month of August to RWJBH no later than October 31 of the same year. The University shall provide agreed-upon data files and other information reasonably requested to support the invoices. The Parties will use commercially reasonable efforts to expediently refine and improve the data exchange process on an ongoing basis. To the extent legally permitted, the data and information

REDACTED – Released
Pursuant to OPRA Request

exchange process shall include RWJBH having direct access to the University's source data and information sources in as many cases as is reasonably possible and practical. Initially (and subject to improvements as set forth above), the data files provided by the University to support the monthly invoice will, at a minimum, include the following reports: (A) a payroll-generated "Faculty and Staff Position Control Roster", which will include, without limitation, the Percentage Allocation for clinical and non-clinical time, total payroll compensation and compensation associated with the Clinical Time and clinical salary of each University employee who is University Integrated Practice Personnel and the total amount of University compensation for the Clinically-Focused University Practitioners, (B) a clinical revenue collections report and vendor-produced productivity report, and (C) a general ledger-generated report for all non-salary operating and, if applicable, non-operating expenses. The monthly reports shall specify clearly, for month-to-month comparative purposes, new and terminated University Integrated Practice Personnel, Percentage Allocation, and salary (compensation) and revenue (productivity) for all University Practitioners. For operating expenses, the same level of transparency shall be provided, by vendor, with supporting general ledger detail and such other applicable reports as are reasonably necessary to support the invoiced expenses. Specific reports are included in the mock invoices that occurred to date and an example of data fields requested are included in Exhibit 12.1.

(ii) Invoice Form. While RWJBH will be invoiced on a cash basis, the submitted invoices shall include both cash and accrual financial statements using the format established pursuant to this Agreement as mutually agreed-upon by the Parties from time to time. Since the University operates on an accrual accounting basis, RWJBH shall have full transparency into pending receivables and liabilities to properly evaluate the accounts payable ("AP") and accounts receivable ("AR") when monitoring the clinical loss/gain. In addition, monitoring the AP/AR balances throughout the year will provide insight into evaluating the year-end balances that will be factored into financial and operational decisions. The University shall provide a balance sheet (and its supporting detail from the University financial system) to supplement the monthly invoices for the purposes of tracking AP/AR. The balance sheet supporting detail will include all liabilities and receivables supporting the AP/AR monthly balances, as well as the tracking of liabilities/receivables relating to periods prior to the Effective Date of the invoicing process that should not be included as invoiced expenses and revenues hereunder (e.g., an invoice for services incurred by not paid prior to the Effective Date).

(iii) Initial vs. Mature Cash Invoices. Initially, University will invoice their expenses net of revenue. At a mutually agreeable time, contingent upon system, operational and fiscal readiness, and consistent with the term and conditions of this Agreement, clinical revenues will be deposited directly into RWJBH account(s) at which time invoices will include only agreed-upon expenses in accordance with this Agreement.

(iv) Initial Invoicing Period. The University shall receive and shall maintain all University Integrated Practice Revenues arising from the activities of the University Integrated Practice Personnel prior to the Effective Date (the "**Pre-Effective Date University Revenue**"), and the University shall be responsible for and

REDACTED – Released
Pursuant to OPRA Request

1 shall pay all University Integrated Practice Expenses arising from the activities of the
2 University Integrated Practice Personnel prior to the Effective Date (the “**Pre-Effective**
3 **Date University Expenses**”). Notwithstanding the foregoing, and recognizing that some
4 Pre-Effective Date University Revenue may be collected by the University after the
5 Effective Date and the University may be charged for Pre-Effective Date University
6 Expenses after the Effective Date, the University shall segregate and maintain a record of
7 the Pre-Effective Date University Revenue and the Pre-Effective Date University
8 Expenses and shall use the Pre-Effective Date University Revenue to pay for the costs of
9 the Pre-Effective Date University Expenses, which shall not constitute University
10 Integrated Practice Expenses borne by RWJBH under the terms of this
11 Agreement. Since, under the terms of this Agreement, RWJBH, from and after the
12 Effective Date, will be managing the University’s receipt of University Integrated
13 Practice Revenue and payment of University Integrated Practice Expenses, the Parties
14 shall reconcile the Pre-Effective Date University Revenue and Pre-Effective Date
15 University Expenses with University Integrated Practice Revenue collected and
16 University Integrated Practice Expenses generated after the Effective Date such that the
17 University shall be solely responsible for the Pre-Effective Date University Revenue and
18 the Pre-Effective Date University Expenses and RWJBH shall be solely responsible for,
19 under the terms of this Agreement, any University Integrated Practice Revenues collected
20 or University Integrated Practice Expenses generated after the Effective Date. Such
21 reconciliation shall begin immediately after the execution of this Agreement and shall be
22 complete no later than June 30, 2021, which deadline shall include the crediting and/or
23 payment due to the University or to RWJBH as a result of the reconciliation. The Parties
24 expect that this reconciliation also will consider liabilities assumed by RWJBH upon the
25 Parties’ mutual agreement, which assumption will reduce any payment made by RWJBH
26 or increase any payment to RWJBH by the amount of the agreed liabilities assumed. For
27 the avoidance of doubt, any revenue from RWJBH or an affiliate of RWJBH that is due
28 and owing to the University prior to the Effective Date shall be Pre-Effective Date
29 University Revenue, and such revenue shall not be used to cover or offset the University
30 Integrated Practice Expenses arising after the Effective Date.

31
32 (v) Legacy Clinical Contract Arrangements. The goal of this
33 Section 12.1(a)(v) is to avoid duplicative payments between the Parties in light of the
34 aligned and integrated invoicing and payment process set forth herein. The Parties agree
35 to interpret this Section 12.1(a)(v), and to resolve any inconsistencies or unintended
36 consequences that may arise out of application of the language of this to arrangements
37 not contemplated as of the drafting of this Agreement in a manner consistent with that
38 goal. In furtherance thereof, in accordance with this Agreement (and the monthly invoice
39 process hereunder), the Parties shall identify those arrangements that will be superseded
40 by the new financial arrangement between RWJMS and RWJBH (and its applicable
41 affiliates) where clinical expenses related to the University Practitioners were
42 reimbursed, including, without limitation, the financial arrangements of the RWJMS-
43 RWJUH AA in accordance with Section 3.2(a) of the MAA, pursuant to a mutually
44 agreed-upon process. For the purposes of monitoring and providing a correct accounting
45 of the Chair Recruitment Packages and their respective balances, invoices should be
46 prepared and submitted by the University in the same manner that currently exists. The
47 Parties will work together to develop a process to ensure the payments due under the

Chair Recruitment Packages are not duplicated. Annually, within ninety (90) days of the end of the University's fiscal year, in furtherance of the provisions of this section, the Parties shall undertake an annual reconciliation to ensure there are no duplications of payments or charges between the Parties. At the end of such reconciliation, if it's determined that there has been a duplication of payment and/or charge the Parties shall reverse such duplication by generating a credit or a bill, as appropriate, which shall be credited or paid, as applicable, within thirty (30) days of the completion of the reconciliation. Notwithstanding the foregoing, the Parties acknowledge and agree that some of the description of services under applicable legacy contracts may continue to apply, provided that the financial arrangements under such legacy contracts shall be superseded, as provided herein, to the extent the legacy contracts relate to the University Integrated Practice Personnel, as mutually agreed to by the Parties.

(vi) Faculty/Staff cFTE. The University shall only be reimbursed for the University Integrated Practice Expenses for University Practitioners consistent with their Percentage Allocation as established pursuant to this Agreement.

(b) Integrated Practice Revenues.

(i) The University receives several sources of revenue in return for patient care and medical administrative services delivered by University Integrated Practice Personnel in connection with operations of the Integrated Practice. These sources of revenue include, but are not limited to, collections from billings resulting from the treatment of patients, professional service contract revenue, medical director or administrative service payments, and payments received from other clinical affiliates as part of the Integrated Practice as agreed to by the Parties (collectively, the **"University Integrated Practice Revenues"**). University Integrated Practice Revenues shall include all revenue generated by Clinically-Focused University Practitioners during the performance of their Clinical Time and provision of any patient care services.

(ii) The University (A) first shall use revenue from the University Integrated Practice Revenues to pay directly the University Integrated Practice Expenses (as defined below), and (B) second, shall transfer any excess to RWJBH for RWJBH to deploy in its discretion to support the Integrated Practice.

(c) Integrated Practice Expenses.

(i) The University incurs several types of direct and indirect expenses in connection with patient care and medical administrative services delivered by University Integrated Practice Personnel (including the Clinical Time of the University Integrated Practice Personnel). These types of expenses include, but are not limited to, professional billing expenses, refunds, contractual adjustments, and recoupments, and other expenses and liabilities due to or resulting from billing to payors; medical and clerical supply costs; general and administrative costs as well as other operating costs; space-related costs; and compensation, benefits, expenses to satisfy requirements for maintenance of professional licensure, and other expenses and liabilities associated with University Practitioners' Clinical Time and University Integrated Practice Personnel's

(other than University Practitioners) time allocated to support of the Integrated Practice, as mutually agreed to by the Parties (collectively, the “**University Integrated Practice Expenses**”). As compensation to RWJBH for the Clinically-Focused University Practitioners’ devotion of their Clinical Time to the Integrated Practice as University Practitioners, the University Integrated Practice Expenses shall include the net collections associated with the Clinically-Focused University Practitioners’ provision of patient care services. Net collections will be based on attributable gross collections, less the corresponding contribution to the Deans Fund and Strategic Fund as set forth in Section 12.4, refunds, reductions, contractual adjustments, and the attributable costs associated with such collections as are reasonable and customary in the industry and mutually agreed by the Parties.

(ii) (A) the University first shall use revenue from the University Integrated Practice Revenues to pay directly the University Integrated Practice Expenses, and (B) to the extent of any deficiency, the University shall invoice RWJBH as set forth herein, and RWJBH shall reimburse the University for such University Integrated Practice Expenses set forth in each particular undisputed invoice within thirty (30) days receipt thereof. Any dispute related to a University invoice shall be resolved pursuant to Section 12.6.

(iii) Notwithstanding the generality of Section 12.1(c)(i):

(1) Internal charges assessed by the University against RWJMS pursuant to the Responsibility Center Management budgeting methodology (“RCM”) will be considered to be University Integrated Practice Expenses only

(a) generally, subject to clauses (b) and (c) hereof, to the extent consistent with University Policies and protocols and allocated to the Integrated Practice and other RBHS expenses for clinical services and Clinical Time using methodologies mutually agreed to by the Parties;

(b) for charges relating only to cost pools associated with the University’s Office of Information Technology and General and Administrative Support, at a rate equal [REDACTED] increase each year beginning with [REDACTED] for FY2021. For example, a [REDACTED] increase on the actual FY2021 costs will be calculated in FY2022, and then compounded in each subsequent year. The lesser of the actual RCM or the calculated [REDACTED] compounded RCM will be considered to be a University Integrated Practice Expenses; and

(c) the RCM for shared space (*i.e.*, University owned space that is utilized both by the Integrated Practice and the University in furtherance of its educational and research missions)

REDACTED – Released
Pursuant to OPRA Request

will be manually adjusted to identify space related to the Integrated Practice and input into the University's model for RCM calculation such that costs for shared space will be reimbursed according to the aggregate cFTE versus non-cFTE percentage for the department occupying the space and costs associated with building common areas that are not otherwise reimbursed according to the University's RCM model for the usable shared space will be reimbursed according to the aggregate percentage of clinical versus non-clinical space in the applicable building. Set forth in Exhibit 12.1(c)(iii)(1)(A) is the series of definitions to which the Parties have agreed that categorize current and future space for the purposes of invoicing for space costs hereunder including space owned, leased or otherwise controlled by the University. On an annual basis, corresponding with the timeline for finalizing space allocation by the University for RCM purposes, the University shall, utilizing the methodology set forth in Exhibit 12.1(c)(iii)(1)(B) and the definitions set forth in Exhibit 12.1(c)(iii)(1)(A), create and maintain, and distribute to RWJBH, a written inventory of University space (whether such space is owned, leased, or otherwise controlled by the University) occupied by University Practitioners associated with the performance of their Clinical Time and/or utilized by or for the Integrated Practice. The initial space inventory list shall be created by the University within one hundred twenty (120) days of the execution of this Agreement and, at such time, appended hereto as a component of Exhibit 12.1(c)(iii)(1)(B). Each annual update shall be deemed to be made a part of this Agreement (and to replace the prior Exhibit) upon delivery to RWJBH provided that the addition of any new facilities used in the Integrated Practice or change to the debt service schedule included as Exhibit 12.1(c)(iii)(1)(B)(i) shall require prior written approval by RWJBH before becoming a component of University Integrated Practice Expenses. Solely for the University's accounting purposes (pursuant to GASB 87, or such applicable successor accounting rule) for embedded equipment leases, within one hundred twenty (120) days of the execution of this Agreement, the University shall create and distribute to RWJBH an initial inventory of all major capital equipment (*i.e.*, with a value exceeding the threshold determined by the University Treasurer from time to time, which threshold as of the execution of this Agreement is five thousand dollars (\$5,000)) owned or leased by the University that is used by the University Integrated Practice Personnel in performance of their services hereunder; provided that the existence and preparation of this inventory shall not change the compensation terms between the Parties as set forth herein. The initial inventory, upon completion, shall be set forth in Exhibit 12.1(c)(iii)(1)(C) and

REDACTED – Released
Pursuant to OPRA Request

updated on an annual basis. Each annual update shall be deemed to be made a part of this Agreement (and to replace the prior Exhibit) upon delivery to RWJBH.

(2) Notwithstanding Section 9.2.3(j)(i) of the MAA, University Integrated Practice Expenses associated with the provision of fringe benefits to University employees who are University Integrated Practice Personnel shall be based on the following: the University will bill RWJBH based on the most recent rolling four quarter average, which will be used to calculate the prospective quarter's effective fringe rate for the purposes of billing. The effective fringe rate will change each quarter and will be applied to all University clinical units covered by this Agreement. This calculation will exclude house staff and the calculation for the quarter beginning on July 1, 2020 is attached as Exhibit 12.1(c)(iii)(2). House staff fringe rates shall be as established by the State of New Jersey, adjusted to: (i) remove New Jersey workers compensation, pension expenses, and unused sick leave; and add (ii) University workers compensation and a carry forward allocation (positive or negative) to determine the house staff composite rate.

(3) In reflection of the fact that RWJBH is ultimately responsible for the operation of the Integrated Practice and most expenses associated with such operations, no incremental costs or expenses associated with, or resulting or arising from, the University's negotiation and entering into any new, extended, or amended CNA after the Effective Date shall be passed on to RWJBH or the Integrated Practice without RWJBH's prior written approval. Notwithstanding the foregoing, RWJBH will fund incremental costs or expenses relating to increases in salaries that do not exceed the lesser of: (a) the average of all public sector increases recorded by the Public Employment Relations Commission ("PERC") in its annual Private Sector Wage Report for the applicable year; (b) the increases established by University-wide CNA negotiation practices for the applicable year; or (c) the immediately preceding three-year rolling average increases for such costs, unless RWJBH agrees specifically to fund the actual contractual increases. For purposes of clarity, the three-year rolling average increase currently in place is 2.71% as supported by Exhibit 12.1(c)(iii)(3). The cost of any new economic benefits (e.g., longevity, bonuses, terminal leave, staffing ratios) will not be passed on to RWJBH without RWJBH's prior written approval. In addition, RWJBH will fund the Clinical Incentive Program ("CIP") at RWJMS for both the aligned and unaligned at a maximum of \$4 million for FY 2021. For future years, RWJBH will fund the minimum amount related to RWJMS per the applicable CNA agreement ending July 2022 plus the proportional amount applied to the RWJMS unaligned faculty, plus additional amounts as determined by RWJBH.

12.2. Clinical Loss. The Parties agree that the Clinical Loss associated with the portion of the Integrated Practice that is covered by this Agreement (as described in Section 2.1(a)) for purposes of Section 10.2.1(a) of the MAA is \$34.5 million, subject to 12.3 below (the "**RWJMS Clinical Loss**"). The Parties agree that the RWJMS Clinical Loss is set and shall not

change during the Initial Funding Term (as that term is defined in Section 10.6 of the MAA). Solely for purposes of reference and without impacting the RWJMS Clinical Loss, Exhibit 12.2 provides the budget and position control listing used to determine this RWJMS Clinical Loss. To reflect the actual University Integrated Practice Personnel and vacant positions approved as of the Effective Date, within thirty (30) days of the execution of this Agreement, the University will provide an updated faculty roster to RWJBH; provided that the Parties agree that any updating of the position control listing or other information provided hereunder will not affect the \$34.5 million RWJMS Clinical Loss as established under this Agreement for any purpose.

12.3. RWJMS Clinical Loss Offset. The Parties agree that the following amounts are available to offset the actual Clinical Loss charged to RWJBH for the portion of the Integrated Practice that is covered by this Agreement. Fixed Mission Support payable by RWJBH under the MAA in accordance with Section 10.2.1(a) of the MAA shall continue to be paid in full as invoiced. RWJBH shall, in turn, invoice the University monthly for 1/12 of the amounts identified below in each applicable fiscal year. The University will release payments to RWJBH for such amounts as soon as payments from RWJBH for the preceding month have been received.

| | |
|----------------------|----------------|
| 2021 | \$34.5 million |
| 2022 | \$34.5 million |
| 2023 | \$29.5 million |
| 2024 | \$24.5 million |
| 2025 | \$19.5 million |
| 2026, 2027, and 2028 | \$17 million |

12.4. Strategic Support. The Parties have mutually agreed to support further investments in developing a world-class academic health system through support of a “**Dean’s Fund**” and “**Strategic Fund**,” both to be held by, and deployed by, the University. The Dean’s Fund will be supported by ongoing contributions of 2.0% of Clinical Revenue from University Practitioner Services, and the Strategic Fund will be supported by ongoing contributions of 3.0% of Clinical Revenue from University Practitioner Services. As used herein, “**Clinical Revenue from University Practitioner Services**” includes all revenue received by the University (prior to transition of billing pursuant to Section 7.1 and Section 7.2) or by RWJBH (following transition of billing pursuant to Section 7.1 and Section 7.2) from third parties in consideration of the services of University Practitioners during their Clinical Time; and, if, following transition of billing pursuant to Section 7.1 and Section 7.2, RWJBH receives capitated payments, global reimbursement, or other revenue streams in consideration of services furnished both by University Practitioners, the Parties agree in good faith to determine an appropriate allocation of such revenue streams to best approximate what portion will be deemed to comprise Clinical Revenue from University Practitioner Services. For purposes of the funds flow established in Section 12.1 contributions to the Dean’s Fund and the Strategic Fund will be considered to be University Integrated Practice Expenses.

REDACTED – Released
Pursuant to OPRA Request

1 12.5. Chairs' Discretionary Account. RWJBH will further support the role of
2 the Chairs as leaders in the academic health system by establishing a discretionary account as
3 described in this Section 12.5 (the "**Chairs' Discretionary Account**"). The aggregate Chairs'
4 Discretionary Account available will be \$4.0 million annually. Each Chair will be eligible to
5 receive a portion of the annual Chairs' Discretionary Account funding based on achievement of
6 outcome metrics determined annually by the Integrated Practice CEO with input from the Dean.
7 Each Chair may utilize such funds in his or her discretion, provided that such use is directly
8 related to the academic mission of such Chair's department (a "**Permitted Use**"). Fund balances
9 will be held in individual clinical department accounts maintained by RWJBH and may be
10 carried over from year to year up to a capped dollar amount to be determined by the Integrated
11 Practice CEO and Dean. Individual expenditures from the Chairs' Discretionary Account are
12 subject to review by the Dean and require the prior approval of the Integrated Practice
13 Leadership, exercised only to assure a Permitted Use.
14

15 12.6. Dispute Resolution. In the event of a dispute arising from or related to the
16 financial terms set forth herein, including, without limitation, the characterization of University
17 Integrated Practice Revenues or University Integrated Practice Expenses, or the responsibility for
18 costs and expenses associated with the Integrated Practice hereunder (a "**Financial Dispute**"),
19 the Senior Vice Chancellor for Administration and Finance of RBHS (the "**SVC A&F**") and the
20 RWJBH Chief Financial and Administrative Officer (the "**RWJBH CFO**") shall each designate
21 a representative to meet in an attempt to resolve the Financial Dispute. If, after thirty (30) days,
22 the designees are unable to resolve the Financial Dispute, then the Financial Dispute shall be
23 referred to the SVC A&F and RWJBH CFO, who shall meet in good faith to attempt to resolve
24 the Financial Dispute. If the SVC A&F and RWJBH CFO are unable to resolve the Financial
25 Dispute after thirty (30) days, then the Financial Dispute shall be referred to the Joint Committee
26 and resolved pursuant to Section 15.2 of the MAA.
27

28 13. Records. University and RWJBH shall cause the University Practitioners to
29 maintain, and RWJBH will maintain, all medical records and patient charts in accordance with
30 all applicable legal, regulatory and accreditation standards and RWJBH Policies and practices.
31 All medical records, films, reports and other clinical documentation with respect to RWJBH
32 Locations shall belong to RWJBH and/or its applicable affiliate. All medical records, films,
33 reports and other clinical documentation with respect to University Locations shall belong to
34 University, but shall be maintained by RWJBH, pursuant to this Section, as custodian.
35 Maintenance and storage of all such records is the responsibility of RWJBH, and University shall
36 have no responsibility for the maintenance or storage of any such records; provided, RWJBH
37 will cooperate reasonably with University to enable University to meet all record maintenance
38 obligations incumbent on it in accordance with applicable law and the applicable CNA(s). Each
39 Party will afford the other with reasonable access to such information and records as the other
40 reasonably requests with respect to activities, operations, and performance under this Agreement,
41 which may include information and records such as those regarding clinical and research billing,
42 coding assessments, and repayment information.
43

44 14. Miscellaneous.
45

46 14.1. Availability of Records. Upon the written request of the Secretary of
47 Health and Human Services or the Comptroller General of the United States, or any of their duly

REDACTED – Released
Pursuant to OPRA Request

1 authorized representatives, University shall make available to the Secretary or to the Comptroller
2 General those contracts, books, documents and records necessary to verify the nature and extent
3 of the costs of providing the services under this Agreement. Such contracts, books, documents
4 and records shall be available for inspection for up to four (4) years after the rendering of such
5 service. This Article is included pursuant to and is governed by the requirements of Public Law
6 96-499 and Regulations promulgated thereunder. The Parties agree that any attorney-client,
7 accountant-client or other legal privileges shall not be deemed waived by virtue of this
8 Agreement.
9

10 14.2. Entire Agreement. This Agreement, including the attached Exhibits,
11 constitutes the entire agreement between the Parties (including predecessors of each Party)
12 concerning the subject matter hereof and supersedes all prior and contemporaneous agreements,
13 understandings, memoranda or other such communication, whether written or oral, concerning
14 such subject matter. The recitals to this Agreement, including all Exhibits referenced therein, are
15 hereby incorporated into and made fully enforceable terms of this Agreement. This Agreement
16 shall be subject to the applicable terms and conditions of the MAA. To the extent that this
17 Agreement conflicts with such terms and conditions of the MAA, the MAA shall control except
18 (a) for the provisions contained in Section 9.2 of the MAA concerning the timing of integration
19 (the Parties acknowledge that such provisions have been waived and will be superseded in part
20 by this Agreement and in part by other agreements to be entered into between the Parties) and (b)
21 to the extent that this Agreement provides expressly otherwise.
22

23 14.3. Assignment. This Agreement may not be assigned by either Party without
24 the prior written consent of the other Party; provided, however, that RWJBH may assign this
25 Agreement in whole or in part to a controlled affiliate.
26

27 14.4. Arms'-Length Negotiations. The Parties expressly acknowledge that the
28 terms of this Agreement, including terms relating to amounts payable hereunder, were reached in
29 arms'-length negotiations between the Parties, were not determined in a manner that takes into
30 account the volume or value of any referrals or business otherwise generated between the Parties,
31 and are to the Parties' best knowledge consistent with fair market value for the services to be
32 rendered.
33

34 14.5. Good Faith. In exercising its rights and obligations hereunder and
35 undertaking its duties and responsibilities under this Agreement, each Party agrees to act
36 promptly, reasonably, and in good faith.
37

38 14.6. Incorporation of MAA Sections. This Agreement incorporates, by this
39 reference, Section 15.2 of the MAA and Article XVI of the MAA.
40

41 *[signatures on following page]*
42
43
44
45
46
47
48
49

**REDACTED – Released
Pursuant to OPRA Request**

IN WITNESS WHEREOF, the Parties have duly executed this Agreement through their
respective authorized officers on the dates set forth below.

1
2
3
4
5

**REDACTED – Released
Pursuant to OPRA Request**

**Rutgers, The State University
of New Jersey**

DocuSigned by:

Brian L. Strom

By: B779E3DAF26F401...
Name: Brian L. Strom, M.D., M.P.H.
Title: Chancellor, Rutgers Biomedical and
Health Sciences
Date: December 24, 2020

RWJ Barnabas Health, Inc.

DocuSigned by:

Barry H. Ostrowsky

By: 8E364716567E425...
Name: Barry H. Ostrowsky
Title: President and Chief Executive Officer
Date: December 24, 2020

Exhibit 2.1

Form of Change Form

Follows on Next Page

| C | D | E | F | G | H |
|----|---|--|--------------------------|-------------------|--|
| 2 | | | | | |
| 3 | | RWJ MEDICAL SCHOOL | | | |
| 4 | | POSITION CONTROL AND SPACE ASSIGNMENT FORM | | | |
| 5 | | | | | |
| 6 | | I. GENERAL INFORMATION | | | |
| 7 | | | | | |
| 8 | | Clinical Faculty: ____ Advanced Practice Provider: ____ Staff: ____ | | | |
| 9 | | Replacement Hire ____ New Hire ____ Resignation ____ Effort Allocation Change ____ Funding Change ____ Space Change ____ | | | |
| 10 | | ____ Requires Agreement of RWJMS and RWJBH | | | |
| 11 | | | | | |
| 12 | | | | | |
| 13 | | Request Date: | Employee Status: | | |
| 14 | | Faculty/Staff Name: | Position Title: | | |
| 15 | | Employee ID: | Total Compensation*: | | |
| 16 | | Dept/Division/Specialty: | Effective Start Date: | | |
| 17 | | Requester/Title: | Effective End Date: | | |
| 18 | | | | | |
| 19 | | | | | |
| 20 | | | | | |
| 21 | | II. POSITION CONTROL | | | |
| 22 | | | | | |
| 23 | | CURRENT EFFORT ALLOCATION: | | | |
| 24 | | % FTE | Effort | Unit/Division/Org | Funding Source (e.g., name applicable Chair Package) |
| 25 | | 0.00 | Clinical (Productivity) | | |
| 26 | | 0.00 | Clinical (Contract) | | |
| 27 | | 0.00 | Clinical A&S (Funded) | | |
| 28 | | 0.00 | Clinical A&S (Dept) | | |
| 29 | | 0.00 Sub-Total Clinical | | | |
| 30 | | 0.00 | Non-Clinical (Aggregate) | | |
| 31 | | 0.00 Sub-Total Non-Clinical | | | |
| 32 | | 0.00 TOTAL CURRENT EFFORT ALLOCATION | | | |
| 33 | | NEW EFFORT ALLOCATION: | | | |
| 34 | | % FTE | Effort | Unit/Division/Org | Funding Source (e.g., name applicable Chair Package) |
| 35 | | 0.00 | Clinical (Productivity) | | |
| 36 | | 0.00 | Clinical (Contract) | | |
| 37 | | 0.00 | Clinical A&S (Funded) | | |
| 38 | | 0.00 | Clinical A&S (Dept) | | |
| 39 | | 0.00 Sub-Total Clinical | | | |
| 40 | | 0.00 | Non-Clinical (Aggregate) | | |
| 41 | | 0.00 Sub-Total Non-Clinical | | | |
| 42 | | 0.00 TOTAL NEW EFFORT ALLOCATION | | | |
| 43 | | 0.00 CHANGE IN CLINICAL EFFORT | | | |
| 44 | | <i>If there is a change in the Clinical Effort attach an updated Department or Division CFTE summary</i> | | | |
| 45 | | <i>Effort allocation is expressed as full-time equivalent ("FTE") units, expressed as a percentage of RWJUH's 40-hour workweek</i> | | | |
| 46 | | | | | |
| 47 | | III. SPACE ASSIGNMENT CHANGE | | | |
| 48 | | | | | |
| 49 | | CURRENT SPACE: | | | |
| 50 | | Building | Non-Clinical % | | |
| 51 | | Room # | Clinical % | | |
| 52 | | Unit/Division/Org | Total % | | 0.0% |
| 53 | | Reason for change: | | | |
| 54 | | Building | Non-Clinical % | | |
| 55 | | Room # | Clinical % | | |
| 56 | | Unit/Division/Org | Total % | | 0.0% |
| 57 | | Reason for change: | | | |
| 58 | | Building | Non-Clinical % | | |
| 59 | | Room # | Clinical % | | |
| 60 | | Unit/Division/Org | Total % | | 0.0% |
| 61 | | Reason for change: | | | |
| 62 | | NEW SPACE: | | | |
| 63 | | Building | Non-Clinical % | | |
| 64 | | Room # | Clinical % | | |
| 65 | | Unit/Division/Org | Total % | | 0.0% |
| 66 | | Reason for change: | | | |
| 67 | | Building | Non-Clinical % | | |
| 68 | | Room # | Clinical % | | |
| 69 | | Unit/Division/Org | Total % | | 0.0% |
| 70 | | Reason for change: | | | |
| 71 | | Building | Non-Clinical % | | |
| 72 | | Room # | Clinical % | | |
| 73 | | Unit/Division/Org | Total % | | 0.0% |
| 74 | | Reason for change: | | | |
| 75 | | | | | |
| 76 | | | | | |
| 77 | | Department Administrator | | | Date |
| 78 | | | | | |
| 79 | | Chair/Division Director | | | Date |
| 80 | | | | | |
| 81 | | Dean's Office | | | Date |
| 82 | | | | | |
| 83 | | Medical Group | | | Date |
| 84 | | | | | |
| 85 | | Route form to RWJMS Finance Department and RWJBH Finance Department | | | |
| 86 | | | | | |

Exhibit 2.4(c)Appointment and Removal of Chiefs of Service

1. The Parties intend, whenever possible and appropriate, for the Chair of each department, division, section, or exclusive RWJMS hospital-based service at Hospital Facilities (as defined below) that are identified in the table at the end of this Exhibit 2.4(c) (the “**Applicable Services**”) to serve in a corresponding leadership position at RWJUH Facilities. As used in this Section 1, “**RWJUH Facilities**” means RWJUH’s campus in New Brunswick, New Jersey, any provider-based units thereof, and off-campus facilities 100% owned and controlled by RWJUH in the New Brunswick area. For purposes of this definition, the term “**control**” means possession, directly or indirectly, of the power to direct or cause the direction of the management and policies of a facility whether through possession of voting or membership interests, by contract subject to applicable limitations, obligations or duties in such a contract, voting right, or interest. For the avoidance of doubt, “**RWJUH Facilities**” do not include the Robert Wood Johnson Physician Enterprise, P.A., the Robert Wood Johnson University Hospital Somerset, or the ambulatory surgery center known as Robert Wood Johnson Endosurgical Center, LLC or successor thereto. With respect to the Applicable Services, the Dean will recommend RWJMS physicians as clinical service, division, or section chiefs (each, a “**Chief**” and collectively, “**Chiefs**”) and RWJUH will appoint Chiefs for the Applicable Services. The Dean will propose a physician for each vacant Chief position and the President and Chief Executive Officer of RWJUH (“**President**”) may accept and appoint the proposed Chief. If the proposed Chief is not approved by RWJUH, the Dean will propose another such Chief within a reasonable time and the President may accept or reject the proposed Chief. If the proposed Chief has been rejected twice, then the President will propose a Faculty physician of RWJMS subject to the Dean’s approval. In proposing and considering candidates, the Dean and the President will consider the goals of the MAA but neither is required to give a reason. If the parties cannot agree on the appointment of a Chief pursuant to the process established in this Section 1 the parties will meet and agree to recruit a Chief acceptable to both using, if necessary, a mutually agreed recruiter, the recruitment costs of which will be split equally and not count against any other financial commitments in this Agreement or the MAA. Non-appointment as a Chief is not intended to have any impact on academic status, appointments, employment, or other RWJMS privileges, or emoluments unrelated to RWJUH.
2. The Dean and President will annually review each Chief and prepare an evaluation concerning such Chief with regard to performance under the applicable job description, fulfillment of administrative responsibilities, and other elements of the clinical service by the end of the second quarter of each calendar year.
3. Either RWJUH or RWJMS may remove a Chief from providing services to RWJUH at any time for certain events (for the purposes of this Section 3, each a “**Cause**”) including but not limited to: (a) charge or conviction of a felony related to violent crime, any crime involving moral turpitude, or health care fraud; (b) repeated unexplained or unjustified absences; (c) harassment; (d) gross negligence or willful and wanton misconduct; (e) activities that, as determined in the President’s or Dean’s discretion, as applicable, are not

REDACTED – Released
Pursuant to OPRA Request

in the best interest of RWJUH or RWJMS or that have the potential to impair its reputation; (f) performance that is unsatisfactory to RWJUH or RWJMS, including failure to meet identified performance standards or metrics; and/or (g) loss of appointment or termination of employment by RWJMS. Such removal will take effect upon thirty (30) days' written notice to the Chief and RWJMS or RWJUH, as applicable, setting forth the Cause(s) of the removal. Payments for the services provided by the removed Chief will cease until a temporary, interim, or permanent replacement is found in accord with this Exhibit 2.4(c). However, with respect to Causes described in subsections (e) or (f) of this Section, the Chief may not be removed if the reason for such Cause is cured during the 120-day period following notice to RWJMS or RWJUH, as applicable. Removal as a Chief is not intended to have any impact on academic status, appointments, employment, and other RWJMS privileges, or emoluments unrelated to RWJUH.

4. Each Chief of Service will be responsible, within his or her service, for:
- a. the quality of medical care, including the maintenance of a uniform and optimal level of medical care for all RWJUH patients, and the control of quality of inpatient floors and hospital outpatient departments involving professional clinical care of patients;
 - b. the appropriate and efficient utilization of facilities at the New Brunswick campus of the RWJUH Facilities or, as applicable, the other RWJUH Facility with respect to which such Chief serves;
 - c. teaching programs of all students at all levels, including undergraduate and graduate teaching;
 - d. enforcement of applicable RWJUH bylaws and the applicable bylaws, rules, and regulations of RWJUH's medical staff (the "**Medical Staff**");
 - e. implementation of all actions and policies adopted by the Medical Board, and transmission of recommendations to the Medical Board concerning classification, reappointment, discipline, and delineation of clinical privileges for all practitioners and clinicians within their services;
 - f. participating in every phase of administration of his or her service, and cooperating fully with the nursing service and the Hospital administration in all matters affecting patient care, including those involving personnel, supplies, special regulations, standing orders, and professional techniques;
 - g. assisting in the preparation of annual reports, including budgetary planning reports, as required by the Medical Board, RWJUH administration, the RWJUH Board of Directors, and RWJMS;
 - h. cooperating with the nursing service and the RWJUH administration in all matters affecting patient care;
 - i. reviewing and making recommendations regarding RWJUH-designated personnel, supplies, special regulations, standing orders and professional techniques, and assist in the preparation of annual reports and budgets for the Applicable Service; and

REDACTED – Released
Pursuant to OPRA Request

- j. assisting in maintaining and complying with RWJUH accreditation review and in correcting any deficiencies.
5. Each Chief shall dedicate that portion of a RWJUH workweek to administrative and supervisory activities for RWJUH as is set forth in the applicable Administrative and Supervisory Services Agreement entered into under Section 7.2 of the RWJMS-RWJUH AA; provided that the Parties recognize that the Administrative and Supervisory Services Agreement will be part of the reconciliation process set forth in Section 12.1(a)(v) of the Agreement and, as part of the reconciliation process, the Parties will establish a mutually-agreeable process to memorialize, and periodically update, the portion of a RWJUH workweek that each Chief dedicates to administrative and supervisory activities at RWJUH provided hereunder. For purposes of this Exhibit, an RWJUH workweek shall consist of 40 hours.
6. Chiefs who have no corresponding department of RWJMS, or a department's section or division, will report to and coordinate activities with the department designated by RWJMS.

Applicable Services (Clinical Services and Divisions at RWJUH Facilities)

| Service | Division |
|-------------------------------------|--|
| Ambulatory (AKA Emergency Medicine) | Employee Health |
| Anesthesiology | Cardiac Anesthesiology |
| | Obstetrics Anesthesia |
| | Pain Management |
| | Pediatrics Anesthesia |
| | Off-Site and PACU |
| Dentistry | Endodontics |
| | Hospital Dentistry |
| | Implant Dentistry |
| | Oral Surgery |
| | Pediatric Dentistry |
| | Periodontics |
| | Prosthodontics |
| | Restorative Dentistry |
| Dermatology | |
| Family Medicine | |
| Medicine | Allergy, Immunology & Infectious Disease |
| | Cardiovascular Disease and Hypertension |
| | Endocrinology, Diabetes & Metabolism |
| | Gastroenterology & Hypertension |

REDACTED – Released
Pursuant to OPRA Request

| Service | Division |
|---------------------------|--|
| Medicine cont. | General Internal Medicine |
| | Hematology |
| | Medical Oncology |
| | Nephrology |
| | Pulmonary Disease & Critical Care |
| | Rheumatology & Connective Tissue |
| Neurology | Movement Disorders |
| | Neurophysiology |
| Neurosurgery | |
| Obstetrics and Gynecology | General Obstetrics & Gynecology |
| | Gynecologic Oncology |
| | Maternal Fetal Medicine |
| Orthopedics | Trauma Orthopedic |
| Otolaryngology | |
| Pathology | Anatomic Pathology |
| Pediatrics | Adolescent Medicine |
| | Allergy, Immunology & Infectious Disease |
| | Cardiology |
| | Critical Care |
| | Emergency Medicine |
| | Endocrinology, Diabetes & Metabolism |
| | Gastroenterology & Hypertension |
| | General Pediatrics/Newborn |
| | Hematology/Oncology |
| | Medical Genetics |
| | Neonatology |
| | Nephrology |
| | Neurology |
| | Pulmonary Disease |
| | Rheumatology |
| Psychiatry | Addiction Psychiatry |
| | Child & Adolescent Psychiatry |
| | Consultation Psychiatry |
| Radiation Oncology | |
| Radiology | Diagnostic Radiology |
| | Neuroradiology |
| | Nuclear Medicine |
| | Interventional Neuroradiology |
| | Vascular/Interventional Radiology |

**REDACTED – Released
Pursuant to OPRA Request**

| Service | Division |
|----------------|--------------------------------|
| Surgery | Cardiac Service |
| | Cardio/Thoracic Surgery |
| | General Thoracic |
| | General Surgery |
| | Pediatric Surgery |
| | Pediatric Urology |
| | Plastic Surgery |
| | Podiatric Surgery |
| | Surgical Oncology |
| | Trauma & Critical Care Surgery |
| | Urology |
| | Vascular Surgery |

Exhibit 12.1

Mock Invoice

Follows on Next Page

Sample Invoice - Reference Use Only

| | A | B | C | D | E | F | G | H | I |
|----|--|------------------------|---------------------------------|--|--|---------------------------------|---------------------------------|------------------------------|---|
| 1 | Rutgers Robert Wood Johnson Medical School | | | | Exhibit 12.1 | | | | |
| 2 | Rutgers Health Group | | | | Invoice Process - Cash Invoice Month to Date | | | | |
| 3 | Month 20XX RWJBH Invoice | | | | (Monthly Invoice will include supporting tabs to this summary) | | | | |
| 4 | | | | | Line items are subject to change based on operational needs | | | | |
| 5 | | | | | | | | | |
| 6 | Cash Basis: | | | | | | | | |
| 7 | | Total Clinical Invoice | Clinical Chair Package Invoices | Clinical without Chair Package Invoice | | Clinical Chair Package Invoices | Academic Chair Package Invoices | Total Chair Package Invoices | |
| 8 | Revenues: | | | | | | | | |
| 9 | Student Tuition & Fees | 100,000 | - | 100,000 | | - | - | - | |
| 10 | Grant & Contract Revenue | - | - | - | | - | 20,000 | 20,000 | |
| 11 | State Paid Fringe Benefits Revenue | - | - | - | | - | - | - | |
| 12 | Net Patient Service Revenue | 13,200,000 | 500,000 | 12,700,000 | | 500,000 | - | 500,000 | |
| 13 | Professional Service Revenue | 50,000 | - | 50,000 | | - | - | - | |
| 14 | Other Professional Services Revenue | - | - | - | | - | - | - | |
| 15 | CARES Act Stimulus Funding | 25,000 | - | 25,000 | | - | - | - | |
| 16 | Affiliate Revenue - RWJBH (Legacy Contracts) | 1,150,000 | 100,000 | 1,050,000 | | 100,000 | 5,000 | 105,000 | |
| 17 | Affiliate Revenue - NonRWJBH | 240,000 | - | 240,000 | | - | - | - | |
| 18 | Affiliate Revenue - Clinical Invoice | - | - | - | | - | - | - | |
| 19 | Affiliate Revenue - Chair Package | - | - | - | | - | - | - | |
| 20 | Other Revenue | 25,000 | - | 25,000 | | - | 50,000 | 50,000 | |
| 21 | Total Revenues | 14,790,000 | 600,000 | 14,190,000 | | 600,000 | 75,000 | 675,000 | |
| 22 | | | | | | | | | |
| 23 | Expenditures: | | | | | | | | |
| 24 | Salary & Wages | | | | | | | | |
| 25 | Regular Salaries-Faculty | 7,500,000 | 850,000 | 6,650,000 | | 850,000 | 200,000 | 1,050,000 | |
| 26 | Regular Salaries-Staff | 2,350,000 | 230,000 | 2,120,000 | | 230,000 | 10,000 | 240,000 | |
| 27 | Regular Salaries-Housestaff | 50,000 | - | 50,000 | | - | - | - | |
| 28 | Salaries-Other | 750,000 | - | 750,000 | | - | - | - | |
| 29 | Total Salary & Wages | 10,650,000 | 1,080,000 | 9,570,000 | | 1,080,000 | 210,000 | 1,290,000 | |
| 30 | | | | | | | | | |
| 31 | Fringe Benefits | 1,188,935 | 119,664 | 1,069,271 | | 119,664 | 23,268 | 142,932 | |
| 32 | Supplies & Materials | 1,000,000 | 65,000 | 935,000 | | 65,000 | 20,000 | 85,000 | |
| 33 | Professional Services | 1,550,000 | 55,000 | 1,495,000 | | 55,000 | - | 55,000 | |
| 34 | Travel & Business Expenses | 6,065 | - | 6,065 | | - | - | - | |
| 35 | Scholarships & Fellowships | - | - | - | | - | - | - | |
| 36 | Computer & Equipment | - | - | - | | - | - | - | |
| 37 | Repairs & Maintenance | 90,000 | - | 90,000 | | - | - | - | |
| 38 | Other Operating Expense | 100,000 | 80,336 | 19,664 | | 80,336 | 21,732 | 102,068 | |
| 39 | Transfers (In) / Out | 380,000 | - | 380,000 | | - | - | - | |
| 40 | Total Operating Expenses & Transfers | 4,315,000 | 320,000 | 3,995,000 | | 320,000 | 65,000 | 385,000 | |
| 41 | | | | | | | | | |
| 42 | Cost Allocation - Dean's Tax | 250,000 | - | 250,000 | | - | - | - | |
| 43 | Cost Allocation - Clinical Shared Services | (50,000) | - | (50,000) | | - | - | - | |
| 44 | RCM Cost Pools | 2,500,000 | - | 2,500,000 | | - | - | - | |
| 45 | Non-Operating Revenue / Expense | - | - | - | | - | - | - | |
| 46 | Total Cost Allocation, RCM & Non-Operating | 2,700,000 | - | 2,700,000 | | - | - | - | |
| 47 | | | | | | | | | |
| 48 | Total Expenses | 17,665,000 | 1,400,000 | 16,265,000 | | 1,400,000 | 275,000 | 1,675,000 | |
| 49 | | | | | | | | | |
| 50 | Net Owed to RWJBH/(Owed to RWJMS) | (2,875,000) | (800,000) | (2,075,000) | | (800,000) | (200,000) | (1,000,000) | |
| 51 | | | | | | | | | |
| 52 | Fringe Rate | | | | | | | | |

| | | | | | | | | |
|----|--|-------------------------------|-------------------------------|-------------------------------|----|-------------------------------|-------------------------------|----------------------------|
| | A | N | AA | AN | AC | BB | BO | CB |
| 1 | Rutgers Robert Wood Johnson Medical School | | | | | | | |
| 2 | Rutgers Health Group | | | | | | | |
| 3 | YTD Month 20XX RWJBH Invoice | | | | | | | |
| 4 | | | | | | | | |
| 5 | | | | | | | | |
| 6 | | <u>Total Clinical Invoice</u> | <u>Clinical Chair Package</u> | <u>Clinical without Chair</u> | | <u>Clinical Chair Package</u> | <u>Academic Chair Package</u> | <u>Total Chair Package</u> |
| 7 | Cash Basis: | <u>Invoices</u> | <u>Invoices</u> | <u>Package Invoices</u> | | <u>Invoices</u> | <u>Invoices</u> | <u>Invoices</u> |
| 8 | | YTD Total | YTD Total | YTD Total | | YTD Total | YTD Total | YTD Total |
| 9 | Revenues: | | | | | | | |
| 10 | Student Tuition & Fees | 100,000 | - | 100,000 | | - | - | - |
| 11 | Grant & Contract Revenue | - | - | - | | - | 55,000 | 55,000 |
| 12 | State Paid Fringe Benefits Revenue | - | - | - | | - | - | - |
| 13 | Net Patient Service Revenue | 39,400,000 | 1,350,000 | 38,050,000 | | 1,350,000 | - | 1,350,000 |
| 14 | Professional Service Revenue | 120,000 | - | 120,000 | | - | - | - |
| 15 | Other Professional Services Revenue | 500,000 | - | 500,000 | | - | - | - |
| 16 | CARES Act Stimulus Funding | 25,000 | - | 25,000 | | - | - | - |
| 17 | Affiliate Revenue - RWJBH (Legacy Contracts) | 3,395,000 | 325,000 | 3,070,000 | | 325,000 | 15,300 | 340,300 |
| 18 | Affiliate Revenue - NonRWJBH | 620,000 | - | 620,000 | | - | - | - |
| 19 | Affiliate Revenue - Clinical Invoice | 4,150,000 | - | 4,150,000 | | - | - | - |
| 20 | Affiliate Revenue - Chair Package | 1,600,000 | 1,600,000 | - | | 1,600,000 | 400,000 | 2,000,000 |
| 21 | Other Revenue | 75,000 | - | 75,000 | | - | 172,000 | 172,000 |
| 22 | Total Revenues | 49,985,000 | 3,275,000 | 46,710,000 | | 3,275,000 | 642,300 | 3,917,300 |
| 23 | Expenditures: | | | | | | | |
| 24 | Salary & Wages | | | | | | | |
| 25 | Regular Salaries-Faculty | 22,500,000 | 2,496,000 | 20,004,000 | | 2,496,000 | 568,000 | 3,064,000 |
| 26 | Regular Salaries-Staff | 7,200,000 | 647,000 | 6,553,000 | | 647,000 | 26,800 | 673,800 |
| 27 | Regular Salaries-Housestaff | 150,000 | - | 150,000 | | - | - | - |
| 28 | Salaries-Other | 1,900,000 | - | 1,900,000 | | - | - | - |
| 29 | Total Salary & Wages | 31,750,000 | 3,143,000 | 28,607,000 | | 3,143,000 | 594,800 | 3,737,800 |
| 30 | | | | | | | | |
| 31 | Fringe Benefits | 3,544,645 | 348,244 | 3,196,401 | | 348,244 | 65,904 | 414,148 |
| 32 | Supplies & Materials | 3,100,000 | 159,000 | 2,941,000 | | 159,000 | 55,000 | 214,000 |
| 33 | Professional Services | 4,550,000 | 146,000 | 4,404,000 | | 146,000 | - | 146,000 |
| 34 | Travel & Business Expenses | 27,150 | - | 27,150 | | - | - | - |
| 35 | Scholarships & Fellowships | - | - | - | | - | - | - |
| 36 | Computer & Equipment | - | - | - | | - | - | - |
| 37 | Repairs & Maintenance | 290,000 | - | 290,000 | | - | - | - |
| 38 | Other Operating Expense | 343,205 | 278,756 | 64,449 | | 278,756 | 126,596 | 405,352 |
| 39 | Transfers (In) / Out | 1,200,000 | - | 1,200,000 | | - | - | - |
| 40 | Total Operating Expenses & Transfers | 13,055,000 | 932,000 | 12,123,000 | | 932,000 | 247,500 | 1,179,500 |
| 41 | | | | | | | | |
| 42 | Cost Allocation - Dean's Tax | 720,000 | - | 720,000 | | - | - | - |
| 43 | Cost Allocation - Clinical Shared Services | (165,000) | - | (165,000) | | - | - | - |
| 44 | RCM Cost Pools | 7,500,000 | - | 7,500,000 | | - | - | - |
| 45 | Non-Operating Revenue / Expense | - | - | - | | - | - | - |
| 46 | Total Cost Allocation, RCM & Non-Operating | 8,055,000 | - | 8,055,000 | | - | - | - |
| 47 | | | | | | | | |
| 48 | Total Expenses | 52,860,000 | 4,075,000 | 48,785,000 | | 4,075,000 | 842,300 | 4,917,300 |
| 49 | | | | | | | | |
| 50 | Net Owed to RWJBH/(Owed to RWJMS) | (2,875,000) | (800,000) | (2,075,000) | | (800,000) | (200,000) | (1,000,000) |
| 51 | | | | | | | | |
| 52 | Fringe Rate | | | | | | | |
| 53 | | | | | | | | |
| 54 | Clinical Invoice Payments (Affiliate Revenue) | 4,150,000 | - | 4,150,000 | | - | - | - |
| 55 | Chair Package Invoice Payments (Affiliate Revenue) | 1,600,000 | 1,600,000 | - | | 1,600,000 | 400,000 | 2,000,000 |

Sample Invoice - Reference Use Only

| | A | B | C | D |
|----|---|--|--|---|
| 1 | Rutgers Robert Wood Johnson Medical School | Exhibit 12.1 | | |
| 2 | Rutgers Health Group | Invoice Process - Accrual (P&L) Invoice Year to Date | | |
| 3 | Financial Report: All Funds Summary | (P&L will include supporting tabs to this summary) | | |
| 4 | YTD Month 20XX | Line items are subject to change based on operational needs | | |
| 5 | | | | |
| 6 | | Clinical Invoice - YTD Actual (Accrual Basis) | | |
| 7 | | Total Clinical Invoice | Clinical Chair Package Invoices | Clinical without Chair Package Invoice |
| 8 | Revenues | | | |
| 9 | Student Tuition & Fees | - | - | - |
| 12 | Grant & Contract Revenue | - | - | - |
| 13 | State Paid Fringe Benefits Revenue | - | - | - |
| 18 | Net Patient Services Revenue | - | - | - |
| 19 | Professional Services Revenue | - | - | - |
| 20 | Other Professional Services Revenue | - | - | - |
| 21 | CARES Act Stimulus Funding | - | - | - |
| 22 | Affiliate Revenue - RWJBH (Legacy Contracts) | - | - | - |
| 23 | Affiliate Revenue - NonRWJBH | - | - | - |
| 24 | Affiliate Revenue Accrual - Clinical Invoice | 56,371,092 | - | 56,371,092 |
| 25 | Affiliate Revenue Accrual - Chair Package | 4,573,908 | 4,573,908 | - |
| 27 | Other Revenue | - | - | - |
| 28 | Total Revenue | 60,945,000 | 4,573,908 | 56,371,092 |
| 29 | | | | |
| 30 | Expenses | | | |
| 31 | Operating Expenses: | | | |
| 32 | Salary & Wages | | | |
| 33 | Regular Salaries-Faculty | 23,100,000 | 2,775,000 | 20,325,000 |
| 34 | Regular Salaries-Staff | 7,530,000 | 735,000 | 6,795,000 |
| 35 | Regular Salaries-Housestaff | 150,000 | - | 150,000 |
| 36 | Salaries-Other | 3,600,000 | - | 3,600,000 |
| 37 | Total Salary & Wages | 34,380,000 | 3,510,000 | 30,870,000 |
| 38 | | | | |
| 39 | Fringe Benefits | 8,400,000 | 388,908 | 8,011,092 |
| 40 | Supplies & Materials | 3,450,000 | 231,000 | 3,219,000 |
| 41 | Professional Services | 4,800,000 | 192,000 | 4,608,000 |
| 42 | Travel & Business Expenses | 15,000 | - | 15,000 |
| 43 | Scholarships & Fellowships | - | - | - |
| 44 | Computer & Equipment | - | - | - |
| 45 | Repairs & Maintenance | 315,000 | - | 315,000 |
| 46 | Other Operating Expense | 285,000 | 252,000 | 33,000 |
| 47 | Transfers (In) / Out | 1,200,000 | - | 1,200,000 |
| 48 | Total Operating Expenses & Transfers | 18,465,000 | 1,063,908 | 17,401,092 |
| 49 | | | | |
| 50 | Cost Allocation - Dean's Tax | 750,000 | - | 750,000 |
| 51 | Cost Allocation - Clinical Shared Services | (150,000) | - | (150,000) |
| 53 | RCM Cost Pools | 7,500,000 | - | 7,500,000 |
| 54 | Non-Operating Revenue / Expense | - | - | - |
| 55 | Total Cost Allocation, RCM & Non-Operating | 8,100,000 | - | 8,100,000 |
| 56 | | | | |
| 57 | Total Expenses | 60,945,000 | 4,573,908 | 56,371,092 |
| 58 | | | | |
| 59 | Increase / (Decrease) in Net Position | - | - | - |

Sample Invoice - Reference Use Only

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|----|--|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Rutgers Robert Wood Johnson Medical School | | | | | | | | | | | | | | |
| 2 | Rutgers Health Group | | | | | | | | | | | | | | |
| 3 | Revenues-Accrual Basis versus Cash Basis | | | | | | | | | | | | | | |
| 4 | Month 20XX RWJBH Invoice | | | | | | | | | | | | | | |
| 5 | | | | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | | | | |
| 8 | Revenues | | | | | | | | | | | | | | |
| 9 | Tuition & Fees (Student Health) | | | | | | | | | | | | | | |
| 10 | Grant & Contract Revenue | | | | | | | | | | | | | | |
| 11 | State Paid Fringe Benefits | | | | | | | | | | | | | | |
| 12 | | | | | | | | | | | | | | | |
| 13 | Healthcare Revenue: | | | | | | | | | | | | | | |
| 14 | Net Patient Service Revenue | | | | | | | | | | | | | | |
| 15 | Professional Services Revenue | | | | | | | | | | | | | | |
| 16 | Other Professional Services Revenue | | | | | | | | | | | | | | |
| 17 | CARES Act Stimulus Funding | | | | | | | | | | | | | | |
| 18 | Total Healthcare Revenue | | | | | | | | | | | | | | |
| 19 | | | | | | | | | | | | | | | |
| 20 | Affiliate Revenue - RWJBH (Legacy Contracts) | | | | | | | | | | | | | | |
| 21 | Affiliate Revenue - NonRWJBH | | | | | | | | | | | | | | |
| 22 | Affiliate Revenue Accrual - Clinical Invoice | | | | | | | | | | | | | | |
| 23 | Affiliate Revenue Accrual - Chair Package | | | | | | | | | | | | | | |
| 24 | Other Revenue | | | | | | | | | | | | | | |
| 25 | | | | | | | | | | | | | | | |
| 26 | Total Revenues | | | | | | | | | | | | | | |

Exhibit 12.1

Invoice Process - Revenue Reconciliation Accrual (P&L) vs. Cash Invoice Month to Date
(Month to Date Revenue Reconciliation will include supporting tabs to this summary)
Line items are subject to change based on operational needs

| Total Clinical Invoice | | | | Clinical Chair Package Invoices | | | | Clinical without Chair Package Invoices | | | |
|------------------------|--------------------|--------------|-------------------|---------------------------------|--------------------|-----------|-------------------|---|--------------------|--------------|-------------------|
| Per P&L (Accrual) | Per Invoice (Cash) | Variance | Variance Comments | Per P&L (Accrual) | Per Invoice (Cash) | Variance | Variance Comments | Per P&L (Accrual) | Per Invoice (Cash) | Variance | Variance Comments |
| - | 100,000 | (100,000) | | - | - | - | | - | 100,000 | (100,000) | |
| - | - | - | | - | - | - | | - | - | - | |
| - | - | - | | - | - | - | | - | - | - | |
| - | 13,200,000 | (13,200,000) | | - | 500,000 | (500,000) | | - | 12,700,000 | (12,700,000) | |
| - | 50,000 | (50,000) | | - | - | - | | - | 50,000 | (50,000) | |
| - | - | - | | - | - | - | | - | - | - | |
| - | 25,000 | (25,000) | | - | - | - | | - | 25,000 | (25,000) | |
| - | 13,275,000 | (13,275,000) | | - | 500,000 | (500,000) | | - | 12,775,000 | (12,775,000) | |
| - | 1,150,000 | (1,150,000) | | - | 100,000 | (100,000) | | - | 1,050,000 | (1,050,000) | |
| - | 240,000 | (240,000) | | - | - | - | | - | 240,000 | (240,000) | |
| 18,790,364 | - | 18,790,364 | | - | - | - | | 18,790,364 | - | 18,790,364 | |
| 1,524,636 | - | 1,524,636 | | 1,524,636 | - | 1,524,636 | | - | - | - | |
| - | 25,000 | (25,000) | | - | - | - | | - | 25,000 | (25,000) | |
| 20,315,000 | 14,790,000 | 5,525,000 | | 1,524,636 | 600,000 | 924,636 | | 18,790,364 | 14,190,000 | 4,600,364 | |

| | | | | | | | | | | | | | | | |
|----|--|---|--------------------|-----------|-------------------|---------------------------------|--------------------|----------|-------------------|---|--------------------|-----------|-------------------|---|---|
| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
| 1 | Rutgers Robert Wood Johnson Medical School | Exhibit 12.1 | | | | | | | | | | | | | |
| 2 | Rutgers Health Group | Invoice Process - Expense Reconciliation Accrual (P&L) vs. Cash Invoice Month to Date | | | | | | | | | | | | | |
| 3 | Expenses-Accrual Basis versus Cash Basis | (Month to Date Expense Reconciliation will include supporting tabs to this summary) | | | | | | | | | | | | | |
| 4 | Month 20XX RWJBH Invoice | Line items are subject to change based on operational needs | | | | | | | | | | | | | |
| 5 | | | | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | | | | |
| 7 | | Total Clinical Invoice | | | | Clinical Chair Package Invoices | | | | Clinical without Chair Package Invoices | | | | | |
| 8 | Salary & Wages | Per P&L (Accrual) | Per Invoice (Cash) | Variance | Variance Comments | Per P&L (Accrual) | Per Invoice (Cash) | Variance | Variance Comments | Per P&L (Accrual) | Per Invoice (Cash) | Variance | Variance Comments | | |
| 9 | Regular Salaries-Faculty | 7,700,000 | 7,500,000 | 200,000 | | 925,000 | 850,000 | 75,000 | | 6,775,000 | 6,650,000 | 125,000 | | | |
| 10 | Regular Salaries-Staff | 2,510,000 | 2,350,000 | 160,000 | | 245,000 | 230,000 | 15,000 | | 2,265,000 | 2,120,000 | 145,000 | | | |
| 11 | Regular Salaries-Housestaff | 50,000 | 50,000 | - | | - | - | - | | 50,000 | 50,000 | - | | | |
| 12 | Salaries-Other | 1,200,000 | 750,000 | 450,000 | | - | - | - | | 1,200,000 | 750,000 | 450,000 | | | |
| 13 | Total Salary & Wages | 11,460,000 | 10,650,000 | 810,000 | | 1,170,000 | 1,080,000 | 90,000 | | 10,290,000 | 9,570,000 | 720,000 | | | |
| 14 | | | | | | | | | | | | | | | |
| 15 | Fringe Benefits | 2,800,000 | 1,188,935 | 1,611,065 | | 129,636 | 119,664 | 9,972 | | 2,670,364 | 1,069,271 | 1,601,093 | | | |
| 16 | Supplies & Materials | 1,150,000 | 1,000,000 | 150,000 | | 77,000 | 65,000 | 12,000 | | 1,073,000 | 935,000 | 138,000 | | | |
| 17 | Professional Services | 1,600,000 | 1,550,000 | 50,000 | | 64,000 | 55,000 | 9,000 | | 1,536,000 | 1,495,000 | 41,000 | | | |
| 18 | Travel & Business Expenses | 5,000 | 6,065 | (1,065) | | - | - | - | | 5,000 | 6,065 | (1,065) | | | |
| 19 | Scholarships & Fellowships | - | - | - | | - | - | - | | - | - | - | | | |
| 20 | Computer & Equipment | - | - | - | | - | - | - | | - | - | - | | | |
| 21 | Repairs & Maintenance | 105,000 | 90,000 | 15,000 | | - | - | - | | 105,000 | 90,000 | 15,000 | | | |
| 22 | Other Operating Expense | 95,000 | 100,000 | (5,000) | | 84,000 | 80,336 | 3,664 | | 11,000 | 19,664 | (8,664) | | | |
| 23 | Transfers (In) / Out | 400,000 | 380,000 | 20,000 | | - | - | - | | 400,000 | 380,000 | 20,000 | | | |
| 24 | Total Operating Expenses & Transfers | 6,155,000 | 4,315,000 | 1,840,000 | | 354,636 | 320,000 | 34,636 | | 5,800,364 | 3,995,000 | 1,805,364 | | | |
| 25 | | | | | | | | | | | | | | | |
| 26 | Cost Allocation - Dean's Tax | 250,000 | 250,000 | - | | - | - | - | | 250,000 | 250,000 | - | | | |
| 27 | Cost Allocation - Clinical Shared Services | (50,000) | (50,000) | - | | - | - | - | | (50,000) | (50,000) | - | | | |
| 28 | RCM Cost Pools | 2,500,000 | 2,500,000 | - | | - | - | - | | 2,500,000 | 2,500,000 | - | | | |
| 29 | Non-Operating Revenue / Expense | - | - | - | | - | - | - | | - | - | - | | | |
| 30 | Total Cost Allocation, RCM & Non-Operating | 2,700,000 | 2,700,000 | - | | - | - | - | | 2,700,000 | 2,700,000 | - | | | |
| 31 | | | | | | | | | | | | | | | |
| 32 | Total Expenses | 20,315,000 | 17,665,000 | 2,650,000 | | 1,524,636 | 1,400,000 | 124,636 | | 18,790,364 | 16,265,000 | 2,525,364 | | | |
| 33 | | | | | | | | | | | | | | | |
| 34 | | | | | | | | | | | | | | | |
| 35 | | | | | | | | | | | | | | | |
| 36 | | | | | | | | | | | | | | | |
| 37 | | | | | | | | | | | | | | | |

Exhibit 12.1(c)(iii)(1)(A)

RCM – Space Inventory Definitions

Follows on Next Page

RWJMS – Space Inventory Definitions

Types of Space:

- A. **Patient care space** is utilized 100% for the treatment of patients by University Practitioners and Residents/Fellows (if RWJMS has any resident clinics). Examples of this space include the following.
- Clinic or practice site space
 - Teaching space while providing direct patient care
 - Patient exam and procedure rooms
 - Diagnostic testing rooms
 - Patient waiting areas
 - Patient registration areas
 - Provider workstations (including resident work areas for electronic charting)
- B. **Clinical enterprise support space** is 100% utilized to support clinical practice functions of the University Practitioners. Examples of this space include the following.
- Patient scheduling areas
 - Patient billing or coding areas
 - Patient related document storage or processing areas
 - Patient revenue cycle processing areas
 - Meeting and conference room space that predominately supports clinical activities
- C. **Shared clinical and academic enterprise space** simultaneously supports clinical and academic enterprise missions. As a result, this space is allocated between the clinical and academic missions. Examples of this space include the following.
- Department administration space (e.g., department chair offices, administrative support space, etc.)
 - Clinical faculty offices
 - Space for support staff engaged in shared mission activities
 - Meeting and conference rooms that are routinely used for activities that support all missions
- D. **Academic enterprise space** is used 100% for the academic, research or education activities. Examples of this space include the following.
- Research laboratory space
 - Research faculty and support staff space
 - Education faculty and support staff space
 - Meeting and conference room space the predominately supports academic enterprise activities
- E. **Hospital function space** is leased from RWJMS to RWJUH and used 100% for hospital related functions.
- F. **Building common areas** are the shared spaces in a building that are used by all occupants or required to maintain the building. Examples of this space include the following.
- Lobbies
 - Hallways
 - Elevators
 - Maintenance areas

Exhibit 12.1(c)(iii)(1)(B)**University Practitioner Clinical and Integrated Practice University Space**

University-owned space associated with the operation of the Integrated Practice is the University space associated with the following Unit Codes in the University's ARCHIBUS space management system:

Space associated with 100% Clinical Time: Unit Code 824

Shared Space: Unit Code 760 and ORG Code ending in "H"

The foregoing codes and methodology shall be updated and revised (and this Exhibit shall be amended to reflect) any changes to the foregoing codes and any successor space management system.

Initial Inventory of University Space

[To be created by the University within one hundred twenty (120) days of the execution of this Agreement. Upon creation, it shall be incorporated herein. Each annual update of the Inventory of University Space shall be maintained in the office of the Senior Vice Chancellor for Administration and Finance of RBHS.]

**REDACTED – Released
Pursuant to OPRA Request**

Exhibit 12.1(c)(iii)(1)(B)(i)

Debt Service Schedule

[to be attached]

**REDACTED – Released
Pursuant to OPRA Request**

| | | | | | | | | | | | | |
|----|---|-----------------------|-------------------|------------------|---|--|---|---------------------------------------|---|---|---|-----------|
| | A | B | C | D | E | F | G | H | I | J | K | L |
| 1 | Exhibit 12.1(c)(iii)(1)(B)(i) | | | | | | | | | | | |
| 2 | Debt Service Schedule | | | | | | | | | | | |
| 3 | Rutgers RCM Backup for RHG-RWJMS | | | | | | | | | | | |
| 4 | RHG (Clinical) RWJMS Allocation | | | | | | | | | | | |
| 5 | | 1 = (2+3) | | 2 | | 3 | | 4 | | 5 (part of 4) | | 6 = (1+4) |
| 6 | Rutgers Fiscal Year Ending June 30 | **Direct Debt Service | Principal Payment | Interest Payment | | *Indirect Debt (G&A) Capped at [REDACTED] | | ** Debt Related to Systems Refresh | | # Total Direct & Indirect Debt [REDACTED] me | | |
| 7 | 2021 | \$ 2,526,056 | \$ 1,322,378 | \$ 1,203,679 | | \$ 2,184,598 | | \$ 662,850 | | \$ 4,710,655 | | |
| 8 | 2022 | \$ 2,504,424 | \$ 1,364,119 | \$ 1,140,305 | | \$ 2,250,136 | | \$ 836,133 | | \$ 4,754,560 | | |
| 9 | 2023 | \$ 2,509,800 | \$ 1,434,899 | \$ 1,074,902 | | \$ 2,317,640 | | \$ 934,360 | | \$ 4,827,441 | | |
| 10 | 2024 | \$ 2,481,564 | \$ 1,475,434 | \$ 1,006,130 | | \$ 2,387,170 | | \$ 934,360 | | \$ 4,868,733 | | |
| 11 | 2025 | \$ 2,365,373 | \$ 1,429,842 | \$ 935,531 | | \$ 2,458,785 | | \$ 934,360 | | \$ 4,824,158 | | |
| 12 | 2026 | \$ 2,360,537 | \$ 1,493,253 | \$ 867,284 | | \$ 2,532,548 | | \$ 934,360 | | \$ 4,893,086 | | |
| 13 | 2027 | \$ 2,355,537 | \$ 1,559,528 | \$ 796,009 | | \$ 2,608,525 | | \$ 934,360 | | \$ 4,964,062 | | |
| 14 | 2028 | \$ 2,313,969 | \$ 1,592,399 | \$ 721,570 | | \$ 2,686,780 | | \$ 934,360 | | \$ 5,000,749 | | |
| 15 | 2029 | \$ 2,304,785 | \$ 1,659,234 | \$ 645,551 | | \$ 2,767,384 | | \$ 934,360 | | \$ 5,072,169 | | |
| 16 | 2030 | \$ 2,295,777 | \$ 1,729,438 | \$ 566,339 | | \$ 2,850,405 | | \$ 391,099 | | \$ 5,146,182 | | |
| 17 | 2031 | \$ 2,229,260 | \$ 1,798,530 | \$ 430,730 | | \$ 2,935,917 | | \$ 373,743 | | \$ 5,165,177 | | |
| 18 | 2032 | \$ 2,198,474 | \$ 1,747,525 | \$ 450,949 | | \$ 3,023,995 | | \$ 152,963 | | \$ 5,222,469 | | |
| 19 | 2033 | \$ 2,145,431 | \$ 1,830,991 | \$ 314,439 | | \$ 3,114,715 | | \$ 5,725 | | \$ 5,260,146 | | |
| 20 | 2034 | \$ 2,145,431 | \$ 1,918,445 | \$ 226,986 | | \$ 3,208,156 | | \$ 6,087 | | \$ 5,353,587 | | |
| 21 | 2035 | \$ 1,547,762 | \$ 1,412,407 | \$ 135,355 | | \$ 3,304,401 | | \$ 7,516 | | \$ 4,852,163 | | |
| 22 | 2036 | \$ 597,158 | \$ 529,421 | \$ 67,737 | | \$ 3,403,533 | | \$ 5,616 | | \$ 4,000,691 | | |
| 23 | 2037 | \$ 597,158 | \$ 555,123 | \$ 42,035 | | \$ 3,505,639 | | \$ 10,098 | | \$ 4,102,797 | | |
| 24 | 2038 | \$ 597,158 | \$ 582,073 | \$ 15,085 | | \$ 3,610,808 | | \$ 10,095 | | \$ 4,207,966 | | |
| 25 | 2039 | \$ - | \$ - | \$ - | | \$ 3,719,132 | | \$ 9,217 | | \$ 3,719,132 | | |
| 26 | 2040 | \$ - | \$ - | \$ - | | \$ 3,830,706 | | \$ 9,245 | | \$ 3,830,706 | | |
| 27 | 2041 | \$ - | \$ - | \$ - | | \$ 3,945,628 | | \$ 34,798 | | \$ 3,945,628 | | |
| 28 | 2042 | \$ - | \$ - | \$ - | | \$ 4,063,996 | | \$ 34,813 | | \$ 4,063,996 | | |
| 29 | 2043 | \$ - | \$ - | \$ - | | \$ 4,185,916 | | \$ 34,812 | | \$ 4,185,916 | | |
| 30 | TOTAL | \$ 36,075,652 | \$ 25,435,035 | \$ 10,640,617 | | \$ 70,896,516 | | \$ 9,125,328 | | \$ 106,972,168 | | |
| 31 | | | | | | | | | | | | |
| 32 | | | | | | | | | | | | |
| 33 | <p>*Based on FY21 Algorithms</p> <p>**Benefits related to refinancing debt is attributed to RBHS only and not other non-RBHS units occupying space in RBHS bldgs. As a result, direct debt service payment will vary slightly from year to year as compared to the attached schedule. Total costs related to the refinancing is \$982K over 14 years for an average of \$70K, of which RWJBH-RWJMS is a portion of those costs.</p> <p>**Explanatory Note: Debt service refinancing has a positive financial impact, the benefits of which are attributed to RBHS only.</p> | | | | | | | | | | | |
| 34 | | | | | | | | | | | | |

Exhibit 12.1(c)(iii)(1)(C)

Initial University Equipment Inventory

[To be created by the University within one hundred twenty (120) days of the execution of this Agreement. Upon creation, it shall be incorporated herein. Each annual update of the University Equipment Inventory shall be maintained in the office of the Senior Vice Chancellor for Administration and Finance of RBHS.]

Exhibit 12.1(c)(iii)(2)

Fringe Rate Calculation

Follows on Next Page

| | A | B | C | D | E | F |
|----|---|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | <p align="center">Exhibit 12.1(c)(iii)(2) Effective Fringe Rate Calculation</p> <p align="center">Effective Rate for Invoicing for the following Quarters: July 1, 2020 - September 30, 2020 (REDACTED) October 1, 2020 - December 31, 2020 (REDACTED)</p> <p align="right">REDACTED – Released Pursuant to OPRA Request</p> | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| 9 | | FY21 Q1 (Jul-Sep) | FY20 Q4 (Apr-Jun) | FY20 Q3 (Jan-Mar) | FY20 Q2 (Oct-Dec) | FY20 Q1 (Jul-Sep) |
| 10 | B STATE PAID FRINGE | (42,297,949.73) | (42,909,259.73) | (44,927,724.80) | (43,677,034.07) | (42,530,132.10) |
| 11 | State Paid FB Educational & General | (58,443,601.43) | (59,280,570.15) | (63,948,220.98) | (56,645,347.89) | (55,092,502.23) |
| 12 | State Paid FB Educational & General Adjustment | 16,145,651.70 | 16,371,310.42 | 19,020,496.18 | 12,968,313.82 | 12,562,370.13 |
| 13 | State Paid FB Healthcare | - | - | - | - | - |
| 14 | BB SALARY & WAGES | 244,399,738.27 | 241,698,335.20 | 241,350,576.00 | 246,868,111.09 | 234,809,598.48 |
| 15 | B STAFF WAGES | 81,967,432.34 | 97,602,449.65 | 82,571,142.49 | 95,127,187.76 | 84,087,014.56 |
| 16 | B FACULTY WAGES | 87,999,083.74 | 105,470,231.33 | 91,059,241.76 | 100,761,105.85 | 85,111,190.85 |
| 17 | B TA & GA WAGES | 104,195.74 | 451,813.60 | 420,743.28 | 447,646.03 | 122,225.51 |
| 18 | B POST DOC & CO ADJUNCT WAGES | 5,059,678.20 | 3,711,516.28 | 3,329,140.21 | 4,329,841.88 | 4,568,316.20 |
| 19 | B STUDENT & HOURLY WAGES | 6,212,564.10 | 3,610,905.03 | 4,769,182.59 | 4,138,983.73 | 4,881,249.89 |
| 20 | B HOUSESTAFF WAGES | 16,529,696.47 | 18,843,958.32 | 16,113,132.25 | 18,745,030.45 | 16,201,500.02 |
| 21 | B OTHER WAGES | 46,527,087.68 | 12,007,460.99 | 43,087,993.42 | 23,318,315.39 | 39,838,101.45 |
| 22 | B RECOVERY WAGES | - | - | - | - | - |
| 23 | BB FRINGE BENEFITS | 70,893,613.42 | 66,318,092.47 | 71,580,923.48 | 67,899,475.09 | 76,425,358.60 |
| 24 | B FRINGE BENEFITS STAFF | 30,999,768.57 | 28,536,119.03 | 33,202,119.27 | 38,171,510.63 | 33,864,801.79 |
| 25 | B FRINGE BENEFITS FACULTY | 33,008,690.07 | 30,567,396.49 | 35,795,563.97 | 41,114,988.27 | 34,345,158.59 |
| 26 | B FRINGE BENEFITS OTHER | (6,411,788.54) | (7,698,097.59) | (14,801,360.52) | (23,314,408.73) | (4,567,287.50) |
| 27 | FB Fringe Auto Accrual PAYROLL DEPT USE ONLY | 6,831,687.09 | (6,420,756.00) | 6,263,272.07 | (4,941,141.05) | 7,380,416.65 |
| 28 | FB Fringe Manual Accrual | 3,982,228.11 | 14,223,863.46 | (4,425,764.58) | (7,892,183.35) | (3,499,841.83) |
| 29 | FB Hourly Employees | - | - | - | - | - |
| 30 | FB Housestaff PAYROLL DEPT USE ONLY | 3,058,909.98 | 1,020,018.27 | 3,579,724.55 | 4,072,014.16 | 3,684,813.76 |
| 31 | FB Other Compensation | - | - | - | - | - |
| 32 | FB Post Doctorate & Associates PAYROLL DEPT USE ONLY | 1,215,123.44 | 377,240.19 | 1,059,324.75 | 1,275,711.54 | 1,094,981.06 |
| 33 | FB TA & GA PAYROLL DEPT USE ONLY | 15,634.02 | 42,369.64 | 83,449.17 | 100,081.15 | 24,208.62 |
| 34 | FB Suspense PAYROLL DEPT USE ONLY | 5,508.15 | (78,889.42) | (188,179.04) | 261,464.27 | 61,095.47 |
| 35 | FB Fringe Valuation Adjustment | (16,145,651.69) | (16,371,310.41) | (19,020,496.16) | (12,968,313.84) | (12,562,370.13) |
| 36 | FB Fringe Manual Adjustments | (5,375,227.64) | (3,547,565.32) | (2,152,691.28) | (3,222,041.61) | (750,591.10) |
| 37 | FB Fringe Manual Reallocation YEAR END USE ONLY | - | 3,056,932.00 | - | (0.00) | 0.00 |
| 38 | B FICA | 9,841,350.85 | 11,568,497.08 | 14,025,622.14 | 8,397,306.28 | 9,468,936.11 |
| 39 | B MEDICARE | 3,455,592.47 | 3,344,177.46 | 3,358,978.62 | 3,530,078.64 | 3,313,749.61 |
| 40 | | | | | | |
| 41 | RSDM Adjustment Total | (82,832.84) | 11,416.53 | (89,423.00) | (87,873.75) | (88,462.85) |
| 42 | NJMS Adjustment Total | (1,281,579.00) | (1,521,751.00) | (962,857.65) | (1,415,652.53) | (1,777,226.82) |
| 43 | | | | | | |
| 44 | Fringe Total | \$ 26,901,165.55 | \$ 23,899,148.94 | \$ 24,125,754.78 | \$ 21,653,953.14 | \$ 32,076,102.41 |
| 45 | Salary Total | \$ 227,870,041.80 | \$ 222,854,376.88 | \$ 225,237,443.75 | \$ 228,123,080.64 | \$ 218,608,098.46 |
| 46 | QTD Effective Rate | REDACTED | REDACTED | REDACTED | REDACTED | REDACTED |
| 47 | | | | | | |
| 48 | Rolling 4Q Fringe Total | \$ 96,580,022.41 | \$ 101,754,959.27 | | | |
| 49 | Rolling 4Q Salary Total | \$ 904,084,943.07 | \$ 894,822,999.73 | | | |
| 50 | Rolling 4Q Effective Rate | REDACTED | REDACTED | | | |
| 51 | FY21 Invoice Billing Rate | Q2 (Oct.-Dec, 2020) Q1 (Jul-Sept, 2020) | | | | |
| 52 | | | | | | |
| 53 | | | | | | |
| 54 | | | | | | |

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N |
|----|-----------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Exhibit 12.1(c)(iii)(2) | | | | | | | | | | | | | |
| 2 | Effective Fringe Rate Calculation | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | | | |
| 5 | | | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | | | |
| 8 | | | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | | | |
| 10 | | | | | | | | | | | | | | |
| 11 | | | | | | | | | | | | | | |
| 12 | | | | | | | | | | | | | | |
| 13 | | | | | | | | | | | | | | |
| 14 | | | | | | | | | | | | | | |
| 15 | | | | | | | | | | | | | | |
| 16 | | | | | | | | | | | | | | |
| 17 | | | | | | | | | | | | | | |
| 18 | | | | | | | | | | | | | | |
| 19 | | | | | | | | | | | | | | |
| 20 | | | | | | | | | | | | | | |
| 21 | | | | | | | | | | | | | | |
| 22 | | | | | | | | | | | | | | |
| 23 | | | | | | | | | | | | | | |
| 24 | | | | | | | | | | | | | | |
| 25 | | | | | | | | | | | | | | |
| 26 | | | | | | | | | | | | | | |
| 27 | | | | | | | | | | | | | | |
| 28 | | | | | | | | | | | | | | |
| 29 | | | | | | | | | | | | | | |
| 30 | | | | | | | | | | | | | | |
| 31 | | | | | | | | | | | | | | |
| 32 | | | | | | | | | | | | | | |
| 33 | | | | | | | | | | | | | | |
| 34 | | | | | | | | | | | | | | |
| 35 | | | | | | | | | | | | | | |
| 36 | | | | | | | | | | | | | | |
| 37 | | | | | | | | | | | | | | |
| 38 | | | | | | | | | | | | | | |
| 39 | | | | | | | | | | | | | | |
| 40 | | | | | | | | | | | | | | |
| 41 | | | | | | | | | | | | | | |
| 42 | | | | | | | | | | | | | | |
| 43 | | | | | | | | | | | | | | |
| 44 | | | | | | | | | | | | | | |
| 45 | | | | | | | | | | | | | | |
| 46 | | | | | | | | | | | | | | |
| 47 | | | | | | | | | | | | | | |
| 48 | | | | | | | | | | | | | | |
| 49 | | | | | | | | | | | | | | |
| 50 | | | | | | | | | | | | | | |

**REDACTED – Released
Pursuant to OPRA Request**

| Rutgers, The State University of New Jersey Rutgers Biomedical & Health Sciences Effective Fringe Rate beginning July 1, 2020 | | | |
|---|-------------------|-----------------------|-----------------------|
| Data | | Assumption / Scenario | Effective Fringe Rate |
| Fringe | Salary | | |
| \$ 26,901,165.55 | \$ 227,870,041.80 | FY21 Q1 (Jul-Sep) | |
| \$ 23,899,148.94 | \$ 222,854,376.88 | FY20 Q4 (Apr-Jun) | |
| \$ 24,125,754.78 | \$ 225,237,443.75 | FY20 Q3 (Jan-Mar) | |
| \$ 21,653,953.14 | \$ 228,123,080.64 | FY20 Q2 (Oct-Dec) | |
| \$ 32,076,102.41 | \$ 218,608,098.46 | FY20 Q1 (Jul-Sep) | |
| | | Effective Rate for: | |
| \$ 101,754,959.27 | \$ 894,822,999.73 | Q1 (Jul-Sept, 2020) | |
| \$ 96,580,022.41 | \$ 904,084,943.07 | Q2 (Oct.-Dec, 2020) | |

- The effective fringe calculation is processed at the end of each fiscal quarter (September, December, March, June) in accordance with the Rutgers monthly close.
- RBHS will bill RWJBH based on the mathematical calculation of the previous four (4) quarters' effective fringe rate for the current quarter bills.
 - A rolling four quarter average, using the most recent four quarters, will be used to calculate the prospective quarter's effective fringe rate. For example, the July 2019 – September 2019 effective fringe rate will be determined using the mathematical average of the prior four quarters' effective fringe rates (October 2018 through September 2019).
 - The October 2019 - December 2019 effective fringe rate will be determined using the mathematical average of the prior four quarters' effective fringe rates (October 2018 through September 2019).
 - The January 2020 – March 2020 effective fringe rate will be determined using the mathematical average of the prior four quarters' effective fringe rates (January 2019 through December 2019).
 - The April 2020 – June 2020 effective fringe rate will be determined using the mathematical average of the prior four quarters' effective fringe rates (April 2019 through March 2020).
- The RBHS Effective Fringe Calculation will exclude Housestaff as GME costs are being reimbursed through a different contract.
 - Housestaff Fringe Rates are determined by the State of New Jersey and are not an effective rate.
 - The State of New Jersey issues its annual composite rate. From that, Rutgers removes the state's workers comp, pension and unused sick leave. Rutgers adds its own workers comp plus a carry forward allocation (positive or negative) to determine the Housestaff composite rate.
- The data source used to derive the effective fringe rate will be report 079B of the Rutgers Oracle Cloud Financial Reporting Center. The report should be run to include all RBHS operating Units.
 - The values needed from the report to perform the calculation are:
 - BOG State Paid Fringe Revenue
 - BOG Salaries & Wages
 - BOG Housestaff Wages
 - BOG Fringe Benefit Expense
 - FB Housestaff
 - NJMS FB Manual Adjustments
 - RSDM FB Manual Adjustments
 - RWJMS FB Manual Adjustments
 - The calculation is as follows:
 - BOG Fringe Benefit Expense (A) – FB Housestaff (B) – NJMS FB Manual Adjustments (C) – RSDM FB Manual Adjustments (D) – RWJMS FB Manual Adjustments (E) = Fringe Benefit Expense excluding Housestaff (F)
 - For an explanation of the fringe benefit natural accounts, please see below:
 - FB Housestaff is the composite fringe associated with Housestaff (B)
 - NJMS FB Manual Adjustments, RSDM FB Manual Adjustments and RWJMS FB Manual Adjustments are composite fringe credits related to not incurring fringe on certain Housestaff (C), (D) and (E)*
 - Fringe Benefit Expense excluding Housestaff (F) – BOG State Paid Fringe Revenue (G) = Net Fringe Benefit Expense (H)
 - BOG Salaries & Wages (J) – BOG Housestaff (K) = Salaries & Wages excluding Housestaff (L)
 - Net Fringe Benefit Expense (H) / Salaries & Wages excluding Housestaff (L) = RBHS Effective Fringe Rate
- RWJBH will pay the RBHS Effective Fringe Rate on all RBHS clinical compensation payments.

*NOTE: These manual calculations are produced by the Rutgers Budget Office and will appear in the RBHS financial statements in Oracle when the books are closed monthly.

Exhibit 12.1(c)(iii)(3)**Three-Year Rolling Average Salary Increase Calculation**

| FY Salary Year | Percent Increase* |
|-----------------------|--------------------------|
| FY 2018 | 2.125% |
| FY 2019 | 3% |
| FY 2020 | 3% |

$$(2.125\% + 3\% + 3\%)/3 = 2.71\%$$

* “Percent Increase” figures derive from the CNAs (as defined in the Agreement). Figures for FY2018 derive from the Collective Negotiations Agreements applicable to University Integrated Practice Personnel who are University employees providing services to RWJBH pursuant to the Agreement and expired as of June 30, 2018.

**REDACTED – Released
Pursuant to OPRA Request**

Exhibit 12.2

RWJMS Budget and Position Control Listing Supporting RWJMS Clinical Loss

(for reference only)

Follows on Next Page

REDACTED – Released
Pursuant to OPRA Request

Exhibit 12.2
Position Control Listing Supporting RWJMS Clinical Loss

| | A | B | C | D | E | H | I |
|----|-------------|---------------|-----------------------------------|-----------|---|---------------|---------------------------|
| 1 | | | | | | | |
| 2 | | | | | | | |
| 3 | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title |
| 5 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST |
| 6 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASSOC PROF-PROF PRAC |
| 7 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | RBHS INST |
| 8 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASSOC PROF-CLIN |
| 9 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | PROF EMERITUS-FTTRP |
| 10 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-TE |
| 11 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN-DIV CHIEF |
| 12 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST |
| 13 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-CLIN-DIV CHIEF |
| 14 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC |
| 15 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-CLIN |
| 16 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-CLIN-DIV CHIEF |
| 17 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASSOC PROF-CLIN-DIR |
| 18 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF EMERITUS-FTTRP |
| 19 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLIN PROF |
| 20 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | PROF-TE-ASSOC DEAN |
| 21 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | INST-CM-SEC HEAD |
| 22 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC |
| 23 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | RBHS INST |
| 24 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-TE-DIV CHIEF |
| 25 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASSOC PROF-PROF PRAC |
| 26 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | PROF-TE |
| 27 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | PROF-TE |
| 28 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | PROF-PROF PRAC-DIV CHIEF |
| 29 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-CLIN |
| 30 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-CLIN-DIV CHIEF |
| 31 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-CLIN-DIV CHIEF |
| 32 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-CLIN |
| 33 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-PROF PRAC |
| 34 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | ASST PROF-CLIN |
| 35 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-TE |
| 36 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-CLIN |
| 37 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | PROF-TE-CHAIR |
| 38 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | PROF-PROF PRAC |
| 39 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN-DIV CHIEF |
| 40 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | PROF EMERITUS-FTTRP |
| 41 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-TT |
| 42 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-CLIN |
| 43 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-PROF PRAC |
| 44 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC |
| 45 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC |
| 46 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASSOC PROF-CLIN |
| 47 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN |
| 48 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | ASST PROF-CLIN |
| 49 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | PROF-TE-DIV CHIEF |
| 50 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-TE-DIV CHIEF |
| 51 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN |
| 52 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASSOC PROF-CLIN |

cFTE
Regular

1.00
0.20
0.55
0.87
0.20
0.85
0.84
0.81
0.60
0.95
0.95
0.87
0.80
0.48
0.40
0.50
0.95
0.20
0.95
0.53
0.60
0.75
0.75
0.85
0.60
0.78
0.80
0.85
0.81
0.50
0.90
0.30
0.50
1.00
0.90
0.20
0.34
0.65
1.00
0.90
0.65
0.46
0.45
0.90
0.05
0.90
0.78
0.88

Exhibit 12.2
Position Control Listing Supporting RWJMS Clinical Loss

| | A | B | C | D | E | H | I |
|-----|--------------------|----------------------|-----------------------------------|------------------|---|----------------------|--------------------------------|
| 1 | | | | | | | |
| 2 | | | | | | | |
| 3 | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title |
| 53 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-PROF PRAC-DIV CHIEF |
| 54 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | PROF-TE |
| 55 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | PROF-TE-CHAIR |
| 56 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC |
| 57 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | CLIN INSTR |
| 58 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN-DIR |
| 59 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN |
| 60 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-PROF PRAC-MED DIR |
| 61 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-PROF PRAC |
| 62 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | Prof-Prof Prac-Asst Dean |
| 63 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | PROF-PROF PRAC |
| 64 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN |
| 65 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | PROF-PROF PRAC-DIV CHIEF |
| 66 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN-DIV CHIEF |
| 67 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-TE |
| 68 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-TE-DIR |
| 69 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | Assoc Prof-Prof Prac-Asst Dean |
| 70 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | PROF-CLIN |
| 71 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN |
| 72 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | ASSOC PROF-CLIN |
| 73 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | ASSOC PROF-CLIN-DIV CHIEF |
| 74 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-CLIN-VICE CHAIR |
| 75 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | PROF-CLIN-VICE CHAIR |
| 76 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASSOC PROF-CLIN |
| 77 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-CLIN-DIV CHIEF |
| 78 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-CLIN |
| 79 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASSOC PROF-PROF PRAC |
| 80 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-CLIN-DIV CHIEF |
| 81 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASSOC PROF-CLIN-DIV CHIEF |
| 82 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC-DIV CHIEF |
| 83 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-PROF PRAC |
| 84 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-PROF PRAC |
| 85 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC |
| 86 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-PROF PRAC |
| 87 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-CLIN |
| 88 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASSOC PROF-PROF PRAC |
| 89 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASSOC PROF-CLIN-DIV CHIEF |
| 90 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-CLIN-CHAIR |
| 91 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-TE-DIV CHIEF |
| 92 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-PROF PRAC |
| 93 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROF-TE-CHAIR |
| 94 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST |
| 95 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | PROF-PROF PRAC |
| 96 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-CLIN-ASST DEAN |
| 97 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-PROF PRAC-DIV CHIEF |
| 98 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-TE-CHAIR |
| 99 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-TE-CHAIR |
| 100 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-PROF PRAC-DIV CHIEF |

cFTE
Regular

0.90
0.02
0.45
0.90
0.20
0.90
0.72
0.95
1.00
0.49
0.80
0.42
0.95
0.83
0.10
0.92
0.70
0.90
0.70
0.35
0.90
0.51
0.95
0.34
0.80
0.50
0.95
0.71
0.85
0.95
0.40
0.70
0.95
0.90
0.30
0.95
0.85
0.09
0.90
0.95
0.30
0.90
0.85
0.32
0.90

Exhibit 12.2
Position Control Listing Supporting RWJMS Clinical Loss

| | A | B | C | D | E | REDACTED – Released Pursuant to OPRA Request | | | H | I |
|-----|---|---------------|-----------------------------------|-----------|---|---|--------------------------------|-----------------|---|---|
| 1 | Exhibit 12.2 | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | |
| 3 | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | | |
| 101 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-CLIN | 0.55 | | |
| 102 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASSOC PROF-PROF PRAC-DIV CHIEF | 0.76 | | |
| 103 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | PROF-PROF PRAC-DIV CHIEF | 1.00 | | |
| 104 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.90 | | |
| 105 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.57 | | |
| 106 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASSOC PROF-PROF PRAC | 0.90 | | |
| 107 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-PROF PRAC | 0.90 | | |
| 108 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.75 | | |
| 109 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.90 | | |
| 110 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASSOC PROF-CLIN | 0.50 | | |
| 111 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | PROF-PROF PRAC | 0.90 | | |
| 112 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-PROF PRAC-DIV CHIEF | 0.88 | | |
| 113 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.90 | | |
| 114 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | AssocProf-Prof Prac-Vice Chair | 0.95 | | |
| 115 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.90 | | |
| 116 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-CLIN | 0.32 | | |
| 117 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.95 | | |
| 118 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | | |
| 119 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | | |
| 120 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | | |
| 121 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | PROF-TE | 0.75 | | |
| 122 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | |
| 123 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | |
| 124 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.90 | | |
| 125 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | PROF-CLIN | 0.50 | | |
| 126 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN | 0.54 | | |
| 127 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.90 | | |
| 128 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROF-CLIN-DIV CHIEF | 0.85 | | |
| 129 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.90 | | |
| 130 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-PROF PRAC | 1.00 | | |
| 131 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-CLIN-DIV CHIEF | 0.46 | | |
| 132 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASSOC PROF-CLIN | 0.45 | | |
| 133 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-CLIN | 0.40 | | |
| 134 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC VICE CHAIR | 0.80 | | |
| 135 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-CLIN | 0.95 | | |
| 136 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | RBHS INST | 0.95 | | |
| 137 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-PROF PRAC | 0.75 | | |
| 138 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-CLIN | 0.60 | | |
| 139 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-CLIN | 0.20 | | |
| 140 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | | |
| 141 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASSOC PROF-PROF PRAC-DIV CHIEF | 0.95 | | |
| 142 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-CLIN-DIR | 0.88 | | |
| 143 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-PROF PRAC-DIV CHIEF | 0.80 | | |
| 144 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.80 | | |
| 145 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-PROF PRAC | 0.90 | | |
| 146 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASSOC PROF-PROF PRAC | 0.78 | | |
| 147 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.55 | | |
| 148 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN | 0.80 | | |

| | | A | B | C | D | E | | Pursuant to OPRA Request | | H | I |
|-----|---|---------------|-----------------------------------|-----------|---|---------------|-----------------------------|--------------------------|---------|---|---|
| 1 | Exhibit 12.2 | | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | | |
| 3 | | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE | Regular | | |
| 149 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.73 | | | |
| 150 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASSOC PROF-PROF PRAC | 0.95 | | | |
| 151 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-CLIN | 0.87 | | | |
| 152 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.95 | | | |
| 153 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-PROF PRAC | 0.45 | | | |
| 154 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | | | |
| 155 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | | | |
| 156 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.70 | | | |
| 157 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | | |
| 158 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.10 | | | |
| 159 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-CLIN | 0.83 | | | |
| 160 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.90 | | | |
| 161 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASSOC PROF-PROF PRAC | 0.55 | | | |
| 162 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.89 | | | |
| 163 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.90 | | | |
| 164 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-PROF PRAC | 1.00 | | | |
| 165 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-CLIN | 0.95 | | | |
| 166 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | AsstProf-Clin-Sr Assoc Dean | 1.00 | | | |
| 167 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.50 | | | |
| 168 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-PROF PRAC | 0.45 | | | |
| 169 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | RBHS INST | 0.80 | | | |
| 170 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-CLIN | 0.80 | | | |
| 171 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROF-CLIN-CHAIR | 0.77 | | | |
| 172 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-PROF PRAC | 0.83 | | | |
| 173 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.85 | | | |
| 174 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | PROF-PROF PRAC-DIV CHIEF | 0.95 | | | |
| 175 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | ASST PROF-CLIN | 0.90 | | | |
| 176 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | ASSOC PROF-CLIN | 0.88 | | | |
| 177 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.87 | | | |
| 178 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.68 | | | |
| 179 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN-DIV CHIEF | 0.36 | | | |
| 180 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | PROF-CLIN | 0.10 | | | |
| 181 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | PROF-TE-DIV CHIEF | 0.20 | | | |
| 182 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.51 | | | |
| 183 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | PROF-PROF PRAC | 0.95 | | | |
| 184 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-PROF PRAC | 0.57 | | | |
| 185 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-CLIN | 0.95 | | | |
| 186 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASSOC PROF-TEACH-ASSOC DEAN | 0.10 | | | |
| 187 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.70 | | | |
| 188 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | PROF-CLIN-DIV CHIEF | 0.60 | | | |
| 189 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | RBHS INST | 1.00 | | | |
| 190 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.60 | | | |
| 191 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-PROF PRAC | 0.90 | | | |
| 192 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-CLIN-ASSOC DEAN | 0.10 | | | |
| 193 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN-DIR | 0.45 | | | |
| 194 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | ASSOC PROF-PROF PRAC | 0.80 | | | |
| 195 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | Prof-Prof Practice | 0.12 | | | |
| 196 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROF-TE-DIV CHIEF | 0.90 | | | |

REDACTED – Released
Pursuant to OPRA Request

| | A | B | C | D | E | | H | I |
|-----|--|----------------------|-----------------------------------|------------------|---|----------------------|--------------------------------|-------------------------|
| 1 | Exhibit 12.2 | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | |
| 3 | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular |
| 197 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.90 |
| 198 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 |
| 199 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-PROF PRAC | 0.61 |
| 200 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-PROF PRAC | 0.67 |
| 201 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 |
| 202 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.70 |
| 203 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | PROFESSOR - CM | 0.05 |
| 204 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.90 |
| 205 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | ASST PROF-CLIN | 0.40 |
| 206 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-PROF PRAC | 0.95 |
| 207 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 |
| 208 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 1.00 |
| 209 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-CLIN | 0.86 |
| 210 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 1.00 |
| 211 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.20 |
| 212 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.90 |
| 213 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | RBHS INST | 0.46 |
| 214 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.70 |
| 215 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.80 |
| 216 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC-DIR | 0.90 |
| 217 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.90 |
| 218 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | RBHS INST | 0.95 |
| 219 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.20 |
| 220 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | Prof-Te-Exec Dir | 0.08 |
| 221 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.50 |
| 222 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.90 |
| 223 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.50 |
| 224 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.90 |
| 225 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | PROF-TE-CHAIR | 0.40 |
| 226 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.90 |
| 227 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-CLIN | 1.00 |
| 228 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.59 |
| 229 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN-DIV CHIEF | 0.45 |
| 230 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.10 |
| 231 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | PROF-CLIN | 0.20 |
| 232 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-PROF PRAC-DIV CHIEF | 0.90 |
| 233 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | ASST PROF-PROF PRAC | 0.80 |
| 234 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-PROF PRAC | 0.55 |
| 235 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-CLIN | 0.80 |
| 236 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.25 |
| 237 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-PROF PRAC | 1.00 |
| 238 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.57 |
| 239 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-PROF PRAC | 0.80 |
| 240 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.34 |
| 241 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 |
| 242 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | ASST PROF-PROF PRAC | 0.90 |
| 243 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | RBHS INST | 0.90 |
| 244 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.65 |

| A | | B | | C | | D | | E | | H | | I | |
|-----|---|---------------|-----------------------------------|-----------|---|---------------|-------------------------------|--------------|--|---|--|---|--|
| 1 | Exhibit 12.2 | | | | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | | | | | |
| 245 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.80 | | | | | |
| 246 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-CLIN | 1.00 | | | | | |
| 247 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-CLIN | 0.90 | | | | | |
| 248 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | ASST PROF-PROF PRAC | 0.10 | | | | | |
| 249 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-PROF PRAC | 0.55 | | | | | |
| 250 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.95 | | | | | |
| 251 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.90 | | | | | |
| 252 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.90 | | | | | |
| 253 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.50 | | | | | |
| 254 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.50 | | | | | |
| 255 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.90 | | | | | |
| 256 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.90 | | | | | |
| 257 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.45 | | | | | |
| 258 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | RBHS INST | 0.95 | | | | | |
| 259 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF - MEDICAL DIR | 0.90 | | | | | |
| 260 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-PROF PRAC-MED DIR | 0.80 | | | | | |
| 261 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | | | | |
| 262 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-TT | 0.10 | | | | | |
| 263 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASSOC PROF-PROF PRAC | 0.95 | | | | | |
| 264 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-PROF PRAC | 0.90 | | | | | |
| 265 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-CLIN | 0.35 | | | | | |
| 266 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-PROF PRAC | 0.93 | | | | | |
| 267 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-CLIN-DIV CHIEF | 0.49 | | | | | |
| 268 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | PROF-CLIN | 0.85 | | | | | |
| 269 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-CLIN-DIV CHIEF | 0.85 | | | | | |
| 270 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.80 | | | | | |
| 271 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.90 | | | | | |
| 272 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC-ASST DEAN | 0.40 | | | | | |
| 273 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | ASST PROF-PROF PRAC-DIR | 1.00 | | | | | |
| 274 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | PROF-CLIN-DIV CHIEF | 0.50 | | | | | |
| 275 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-CLIN | 0.41 | | | | | |
| 276 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.90 | | | | | |
| 277 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-CLIN-DIV CHIEF | 0.77 | | | | | |
| 278 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | ASSOC PROF-CLIN | 0.83 | | | | | |
| 279 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-TE | 0.15 | | | | | |
| 280 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-CLIN | 0.75 | | | | | |
| 281 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | PROF-CLIN-CHAIR | 0.90 | | | | | |
| 282 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-PROF PRAC | 1.00 | | | | | |
| 283 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-CLIN | 0.45 | | | | | |
| 284 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-CLIN | 0.40 | | | | | |
| 285 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-CLIN | 0.90 | | | | | |
| 286 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | RBHS INST | 1.00 | | | | | |
| 287 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.30 | | | | | |
| 288 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-PROF PRAC | 0.90 | | | | | |
| 289 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | PROF-CLIN | 0.54 | | | | | |
| 290 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-PROF PRAC | 0.90 | | | | | |
| 291 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASSOC PROF-CLIN-CHAIR | 0.80 | | | | | |
| 292 | | Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | Asst Prof - Clin-Vice Chair | 0.55 | | | | | |

| | A | B | C | D | E | | | H | I |
|-----|---|---------------|-----------------------------------|-----------|---|---------------|--------------------------------|-----------------|---|
| 1 | Exhibit 12.2 | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | |
| 3 | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | |
| 293 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | RBHS INST | 0.90 | |
| 294 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-PROF PRAC | 0.90 | |
| 295 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | RBHS INST | 0.60 | |
| 296 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROF-TE-DIV CHIEF | 0.05 | |
| 297 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.90 | |
| 298 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-CLIN | 0.47 | |
| 299 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-CLIN-ASST DEAN | 0.20 | |
| 300 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-PROF PRAC | 1.00 | |
| 301 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | ASST PROF-PROF PRAC | 0.85 | |
| 302 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | RBHS INST | 1.00 | |
| 303 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-PROF PRAC | 0.90 | |
| 304 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.45 | |
| 305 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN | 0.80 | |
| 306 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | |
| 307 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-PROF PRAC-DIV CHIEF | 0.90 | |
| 308 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-TEACH | 0.45 | |
| 309 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASSOC PROF-PROF PRAC | 0.83 | |
| 310 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASSOC PROF-PROF PRAC | 0.90 | |
| 311 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-CLIN | 0.82 | |
| 312 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-PROF PRAC | 1.00 | |
| 313 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC-DIR | 0.95 | |
| 314 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | |
| 315 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASSOC PROF-CLIN | 0.74 | |
| 316 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASSOC PROF-PROF PRAC | 0.90 | |
| 317 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-PROF PRAC | 0.90 | |
| 318 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-CLIN | 0.70 | |
| 319 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.90 | |
| 320 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-PROF PRAC | 0.90 | |
| 321 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASSOC PROF-CLIN | 0.50 | |
| 322 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | |
| 323 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASST PROF-CLIN | 0.85 | |
| 324 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ASSOC PROF-CLIN | 0.10 | |
| 325 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-CLIN | 0.60 | |
| 326 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.60 | |
| 327 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASSOC PROF-PROF PRAC-DIV CHIEF | 0.90 | |
| 328 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-PROF PRAC | 0.90 | |
| 329 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-CLIN | 0.65 | |
| 330 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | ASSOC PROF-CLIN-DIV CHIEF | 0.90 | |
| 331 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN-DIV CHIEF | 0.90 | |
| 332 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-CLIN | 0.85 | |
| 333 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.90 | |
| 334 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | |
| 335 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | RBHS INST | 0.95 | |
| 336 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | RBHS INST | 0.06 | |
| 337 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLIN ASST PROF | 0.30 | |
| 338 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.90 | |
| 339 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-PROF PRAC | 0.90 | |
| 340 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.90 | |

REDACTED – Released
Pursuant to OPRA Request

Exhibit 12.2
Position Control Listing Supporting RWJMS Clinical Loss

| | A | B | C | D | E | REDACTED – Released Pursuant to OPRA Request | | | H | I | |
|-----|---|---------------|-----------------------------------|-----------|---|---|------------------------------|-----------------|---|---|--|
| 1 | Exhibit 12.2 | | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | | |
| 3 | | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | | | |
| 341 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | PROF-CLIN-DIV CHIEF | 0.80 | | | |
| 342 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.90 | | | |
| 343 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.70 | | | |
| 344 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.70 | | | |
| 345 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.90 | | | |
| 346 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | RBHS INST | 0.86 | | | |
| 347 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.90 | | | |
| 348 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC-DIR | 0.90 | | | |
| 349 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.90 | | | |
| 350 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.80 | | | |
| 351 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | | |
| 352 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.90 | | | |
| 353 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | RBHS INST | 0.90 | | | |
| 354 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.90 | | | |
| 355 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.65 | | | |
| 356 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.90 | | | |
| 357 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-TE-DIV CHIEF | 0.48 | | | |
| 358 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-PROF PRAC-MED DIR | 0.65 | | | |
| 359 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.90 | | | |
| 360 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROF-CLIN-DIR | 0.65 | | | |
| 361 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-PROF PRAC | 0.90 | | | |
| 362 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-CLIN | 0.95 | | | |
| 363 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | PROF-CLIN-CHAIR | 0.75 | | | |
| 364 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | RBHS INST | 0.30 | | | |
| 365 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | Dist Prof-Clin-Med Director | 0.70 | | | |
| 366 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-CLIN | 0.75 | | | |
| 367 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN-DIR | 0.90 | | | |
| 368 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | | | |
| 369 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 1.00 | | | |
| 370 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.90 | | | |
| 371 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.90 | | | |
| 372 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | | | |
| 373 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-PROF PRAC-MED DIR | 0.95 | | | |
| 374 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC-MED DIR | 1.00 | | | |
| 375 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 1.00 | | | |
| 376 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.85 | | | |
| 377 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASSOC PROF-CLIN-DIV CHIEF | 0.79 | | | |
| 378 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-PROF PRAC | 0.85 | | | |
| 379 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | ASST PROF-CLIN-DIV CHIEF | 0.90 | | | |
| 380 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-PROF PRAC | 0.80 | | | |
| 381 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | Asst Prof - Clin-Vice Chair | 0.60 | | | |
| 382 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | PROF-TE-CHAIR | 0.25 | | | |
| 383 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.90 | | | |
| 384 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.90 | | | |
| 385 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-CLIN | 0.75 | | | |
| 386 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | ASST PROF-PROF PRAC-MED DIR | 0.90 | | | |
| 387 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.80 | | | |
| 388 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-CLIN | 0.75 | | | |

| | A | B | C | D | E | Pursuant to OPRA Request | | | H | I | |
|-----|---|---------------|-----------------------------------|-----------|---|--------------------------|--------------------------------|---------|---|---|--|
| 1 | Exhibit 12.2 | | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | | |
| 3 | | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE | | | |
| | | | | | | | | Regular | | | |
| 389 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.90 | | | |
| 390 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.90 | | | |
| 391 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-PROF PRAC | 0.45 | | | |
| 392 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | | |
| 393 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.90 | | | |
| 394 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.90 | | | |
| 395 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.19 | | | |
| 396 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | | |
| 397 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.90 | | | |
| 398 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | RBHS INST | 0.90 | | | |
| 399 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-PROF PRAC | 0.90 | | | |
| 400 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | PROF-PROF PRACTICE-CHAIR | 0.90 | | | |
| 401 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-PROF PRAC | 0.90 | | | |
| 402 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | ASST PROF-PROF PRAC | 0.88 | | | |
| 403 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | | |
| 404 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-PROF PRAC | 0.70 | | | |
| 405 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-PROF PRAC | 0.90 | | | |
| 406 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF-CLIN | 0.25 | | | |
| 407 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | | |
| 408 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-PROF PRAC | 0.90 | | | |
| 409 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | | | |
| 410 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | | | |
| 411 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | | | |
| 412 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-CLIN | 0.95 | | | |
| 413 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | RBHS LECTURER | 0.30 | | | |
| 414 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-TE-VICE CHAIR | 0.45 | | | |
| 415 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-PROF PRAC-DIV CHIEF | 0.07 | | | |
| 416 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | | |
| 417 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.54 | | | |
| 418 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | | | |
| 419 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | | | |
| 420 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-CLIN-DIV CHIEF | 0.65 | | | |
| 421 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASSOC PROF_PROF PRAC-DIR | 0.95 | | | |
| 422 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-CLIN | 0.95 | | | |
| 423 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | | | |
| 424 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASSOC PROF-PROF PRAC-DIV CHIEF | 0.90 | | | |
| 425 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASSOC PROF_PROF PRAC-DIR | 0.95 | | | |
| 426 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-CLIN | 0.85 | | | |
| 427 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | | | |
| 428 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | | | |
| 429 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-PROF PRAC | 0.90 | | | |
| 430 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.90 | | | |
| 431 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | | | |
| 432 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-CLIN-DIR | 0.70 | | | |
| 433 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.45 | | | |
| 434 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | | | |
| 435 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.25 | | | |
| 436 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.25 | | | |

REDACTED – Released
Pursuant to OPRA Request

| | A | B | C | D | E | | | H | I |
|-----|---|------------------------|-----------------------------------|-----------|---|---------------|---------------------------|-----------------|---|
| 1 | Exhibit 12.2 | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | |
| 3 | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | |
| 437 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | |
| 438 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | |
| 439 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | |
| 440 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.90 | |
| 441 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | |
| 442 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASSOC PROF-PROF PRAC | 0.85 | |
| 443 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | ASST PROF-CLIN-DIV CHIEF | 0.90 | |
| 444 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-CLIN | 0.85 | |
| 445 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | ASST PROF-PROF PRAC | 0.95 | |
| 446 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROF-CLIN-DIV CHIEF | 0.90 | |
| 447 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | ASST PROF-CLIN-DIV CHIEF | 0.90 | |
| 448 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | ASST PROF-CLIN-MED DIR | 0.90 | |
| 449 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | |
| 450 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-CLIN | 0.40 | |
| 451 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | PROF-CLIN | 0.50 | |
| 452 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 0.95 | |
| 453 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.90 | |
| 454 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.90 | |
| 455 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-PROF PRAC | 0.90 | |
| 456 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | Awaiting Fac Appt - Admin | 0.70 | |
| 457 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | ASST PROF-CLIN | 0.40 | |
| 458 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.90 | |
| 459 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROF-CLIN-VICE CHAIR | 0.80 | |
| 460 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.95 | |
| 461 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ASST PROF-PROF PRAC | 0.70 | |
| 462 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ASST PROF-CLIN | 0.90 | |
| 463 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RBHS INST | 0.90 | |
| 464 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.90 | |
| 465 | | _Faculty | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.90 | |
| 466 | | _Faculty - Newly Addec | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ASST PROF-PROF PRAC | 1.00 | |
| 467 | | _Faculty - Newly Addec | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.90 | |
| 468 | | _Faculty - Newly Addec | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | RBHS INST | 0.90 | |
| 469 | | _Faculty - Newly Addec | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ASST PROF-PROF PRAC | 0.90 | |
| 470 | | _Faculty - Newly Addec | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | RBHS INST | 0.04 | |
| 471 | | _Faculty - Newly Addec | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASST PROF-CLIN | 0.80 | |
| 472 | | _Faculty - Newly Addec | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ASSOC PROF - CM | 0.65 | |
| 473 | | _Faculty - Newly Addec | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ASST PROF-PROF PRAC | 0.90 | |
| 474 | | _Faculty - Newly Addec | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ASST PROF-PROF PRAC | 0.10 | |
| 475 | | Other | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RBHS INST | 0.90 | |
| 476 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | |
| 477 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | |
| 478 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | |
| 479 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 0.50 | |
| 480 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | |
| 481 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | |
| 482 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 0.60 | |
| 483 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | |
| 484 | | Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | |

| | A | B | C | D | E | | Pursuant to OPRA Request | | H | I |
|-----|---|---------------|-----------------------------------|-----------|---|---------------|-----------------------------|-----------------|---|---|
| 1 | Exhibit 12.2 | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | |
| 3 | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | | |
| 485 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | PHYSICIAN ASST | 1.00 | | |
| 486 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | PHYSICIAN SPEC UNCLASSIFIED | 0.53 | | |
| 487 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | PHYSICIAN SPEC UNCLASSIFIED | 0.53 | | |
| 488 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ADVANCED PRACTICE NURSE | 0.65 | | |
| 489 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 490 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 491 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 492 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 493 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 494 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 495 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | Dist Prof-TE-Provost | 0.09 | | |
| 496 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ADVANCED PRACTICE NURSE | 0.75 | | |
| 497 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 498 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 499 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ADVANCED PRACTICE NURSE | 0.90 | | |
| 500 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | ADVANCED PRACTICE NURSE | 0.49 | | |
| 501 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 502 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | PROG SUPVR GENETICS | 1.00 | | |
| 503 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 504 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 505 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 506 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PHYSICIAN ASST | 1.00 | | |
| 507 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | ADVANCED PRACTICE NURSE | 0.30 | | |
| 508 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 509 | | Housestaff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PHYSICIAN SPEC UNCLASSIFIED | 0.05 | | |
| 510 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 511 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | | |
| 512 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | | |
| 513 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | | |
| 514 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | PHYSICIAN ASST | 1.00 | | |
| 515 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 516 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | PHYSICIAN ASST-SURGICAL | 1.00 | | |
| 517 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 518 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 519 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | ACCOUNTS CLERK | 1.00 | | |
| 520 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ADMIN COOR II | 1.00 | | |
| 521 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 522 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 523 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 524 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | ASST MGR PATIENT BUS SVCS | 1.00 | | |
| 525 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | BILLING & CODING ANALYST | 1.00 | | |
| 526 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | BILLING COMPLIANCE ANALYST | 1.00 | | |
| 527 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | BILLING TECH PRECERT | 1.00 | | |
| 528 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | BILLING TECH PRECERT | 1.00 | | |
| 529 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | BILLING TECH PRECERT | 1.00 | | |
| 530 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | BILLING TECH PRECERT | 1.00 | | |
| 531 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | BUSINESS MGR | 0.33 | | |
| 532 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | BUSINESS MGR I | 1.00 | | |

| | A | B | C | D | E | | | Pursuant to OPRA Request | | H | I |
|-----|---|---------------|-----------------------------------|-----------|---|---------------|------------------------|--------------------------|---------|---|---|
| 1 | Exhibit 12.2 | | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | | |
| 3 | | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE | Regular | | |
| 533 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CERTIFIED MED ASST | 1.00 | | | |
| 534 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | CERTIFIED MED ASST | 1.00 | | | |
| 535 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | CHIEF ULTRASONOGRAPHER | 1.00 | | | |
| 536 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | CHIEF ULTRASONOGRAPHER | 1.00 | | | |
| 537 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | CHIEF ULTRASONOGRAPHER | 1.00 | | | |
| 538 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | CLIN CARE COOR | 1.00 | | | |
| 539 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLINIC SERVICES REP I | 1.00 | | | |
| 540 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP I | 1.00 | | | |
| 541 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | CLINIC SERVICES REP I | 1.00 | | | |
| 542 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | CLINIC SERVICES REP I | 1.00 | | | |
| 543 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | CLINIC SERVICES REP I | 1.00 | | | |
| 544 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | CLINIC SERVICES REP I | 1.00 | | | |
| 545 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP I | 1.00 | | | |
| 546 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | CLINIC SERVICES REP I | 1.00 | | | |
| 547 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | CLINIC SERVICES REP I | 1.00 | | | |
| 548 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP I | 1.00 | | | |
| 549 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | CLINIC SERVICES REP I | 1.00 | | | |
| 550 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP I | 1.00 | | | |
| 551 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | CLINIC SERVICES REP I | 1.00 | | | |
| 552 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | CLINIC SERVICES REP I | 1.00 | | | |
| 553 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP I | 1.00 | | | |
| 554 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | CLINIC SERVICES REP I | 1.00 | | | |
| 555 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | CLINIC SERVICES REP I | 1.00 | | | |
| 556 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | CLINIC SERVICES REP I | 1.00 | | | |
| 557 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | CLINIC SERVICES REP I | 1.00 | | | |
| 558 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | CLINIC SERVICES REP II | 1.00 | | | |
| 559 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | CLINIC SERVICES REP II | 1.00 | | | |
| 560 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 | | | |
| 561 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | CLINIC SERVICES REP II | 1.00 | | | |
| 562 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | CLINIC SERVICES REP II | 1.00 | | | |
| 563 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLINIC SERVICES REP II | 1.00 | | | |
| 564 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | CLINIC SERVICES REP II | 1.00 | | | |
| 565 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLINIC SERVICES REP II | 1.00 | | | |
| 566 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | CLINIC SERVICES REP II | 1.00 | | | |
| 567 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | CLINIC SERVICES REP II | 1.00 | | | |
| 568 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLINIC SERVICES REP II | 1.00 | | | |
| 569 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP II | 1.00 | | | |
| 570 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLINIC SERVICES REP II | 1.00 | | | |
| 571 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | CLINIC SERVICES REP II | 1.00 | | | |
| 572 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP II | 1.00 | | | |
| 573 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 | | | |
| 574 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP II | 1.00 | | | |
| 575 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | CLINIC SERVICES REP II | 1.00 | | | |
| 576 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | CLINIC SERVICES REP II | 1.00 | | | |
| 577 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 | | | |
| 578 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP II | 1.00 | | | |
| 579 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | CLINIC SERVICES REP II | 1.00 | | | |
| 580 | | Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 | | | |

REDACTED – Released
Pursuant to OPRA Request

| | A | B | C | D | E | REDACTED – Released | | | H | I |
|-----|---|---------------|-----------------------------------|-----------|---|--------------------------|-------------------------------|---------|---|---|
| 1 | Exhibit 12.2 | | | | | Pursuant to OPRA Request | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | |
| 3 | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE | | |
| | | | | | | | | Regular | | |
| 581 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | CLINIC SERVICES REP II | 1.00 | | |
| 582 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP II | 1.00 | | |
| 583 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP II | 1.00 | | |
| 584 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | CLINIC SERVICES REP II | 1.00 | | |
| 585 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 | | |
| 586 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | CLINIC SERVICES REP II | 1.00 | | |
| 587 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 | | |
| 588 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLINIC SERVICES REP II | 1.00 | | |
| 589 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | CLINIC SERVICES REP II | 1.00 | | |
| 590 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 | | |
| 591 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | CLINIC SERVICES REP II | 1.00 | | |
| 592 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | CLINIC SERVICES REP II | 1.00 | | |
| 593 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLINIC SERVICES REP II | 1.00 | | |
| 594 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP II | 1.00 | | |
| 595 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 | | |
| 596 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLINIC SERVICES REP II | 1.00 | | |
| 597 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | CLINIC SERVICES REP II | 1.00 | | |
| 598 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP II | 1.00 | | |
| 599 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | CLINIC SERVICES REP II | 1.00 | | |
| 600 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLINIC SERVICES REP II | 1.00 | | |
| 601 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 | | |
| 602 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | CLINIC SERVICES REP II | 1.00 | | |
| 603 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CODING SPECIALIST | 1.00 | | |
| 604 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | COOR BUDGET SVCS | 1.00 | | |
| 605 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | COOR DATA SVCS | 1.00 | | |
| 606 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | DATA CONTROL CLERK I | 1.00 | | |
| 607 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | DATA CONTROL CLERK I | 1.00 | | |
| 608 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | DATA CONTROL CLERK I | 1.00 | | |
| 609 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | DATA CONTROL CLERK II | 1.00 | | |
| 610 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | DATA CONTROL CLERK II | 1.00 | | |
| 611 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | DATA CONTROL CLERK II | 1.00 | | |
| 612 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | DATA CONTROL CLERK II | 0.57 | | |
| 613 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | DEPT ADMIN | 1.00 | | |
| 614 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | DEPT LIAISON | 1.00 | | |
| 615 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | DEPT LIAISON | 1.00 | | |
| 616 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | DEPT LIAISON | 1.00 | | |
| 617 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | DEPT LIAISON | 1.00 | | |
| 618 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | DEPT NURSE MGR | 1.00 | | |
| 619 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | DIR INPATIENT CA PH CTR | 0.39 | | |
| 620 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | DIR OF FINANCE | 1.00 | | |
| 621 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | DIR OF FINANCE | 1.00 | | |
| 622 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | EDITORIAL ASST | 1.00 | | |
| 623 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | ELEC MEDICAL RECORD SPEC | 1.00 | | |
| 624 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | EXEC ASST | 1.00 | | |
| 625 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | EXEC ASST | 1.00 | | |
| 626 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | EXEC DIR AMBULATORY CARE SVCS | 1.00 | | |
| 627 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | FACULTY PRACTICE MGR | 1.00 | | |
| 628 | | Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | FACULTY PRACTICE MGR | 1.00 | | |

Exhibit 12.2
Position Control Listing Supporting RWJMS Clinical Loss

| | A | B | C | D | E | H | I |
|-----|-------------|---------------|-----------------------------------|-----------|---|---------------|------------------------------|
| 1 | | | | | | | |
| 2 | | | | | | | |
| 3 | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title |
| | | | | | | | cFTE Regular |
| 629 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | FACULTY PRACTICE MGR |
| 630 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | FACULTY PRACTICE MGR |
| 631 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | FILE CLERK |
| 632 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | FIN COUNSLR I |
| 633 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | FIN COUNSLR I |
| 634 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | FIN COUNSLR I |
| 635 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | FINANCIAL ANALYST |
| 636 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | FINANCIAL ANALYST |
| 637 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | FINANCIAL ANALYST |
| 638 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | FINANCIAL ANALYST |
| 639 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | GENETIC COUNSELOR |
| 640 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | GENETIC COUNSELOR |
| 641 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | HD AUDIT ACCOUNTS CLERK |
| 642 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | HD CASHIER II |
| 643 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | HD CLERK |
| 644 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | HD CLERK |
| 645 | | Housestaff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | HOUSESTAFF PGY III |
| 646 | | Housestaff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | HOUSESTAFF PGY III |
| 647 | | Housestaff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | HOUSESTAFF PGY IV |
| 648 | | Housestaff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | HOUSESTAFF PGY IV |
| 649 | | Housestaff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | HOUSESTAFF PGY IV |
| 650 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | IST ANALYST I |
| 651 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | IST ANALYST I |
| 652 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | IST ANALYST II |
| 653 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | IST ANALYST II |
| 654 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | IST ANALYST II |
| 655 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | LAB MGR |
| 656 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | LAB TECHN |
| 657 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | LEAD MEDICAL SVCS ASST |
| 658 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | LEAD SURG SCHED/PAT LIAISON |
| 659 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | LEAD SURG SCHED/PAT LIAISON |
| 660 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | LEAD SURG SCHED/PAT LIAISON |
| 661 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | LEAD SURG SCHED/PAT LIAISON |
| 662 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | LEAD SURG SCHED/PAT LIAISON |
| 663 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | LEAD SURG SCHED/PAT LIAISON |
| 664 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | LEAD ULTRASOUND TECHNOLOGIST |
| 665 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | LPN |
| 666 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | LPN |
| 667 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | LPN |
| 668 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | LPN |
| 669 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | LPN |
| 670 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | LPN |
| 671 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | LPN |
| 672 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | LPN |
| 673 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | LPN |
| 674 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | LPN |
| 675 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | LPN |
| 676 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | LPN |

Exhibit 12.2
Position Control Listing Supporting RWJMS Clinical Loss

| | A | B | C | D | E | H | I |
|-----|-------------|---------------|-----------------------------------|-----------|---|------------------------|-----------------|
| 1 | | | | | | | |
| 2 | | | | | | | |
| 3 | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title |
| | | | | | | | cFTE Regular |
| 677 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 LPN | 1.00 |
| 678 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 LPN | 1.00 |
| 679 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 LPN | 1.00 |
| 680 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 LPN | 1.00 |
| 681 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 LPN | 1.00 |
| 682 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 LPN | 1.00 |
| 683 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 LPN | 1.00 |
| 684 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 LPN | 1.00 |
| 685 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 LPN | 1.00 |
| 686 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 LPN | 1.00 |
| 687 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 LPN | 1.00 |
| 688 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 LPN | 1.00 |
| 689 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 LPN | 1.00 |
| 690 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 LPN | 1.00 |
| 691 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 LPN | 1.00 |
| 692 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 LPN | 1.00 |
| 693 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 LPN | 1.00 |
| 694 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 LPN | 1.00 |
| 695 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 LPN | 1.00 |
| 696 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 MEDICAL CODER | 1.00 |
| 697 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 MEDICAL CODER | 1.00 |
| 698 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 MEDICAL CODER | 1.00 |
| 699 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 MEDICAL CODER | 1.00 |
| 700 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 MEDICAL SVCS ASST | 1.00 |
| 701 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 MEDICAL SVCS ASST | 1.00 |
| 702 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 MEDICAL SVCS ASST | 1.00 |
| 703 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 MEDICAL SVCS ASST | 1.00 |
| 704 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 MEDICAL SVCS ASST | 1.00 |
| 705 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 MEDICAL SVCS ASST | 1.00 |
| 706 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 MEDICAL SVCS ASST | 1.00 |
| 707 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 MEDICAL SVCS ASST | 1.00 |
| 708 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 MEDICAL SVCS ASST | 1.00 |
| 709 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 MEDICAL SVCS ASST | 1.00 |
| 710 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 MEDICAL SVCS ASST | 1.00 |
| 711 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 MEDICAL SVCS ASST | 1.00 |
| 712 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 MEDICAL SVCS ASST | 1.00 |
| 713 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 MEDICAL SVCS ASST | 1.00 |
| 714 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 MEDICAL SVCS ASST | 1.00 |
| 715 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 MEDICAL SVCS ASST | 1.00 |
| 716 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 MEDICAL SVCS ASST | 1.00 |
| 717 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 MEDICAL SVCS ASST | 1.00 |
| 718 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 MEDICAL SVCS ASST | 1.00 |
| 719 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 MEDICAL SVCS ASST | 1.00 |
| 720 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 MEDICAL SVCS ASST | 1.00 |
| 721 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 MEDICAL SVCS ASST | 1.00 |
| 722 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 MEDICAL SVCS ASST | 1.00 |
| 723 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 MEDICAL SVCS ASST | 1.00 |
| 724 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 MEDICAL SVCS ASST | 1.00 |

| | A | B | C | D | E | | | | H | I |
|-----|---|---------------|-----------------------------------|-----------|---|---------------|-------------------------|--------------|---|---|
| 1 | Exhibit 12.2 | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | |
| 3 | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | | |
| 725 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 726 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | MEDICAL SVCS ASST | 1.00 | | |
| 727 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | MEDICAL SVCS ASST | 1.00 | | |
| 728 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 729 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | MEDICAL SVCS ASST | 1.00 | | |
| 730 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 731 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | MEDICAL SVCS ASST | 1.00 | | |
| 732 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | MEDICAL SVCS ASST | 1.00 | | |
| 733 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | MEDICAL SVCS ASST | 1.00 | | |
| 734 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | MEDICAL SVCS ASST | 1.00 | | |
| 735 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | MEDICAL SVCS ASST | 1.00 | | |
| 736 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 737 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | MEDICAL SVCS ASST | 1.00 | | |
| 738 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | MEDICAL SVCS ASST | 1.00 | | |
| 739 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | MEDICAL SVCS ASST | 1.00 | | |
| 740 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | MEDICAL SVCS ASST | 1.00 | | |
| 741 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | MEDICAL SVCS ASST | 1.00 | | |
| 742 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | MEDICAL SVCS ASST | 1.00 | | |
| 743 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | MEDICAL SVCS ASST | 1.00 | | |
| 744 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | MEDICAL SVCS ASST | 1.00 | | |
| 745 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | MEDICAL SVCS ASST | 1.00 | | |
| 746 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 747 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 748 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | MEDICAL SVCS ASST | 1.00 | | |
| 749 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | MEDICAL SVCS ASST | 1.00 | | |
| 750 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | MEDICAL SVCS ASST | 1.00 | | |
| 751 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 752 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 753 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | MEDICAL SVCS ASST | 1.00 | | |
| 754 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 755 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 756 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | MEDICAL SVCS ASST | 1.00 | | |
| 757 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | MEDICAL SVCS ASST | 1.00 | | |
| 758 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 759 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | MEDICAL SVCS ASST | 1.00 | | |
| 760 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | MEDICAL SVCS ASST | 1.00 | | |
| 761 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | MEDICAL SVCS ASST | 1.00 | | |
| 762 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | MEDICAL SVCS ASST | 1.00 | | |
| 763 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | MEDICAL SVCS ASST | 1.00 | | |
| 764 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | MEDICAL SVCS ASST | 1.00 | | |
| 765 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | MEDICAL SVCS ASST | 1.00 | | |
| 766 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | MEDICAL SVCS ASST | 1.00 | | |
| 767 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | MEDICAL SVCS ASST | 1.00 | | |
| 768 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |
| 769 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | MEDICAL SVCS ASST | 1.00 | | |
| 770 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | MGR ACCTS RECEIVABLE | 1.00 | | |
| 771 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | MGR AFFILIATE CONTRACTS | 1.00 | | |
| 772 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | MGR CLINIC SERVICES | 1.00 | | |

REDACTED – Released
Pursuant to OPRA Request

| | A | B | C | D | E | | H | I |
|-----|--|----------------------|-----------------------------------|------------------|---|----------------------|-----------------------------|-------------------------|
| 1 | Exhibit 12.2 | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | |
| 3 | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular |
| 773 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | MGR REVENUE CYCLE MGMNT | 1.00 |
| 774 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | MNTL HLTH CLINICIAN II | 0.78 |
| 775 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | MNTL HLTH CLINICIAN II | 0.78 |
| 776 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | MNTL HLTH CLINICIAN II | 0.78 |
| 777 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | NEUROPSYCHOMETRIC ASSISTANT | 1.00 |
| 778 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 |
| 779 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 |
| 780 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 |
| 781 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 |
| 782 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | NURSE CLINICIAN | 1.00 |
| 783 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | NURSING CARE COOR | 1.00 |
| 784 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | NUTRITIONIST I | 1.00 |
| 785 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | PATHOLOGIST'S ASST | 1.00 |
| 786 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | PATIENT ACCTS CLERK I | 1.00 |
| 787 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | PRACTICE MGR | 1.00 |
| 788 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | PRIN MEDICAL RECORDS CLERK | 1.00 |
| 789 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | PRIN MGMNT ASST CONFIDTL | 1.00 |
| 790 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | PROCEDURES ANAL | 1.00 |
| 791 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | PROG ADMIN I | 1.00 |
| 792 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | PROG ASST | 1.00 |
| 793 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | PROG ASST | 1.00 |
| 794 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | PROG COOR | 1.00 |
| 795 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROG COOR | 1.00 |
| 796 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | PROGRAMMER ANAL I | 1.00 |
| 797 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | PROJECT MANAGER | 1.00 |
| 798 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | PSYCHOLOGIST | 0.83 |
| 799 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | REG DIETITIAN | 1.00 |
| 800 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | RES ASSOC II | 1.00 |
| 801 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | RES TEACHING SPEC III | 1.00 |
| 802 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | RES TEACHING SPEC III | 1.00 |
| 803 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | RES TEACHING SPEC III | 1.00 |
| 804 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | RES TEACHING SPEC III | 1.00 |
| 805 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | RES TEACHING SPEC III | 1.00 |
| 806 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | RESP THER REG | 1.00 |
| 807 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | RESP THERAPY TECH CERTIFIED | 1.00 |
| 808 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | SECRETARY I | 1.00 |
| 809 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | SECRETARY I | 1.00 |
| 810 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | SECRETARY I | 1.00 |
| 811 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECRETARY I | 1.00 |
| 812 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | SECRETARY I | 1.00 |
| 813 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY I | 1.00 |
| 814 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | SECRETARY I | 1.00 |
| 815 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY II | 1.00 |
| 816 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SECRETARY II | 1.00 |
| 817 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | SECRETARY II | 1.00 |
| 818 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SECRETARY II | 1.00 |
| 819 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SECRETARY II | 1.00 |
| 820 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECRETARY II | 1.00 |

| A | | B | C | D | E | | H | | I |
|-----|---|---------------|-----------------------------------|-----------|---|---------------|-----------------------|-----------------|---|
| 1 | Exhibit 12.2 | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | |
| 3 | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | |
| 821 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY II | 1.00 | |
| 822 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SECRETARY III | 1.00 | |
| 823 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SECRETARY III | 1.00 | |
| 824 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECRETARY III | 1.00 | |
| 825 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SECRETARY III | 0.50 | |
| 826 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SOCIAL WORKER I | 1.00 | |
| 827 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SPECIAL PROJECTS SPEC | 1.00 | |
| 828 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR COURIER CLERK SPD | 1.00 | |
| 829 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR FIN ANAL | 1.00 | |
| 830 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR FIN ANAL | 1.00 | |
| 831 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR FIN ANAL | 1.00 | |
| 832 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SR FIN ANALYST I | 0.60 | |
| 833 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SR LPN | 1.00 | |
| 834 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SR LPN | 1.00 | |
| 835 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 836 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 837 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 838 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 839 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 840 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 841 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 842 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 843 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 844 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 845 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 846 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SR MEDICAL CODER | 1.00 | |
| 847 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | SR MGMT ASST | 1.00 | |
| 848 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | SR MGMT ASST | 1.00 | |
| 849 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | SR MGMT ASST | 1.00 | |
| 850 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | STAFF ASST | 1.00 | |
| 851 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | STAFF ASST | 1.00 | |
| 852 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | STAFF ASST | 1.00 | |
| 853 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF ASST | 1.00 | |
| 854 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | STAFF NURSE (RN) | 1.00 | |
| 855 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | STAFF NURSE (RN) | 1.00 | |
| 856 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | STAFF NURSE (RN) | 1.00 | |
| 857 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | STAFF NURSE (RN) | 1.00 | |
| 858 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | STAFF NURSE (RN) | 1.00 | |
| 859 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | STAFF NURSE (RN) | 1.00 | |
| 860 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | STAFF NURSE (RN) | 1.00 | |
| 861 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN) | 1.00 | |
| 862 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | STAFF NURSE (RN) | 1.00 | |
| 863 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | STAFF NURSE (RN) | 1.00 | |
| 864 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | STAFF NURSE (RN) | 1.00 | |
| 865 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | STAFF NURSE (RN+BSN) | 1.00 | |
| 866 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN+BSN) | 1.00 | |
| 867 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | STAFF NURSE (RN+BSN) | 1.00 | |
| 868 | | Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | STAFF NURSE (RN+BSN) | 1.00 | |

REDACTED – Released
Pursuant to OPRA Request

| | A | B | C | D | E | | H | I |
|-----|--|----------------------|-----------------------------------|------------------|---|----------------------|---------------------------|-------------------------|
| 1 | Exhibit 12.2 | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | |
| 3 | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular |
| 869 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | STAFF NURSE (RN+BSN) | 1.00 |
| 870 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN+BSN) | 1.00 |
| 871 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | STAFF NURSE (RN+BSN+CERT) | 1.00 |
| 872 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN+BSN+CERT) | 1.00 |
| 873 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN+BSN+CERT) | 1.00 |
| 874 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN+CERT) | 1.00 |
| 875 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | STAFF NURSE (RN+CERT) | 1.00 |
| 876 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN+CERT) | 1.00 |
| 877 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN+CERT) | 1.00 |
| 878 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN+CERT) | 1.00 |
| 879 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN+MSN+CERT) | 0.50 |
| 880 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | STAFF NURSE (RN+MSN+CERT) | 1.00 |
| 881 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SUPVG ADVANCED PRAC NURSE | 1.00 |
| 882 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SUPVG CHEMIST | 1.00 |
| 883 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SUPVG CHEMIST | 1.00 |
| 884 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SUPVG CHEMIST | 1.00 |
| 885 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | SUPVG LPN | 1.00 |
| 886 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SUPVG LPN | 1.00 |
| 887 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SUPVG LPN | 1.00 |
| 888 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SUPVG LPN | 1.00 |
| 889 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | SUPVG LPN | 1.00 |
| 890 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SUPVG MICROBIOLOGIST | 1.00 |
| 891 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SUPVG MICROBIOLOGIST | 1.00 |
| 892 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SUPVG MICROBIOLOGIST | 1.00 |
| 893 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SUPVR AMB CARE SVCS | 1.00 |
| 894 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | SUPVR AMB CARE SVCS | 1.00 |
| 895 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SUPVR AMB CARE SVCS | 1.00 |
| 896 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | SUPVR AMB CARE SVCS | 1.00 |
| 897 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SUPVR AMB CARE SVCS | 1.00 |
| 898 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SUPVR AMBULATORY SERVICES | 1.00 |
| 899 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | SUPVR DATA CONTROL CLERKS | 1.00 |
| 900 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SURGICAL REPRESENTATIVE | 1.00 |
| 901 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | TEAM SUPERVISOR | 1.00 |
| 902 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | TEAM SUPERVISOR | 1.00 |
| 903 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ULTRASONOGRAPHER (0-2YRS) | 1.00 |
| 904 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ULTRASONOGRAPHER (0-2YRS) | 1.00 |
| 905 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ULTRASONOGRAPHER (0-2YRS) | 1.00 |
| 906 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ULTRASONOGRAPHER (0-2YRS) | 1.00 |
| 907 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ULTRASONOGRAPHER (0-2YRS) | 1.00 |
| 908 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ULTRASONOGRAPHER (0-2YRS) | 1.00 |
| 909 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ULTRASONOGRAPHER (0-2YRS) | 1.00 |
| 910 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | ULTRASONOGRAPHER (0-2YRS) | 0.60 |
| 911 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | USER SUPPORT SPEC III | 1.00 |
| 912 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | USER SUPPORT SPEC III | 1.00 |
| 913 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ADMIN ASST | 0.60 |
| 914 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | ADMIN ASST | 0.40 |
| 915 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ADMIN COOR | 0.25 |
| 916 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Dermatology | 5485 | ADMIN COOR | 0.60 |

REDACTED – Released
Pursuant to OPRA Request

| | A | B | C | D | E | REDACTED – Released Pursuant to OPRA Request | | | H | I |
|-----|---|---------------|-----------------------------------|-----------|---|---|--------------------------------|-----------------|---|---|
| 1 | Exhibit 12.2 | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | |
| 3 | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | | |
| 917 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Emergency Medicine | 5595 | ADMIN COOR II | 0.95 | | |
| 918 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | ADVANCED PRACTICE NURSE | 0.47 | | |
| 919 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | ASSOC DEAN FAC/STAFF AFFAIRS | 0.85 | | |
| 920 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | ASSOC DEAN FIN & BUS DEV | 0.75 | | |
| 921 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | ASSOC DIR MKTG & COMMUNICATION | 0.40 | | |
| 922 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | ASSOC DIR MKTG & COMMUNICATION | 0.50 | | |
| 923 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | ASST DIR INFORMATION TECH | 0.75 | | |
| 924 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | BUDGET ANAL I | 0.95 | | |
| 925 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | BUDGET ANAL I | 0.60 | | |
| 926 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | BUSINESS MGR | 0.50 | | |
| 927 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | BUSINESS MGR | 0.80 | | |
| 928 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | BUSINESS MGR | 0.80 | | |
| 929 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | CONTENT SPECIALIST I | 0.75 | | |
| 930 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | DATA CONTROL CLERK I | 0.60 | | |
| 931 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | DEPT ADMIN II | 0.85 | | |
| 932 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | DIR TECH SUPPORT SERVICES | 0.75 | | |
| 933 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | EXEC DIR OPERATIONS & ADMIN | 0.75 | | |
| 934 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | EXEC DIR PUBLIC AFFAIRS | 0.40 | | |
| 935 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | EXECUTIVE VICE DEAN | 0.75 | | |
| 936 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | FIELD SERVICE ENGINEER III | 0.75 | | |
| 937 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | FIELD SERVICE ENGINEER III | 0.75 | | |
| 938 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | FIELD SERVICE ENGINEER IV | 0.75 | | |
| 939 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | GENETIC COUNSELOR | 0.41 | | |
| 940 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | GRANTS ADMINISTRATOR | 0.05 | | |
| 941 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | LPN | 0.66 | | |
| 942 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | MANAGER ADMINISTRATIVE SVCS | 0.75 | | |
| 943 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | MANAGER ADMINISTRATIVE SVCS | 0.10 | | |
| 944 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MANAGER ADMINISTRATIVE SVCS | 0.95 | | |
| 945 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | MANAGER ADMINISTRATIVE SVCS | 0.20 | | |
| 946 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | MARKETING ASST | 0.40 | | |
| 947 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | MEDICAL SVCS ASST | 0.80 | | |
| 948 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 0.50 | | |
| 949 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | MEDICAL SVCS ASST | 0.80 | | |
| 950 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL TECHNOLOGIST | 0.50 | | |
| 951 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL TECHNOLOGIST | 0.50 | | |
| 952 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | MGMNT ASST | 0.90 | | |
| 953 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | MGMNT ASST | 0.10 | | |
| 954 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | MGR ALUMNI AFFS | 0.40 | | |
| 955 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | MGR FACILITIES & EQUIP SVCS | 0.52 | | |
| 956 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | MGR IST | 0.75 | | |
| 957 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | MGR MULTIMEDIA & AV SERVICES | 0.40 | | |
| 958 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | MULTIMEDIA SPEC | 0.75 | | |
| 959 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | MULTIMEDIA SPEC | 0.75 | | |
| 960 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | NUTRITIONIST I | 0.20 | | |
| 961 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | NUTRITIONIST I | 0.61 | | |
| 962 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | NUTRITIONIST I | 0.31 | | |
| 963 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PATIENT REPRESENTATIVE | 0.16 | | |
| 964 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PRIN MGMNT ASST CONFIDTL | 0.75 | | |

REDACTED – Released
Pursuant to OPRA Request

| | A | B | C | D | E | REDACTED – Released Pursuant to OPRA Request | | | H | I |
|------|---|---------------|-----------------------------------|-----------|---|---|--------------------------|-----------------|---|---|
| 1 | Exhibit 12.2 | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | |
| 3 | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | | |
| 965 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PRIN MGMNT ASST CONFIDTL | 0.60 | | |
| 966 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROF-TE-DEAN | 0.25 | | |
| 967 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROG ADMIN | 0.85 | | |
| 968 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | PROG ADMIN | 0.50 | | |
| 969 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROG ADMIN | 0.30 | | |
| 970 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROG ADMIN | 0.50 | | |
| 971 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROG ASST | 0.60 | | |
| 972 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | PROG ASST | 0.30 | | |
| 973 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | PROG ASST | 0.80 | | |
| 974 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Psychiatry | 6595 | PROG ASST | 0.10 | | |
| 975 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROG ASST | 0.85 | | |
| 976 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROG COOR | 0.85 | | |
| 977 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | PROG COOR | 0.10 | | |
| 978 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | PROG COOR | 0.25 | | |
| 979 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | PROG COOR | 0.30 | | |
| 980 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROG COOR (Confidential) | 0.85 | | |
| 981 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROG SUPPORT SPEC | 0.20 | | |
| 982 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROG SUPPORT SPEC | 0.85 | | |
| 983 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROG SUPPORT SPEC | 0.25 | | |
| 984 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROG SUPVR | 0.20 | | |
| 985 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROG SUPVR | 1.00 | | |
| 986 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROG SUPVR | 0.25 | | |
| 987 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROG SUPVR | 0.90 | | |
| 988 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROG SUPVR | 0.30 | | |
| 989 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROG SUPVR | 0.10 | | |
| 990 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | PROG SUPVR | 0.15 | | |
| 991 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROGRAMMER ANAL I | 0.75 | | |
| 992 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROJ MGR I | 0.75 | | |
| 993 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROJ MGR I | 0.75 | | |
| 994 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | RES ASSOC II | 0.15 | | |
| 995 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | RES TEACHING SPEC III | 0.20 | | |
| 996 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | RES TEACHING SPEC V | 0.70 | | |
| 997 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | RESOURCE COOR | 0.30 | | |
| 998 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SECRETARY I | 0.90 | | |
| 999 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SECRETARY I | 0.80 | | |
| 1000 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY I | 0.50 | | |
| 1001 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | SECRETARY I | 0.40 | | |
| 1002 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY I | 0.50 | | |
| 1003 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY I | 0.40 | | |
| 1004 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECRETARY I | 0.80 | | |
| 1005 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY I | 0.50 | | |
| 1006 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECRETARY I | 0.60 | | |
| 1007 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SECRETARY I | 1.00 | | |
| 1008 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY I | 0.10 | | |
| 1009 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SECRETARY I | 0.90 | | |
| 1010 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY I | 0.70 | | |
| 1011 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECRETARY I | 0.80 | | |
| 1012 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECRETARY I | 0.50 | | |

| | A | B | C | D | E | REDACTED – Released Pursuant to OPRA Request | | | H | I |
|------|---|-------------------------|-----------------------------------|-----------|---|---|----------------------------|-----------------|---|---|
| 1 | Exhibit 12.2 | | | | | | | | | |
| 2 | Position Control Listing Supporting RWJMS Clinical Loss | | | | | | | | | |
| 3 | | | | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title | cFTE Regular | | |
| 1013 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | SECRETARY II | 1.00 | | |
| 1014 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECRETARY II | 0.60 | | |
| 1015 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECTION HEAD | 0.55 | | |
| 1016 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | SR APPLICATIONS SPECIALIST | 0.75 | | |
| 1017 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | SR BUSINESS COOR | 0.75 | | |
| 1018 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | SR DATABASE ARCHITECT | 0.75 | | |
| 1019 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | SR DIR ADMINISTRATION | 0.40 | | |
| 1020 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Neurology | 6145 | SR DIR ADMINISTRATION | 0.60 | | |
| 1021 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | SR DIR ADMINISTRATION | 0.19 | | |
| 1022 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SR DIR ADMINISTRATION | 0.68 | | |
| 1023 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | SR DIR ADMINISTRATION | 0.50 | | |
| 1024 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SR DIR ADMINISTRATION | 0.70 | | |
| 1025 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | SR DIR ADMINISTRATION | 0.90 | | |
| 1026 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | SR DIR ADMINISTRATION | 0.80 | | |
| 1027 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | SR DIR ADMINISTRATION | 0.95 | | |
| 1028 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | SR FIN ANALYST I | 0.30 | | |
| 1029 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | SR RECEPT - CAB/CHI | 0.75 | | |
| 1030 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | SR RECEPT - CAB/CHI | 0.75 | | |
| 1031 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | SR RECEPT - CAB/CHI | 0.75 | | |
| 1032 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | SR RECEPT - CAB/CHI | 0.75 | | |
| 1033 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SR TECH ASST | 0.50 | | |
| 1034 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | SR TECHNOLOGIST | 0.75 | | |
| 1035 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | STAFF ASST | 0.50 | | |
| 1036 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF ASST | 0.90 | | |
| 1037 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF ASST | 0.90 | | |
| 1038 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF ASST | 0.30 | | |
| 1039 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF ASST | 0.90 | | |
| 1040 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | STAFF ASST | 0.50 | | |
| 1041 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | STAFF ASST | 0.25 | | |
| 1042 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF ASST | 0.95 | | |
| 1043 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | STAFF NURSE (RN) | 0.60 | | |
| 1044 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SUPVG LAB TECHNOLOGIST | 0.50 | | |
| 1045 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SUPVG PROG ASST I | 0.65 | | |
| 1046 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | SYSTEMS ADMINISTRATOR | 0.75 | | |
| 1047 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | USER SUPPORT SPEC II | 0.75 | | |
| 1048 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | USER SUPPORT SPEC II | 0.75 | | |
| 1049 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | WEB DESIGNER | 0.75 | | |
| 1050 | | _Staff | RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | WEB DESIGNER | 0.75 | | |
| 1051 | | _Staff - Newly Added (F | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | PROG COOR | 1.00 | | |
| 1052 | | _Staff - Newly Added (F | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | NURSE ANESTHETIST | 1.00 | | |
| 1053 | | _Staff - Newly Added (F | RBHS RHG RWJMS RWJ Medical School | 824 | Anesthesiology | 5095 | ADMIN ASST | 1.00 | | |
| 1054 | | _Staff - Newly Added (F | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 1055 | | _Staff - Newly Added (F | RBHS RHG RWJMS RWJ Medical School | 824 | Family Medicine & Community Health | 5715 | ADVANCED PRACTICE NURSE | 1.00 | | |
| 1056 | | _Staff - Newly Added (F | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | PROG ASST | 0.60 | | |
| 1057 | | _Staff - Newly Added (F | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECRETARY I | 1.00 | | |
| 1058 | | _Staff - Newly Added (F | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | BILLING TECH PRECERT | 1.00 | | |
| 1059 | | _Staff - Newly Added (F | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | SECRETARY I | 0.60 | | |
| 1060 | | _Staff - Newly Added (F | RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | MEDICAL SVCS ASST | 1.00 | | |

Exhibit 12.2
Position Control Listing Supporting RWJMS Clinical Loss

| | A | B | C | D | E | H | I |
|------|-------------|---|------------------|---|----------------------|------------------------------------|-----------------|
| 1 | | | | | | | |
| 2 | | | | | | | |
| 3 | | | | | | | |
| 4 | Employee ID | Employee Type | Unit Description | Unit Code | Division Description | Division Code | Job Title |
| | | | | | | | cFTE Regular |
| 1061 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Medicine | 6085 | ECHOCARDIOGRAPHY TECH (0-2YRS) | 1.00 |
| 1062 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Neurosurgery | 6155 | BUDGET ANAL I | 1.00 |
| 1063 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Obstetrics & Gynecology & Reproductive Sciences & Womens He | 6235 | PROG COOR | 0.70 |
| 1064 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | PROG SUPPORT SPEC CONFID | 0.85 |
| 1065 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Office of the Dean | 6295 | STAFF ASSISTANT | 0.85 |
| 1066 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | ADVANCED PRACTICE NURSE | 1.00 |
| 1067 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | ADVANCED PRACTICE NURSE | 1.00 |
| 1068 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Otolaryngology | 6395 | MEDICAL SVCS ASST | 1.00 |
| 1069 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | LAB TECHN | 1.00 |
| 1070 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Pathology & Laboratory Medicine | 6415 | POINT of CARE COOR | 0.75 |
| 1071 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Pediatrics | 6435 | CLINIC SERVICES REP II | 1.00 |
| 1072 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 |
| 1073 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 |
| 1074 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 |
| 1075 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | ADMIN ANAL III | 1.00 |
| 1076 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | PROG ADMIN I | 1.00 |
| 1077 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | PROG ASST | 1.00 |
| 1078 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 |
| 1079 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 |
| 1080 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 |
| 1081 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 |
| 1082 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 |
| 1083 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | RHG RWJ Administration | 6715 | CLINIC SERVICES REP II | 1.00 |
| 1084 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY I | 0.70 |
| 1085 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | SECRETARY I | 0.85 |
| 1086 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | CLINIC SERVICES REP II | 1.00 |
| 1087 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | LPN | 1.00 |
| 1088 | | _Staff - Newly Added (F RBHS RHG RWJMS RWJ Medical School | 824 | Surgery | 6845 | STAFF NURSE (RN+BSN+CERT) | 1.00 |
| 1089 | | | | | | Salaried Employee Sub-total | 891.28 |
| 1090 | | | | | | | |
| 1091 | | (1) A cohort of both faculty and staff per diem (not salaried) employees, contractors (non-employees), and volunteer faculty are deployed in the clinical operations and | | | | | 60.58 |
| 1092 | | | | | | | |
| 1093 | | | | | | Total of All Providers | 951.86 |
| 1094 | | | | | | | |
| 1095 | | (1-A) The variable cost associated with per diem employees (hourly, not salaried) is captured in the Salaries-Other category. | | | | | |
| 1096 | | (1-B) The variable cost associated with contractors (non employee providers) is captured in the Professional Services category as non-salary expense. | | | | | |
| 1097 | | (1-C) There is no cost associated with volunteer faculty providers. | | | | | |
| 1098 | | | | | | | |