



**RICHMOND AMBULANCE AUTHORITY
BOARD OF DIRECTORS MEETING MINUTES
NOVEMBER 19, 2024**

Present: Weet Baldwin, Chairman
Kirk Roberts, Treasurer (*via MS Teams*)
Marilyn West, Secretary
Mark Hickman, Director
Carlos Hopkins, Director
Katherine Jordan, Director
Drew Walker, Director

Absent: Julia Hammond, Vice Chairperson
Lincoln Saunders, Director
Joey Trapani, Director
Sheila White, Director

Counsel: Jonathan Joseph, Esq., Christian & Barton

Guests: Sean Walker, Principal, CliftonLarsonAllen (CLA) (*via MS Teams*)
Max Pfaffenberger, Manager, CliftonLarsenAllen (CLA)
Jeff Gray, Senior Policy Advisor, Office of the CAO, City of Richmond

Staff: Chip Decker, Chief Executive Officer
Joseph Ornato, M.D., Operational Medical Director
Terone Green, Chief Administrative Officer
Ryan Martinette, Chief Operating Officer
Wayne Harbour, Chief Clinical Officer
Angel Dove, Chief Human Resources Officer
Bryan Aud, Director of Finance
Laura Bickham, Senior Executive Assistant and Assistant Secretary to the Board of Directors

I. CALL MEETING TO ORDER

Weet Baldwin called the meeting to order at 8:05 a.m.

Motion: To allow Kirk Roberts to participate remotely in the November 19, 2024 meeting of the Board of Directors.

Made By: Mark Hickman

Seconded: Katherine Jordan

Discussion: Weet Baldwin announced Kirk Roberts had called into today’s meeting. Mark Hickman requested, in accordance with Board policy, he announce his name, current location, and the reason for the request to join the meeting remotely. Kirk Roberts stated his name and advised he was in Pittsburgh for work.

Motion Passed: The votes were recorded as follows:

Ayes:

- Mark Hickman
- Katherine Jordan
- Weet Baldwin
- Marilyn West
- Carlos Hopkins
- Drew Walker

Nays:

None

II. APPROVAL OF MINUTES

Motion: To approve the August 20, 2024 meeting minutes.

Made By: Marilyn West

Seconded: Katherine Jordan

Discussion: None

Motion Passed: The votes were recorded as follows:

Ayes:

- Marilyn West
- Katherine Jordan
- Weet Baldwin
- Kirk Roberts
- Mark Hickman
- Carlos Hopkins
- Drew Walker

Nays:

None

III. NEW BUSINESS

A. Fiscal Year 2024 Financial Statements and Audit Report – Final Acceptance

Motion: To accept the Fiscal Year 2024 Financial Statements and Audit Report as prepared and presented by CliftonLarsonAllen, LLC (CLA).

Made By: Katherine Jordan

Seconded: Carlos Hopkins

Discussion: Bryan Aud introduced Sean Walker, Principal, and Max Pfaffenbeger, Manager, with CLA. Sean Walker stated that on November 4th, he presented the Board's Finance Committee with the draft audit document at which time the Committee recommended Board acceptance. He stated Max Pfaffenberger performed the onsite work and announced CLA was issuing an unmodified ("clean") opinion and explained it is the highest level of assurance that can be placed on an organization's financial position.

CLA assisted with the preparation of the financial statements, which is a standard practice. He reported there were no significant changes to the reports or policies, no disagreements with management, no past adjustments were made, nor did CLA identify any internal controls requiring adjustment. He mentioned the similarities in RAA's financial statements to prior years with little changes in revenues to note. He referred the Board to Page 12 of the audit document, Statement of Net Position, commenting how Accounts Receivable are a core element of RAA's business. Receivables increased slightly, which is consistent with last year. He then referred the Board to Page 13, Statements of Revenues, Expenses and Changes in Net Position, noting little change to RAA's operating revenue. Service revenues and the Contractual Adjustments and Doubtful Accounts increased over last year. The biggest fluctuation was in Professional Services due to the outsourcing of RAA's billing services. The increase in the City subsidy helped bring down the deficit in RAA's net position.

The draft audit document presented to the Finance Committee did not contain Note 11, Concentration of Credit Risk, included on Page 24. RAA's revenue relies heavily on Medicare and Medicaid. Approximately 40% and 31% of all revenues generated were from Medicare and Medicaid respectively. From a revenue and expenditure perspective, FY2024 was consistent with FY2023.

Motion Passed: The votes were recorded as follows:

Ayes:

Katherine Jordan
Carlos Hopkins
Weet Baldwin
Kirk Roberts
Mark Hickman
Drew Walker
Marilyn West

Nays:

None

B. Changes to the Employee Handbook

Motion: To accept the proposed changes to the Richmond Ambulance Authority Employee Handbook as presented

Made By: Marilyn West

Seconded: Katherine Jordan

Discussion: Angel Dove explained the proposed changes include the minimum required hours to be worked by a regular part-time employee as well as the employee classification for a PRN part-time employee. The PRN acronym (Latin phrase for Pro Re Nata) was also added to the

glossary of the Handbook. Weet Baldwin confirmed the proposed changes were brought to the Personnel Committee and Board approval was recommended.

Motion Passed: The votes were recorded as follows:

<u>Ayes:</u>	<u>Nays:</u>
Marilyn West	None
Katherine Jordan	
Weet Baldwin	
Kirk Roberts	
Carlos Hopkins	
Mark Hickman	
Drew Walker	

C. Authorize a Lease Agreement with the City of Richmond for Six Chase Cars

Motion: To authorize the Chief Executive Officer to enter into a lease agreement between the City of Richmond and the Richmond Ambulance Authority for the purpose of acquiring six response vehicles (“chase cars”) and associated equipment. Upon adoption of this motion by the Board of Directors, this motion shall be known as Resolution No. 2024-01.

Made By: Drew Walker

Seconded: Katherine Jordan

Discussion: Similar to the lease of the ambulances in 2022, Chip Decker explained this year’s subsidy included the City to purchase, and RAA to lease from the City, six chase cars. While the lease agreement and the vehicles have not yet been obtained, Board approval is requested in anticipation of finalizing the agreement with the City. He recalled counsel recommended Board approval to authorize him to enter into the previous lease agreement with the City for the ambulances.

Motion Passed: The votes were recorded as follows:

<u>Ayes:</u>	<u>Nays:</u>
Drew Walker	None
Katherine Jordan	
Weet Baldwin	
Kirk Roberts	
Mark Hickman	
Carlos Hopkins	
Marilyn West	

IV. EXECUTIVE SESSION – DISCUSSIONS INVOLVING PERSONNEL MATTERS

Motion: To enter into Executive Session pursuant to Section 2.2-3711(A)(1) of the Code of Virginia for discussions involving personnel matters.

Made By: Carlos Hopkins

Seconded: Marilyn West

Discussion: None

Motion Passed: The votes were recorded as follows

<u>Ayes:</u>	<u>Nays:</u>
Carlos Hopkins	None
Marilyn West	
Weet Baldwin	
Kirk Roberts	
Mark Hickman	
Katherine Jordan	
Drew Walker	

Note: All members of staff and guests left the meeting prior to Executive Session and rejoined the meeting at its conclusion. Jon Joseph remained present during Executive Session.

Motion: To return to the normal order of business and the parties certified the matters discussed in closed session were related to personnel matters and conducted lawfully.

Made By: Katherine Jordan

Seconded: Marilyn West

Discussion: None

Motion Passed: The votes were recorded as follows

<u>Ayes:</u>	<u>Nays:</u>
Katherine Jordan	None
Marilyn West	
Weet Baldwin	
Kirk Roberts	
Mark Hickman	
Carlos Hopkins	
Drew Walker	

Motion: To accept the recommendation of the Personnel Committee as presented in closed session at the November 19, 2024 meeting of the Board of Directors.

Made By: Mark Hickman

Seconded: Marilyn West

Motion Passed: The votes were recorded as follows:

<u>Ayes:</u>	<u>Nays:</u>
Mark Hickman	None
Marilyn West	
Weet Baldwin	
Kirk Roberts	
Carlos Hopkins	
Katherine Jordan	
Drew Walker	

V. COMMITTEE REPORTS

A. Personnel: Angel Dove reported the following:

- 1) The Committee met on October 29th, at which time, a staffing update was provided. RAA needs 11 full-time BLS providers out of 88 and 15 full-time ALS providers out of 39 to be fully staffed. On November 12th, RAA kicked off a New Employee Orientation (NEO) with 21 new hires in attendance. Turnover is down 17.4% from last year, which she attributed to the different approach RAA has taken with recruitment and retention.
- 2) RAA's Clinical team holds midpoint meetings with new providers, which signifies the halfway point of the preception phase to discuss individual, provider performance.
- 3) RAA recently hired a new Talent Acquisition Specialist and she has attended nine job fairs in September. RAA recently partnered with Richmond Public Schools (RPS) to help promote RAA's EMT Cadet program. Currently, there are 32 people on the waitlist to join the program.
- 4) She commended Ryan Martinette for his increased visibility in the field, adding it has had a positive impact on RAA's providers. Weet Baldwin noted how overall employee satisfaction has increased. Marilyn West commented how so many organizations continue to struggle with staffing, adding she was impressed RAA is able to cultivate such a pool of applicants.

B. Operations and Clinical:

Operations (reported by Ryan Martinette)

- 1) The Committee met on October 29th and were provided an update on the new cardiac monitors, which recently arrived and are with the Logistics team being prepared for rollout to the field. RAA expects to receive the new (ZOLL) AutoPulse® devices (automated CPR devices) soon. ZOLL has been onsite to provide a demonstration to the Clinical team and he commented he was impressed with the device's functionality.
- 2) RAA currently meets all necessary regulatory requirements to have and sustain an internal medication kit exchange program, however the federal government has delayed enforcement actions on the new guidelines until next year. The regional hospital systems have agreed to continue with the current exchange practices until April 15, 2025. RAA will continue to participate in the regional medication exchange program as long as it is supported by the hospital systems.
- 3) The chase car program continues to show success with the tiered response plan and RAA looks forward to expanding it with the addition of the six chase cars through a lease agreement with the City.
- 4) The Operations Pay Plan took effect on October 27th and the feedback has been positive.
- 5) The Operations team is currently working on building the Non-Emergency Transport (NET) business now that the 911 side is nearing expected demand.

Clinical (reported by Wayne Harbour)

- 1) RAA's EMT class started on November 18th with 15 Cadets enrolled.
- 2) The QA/QI team is working collectively with the training team to help providers with completing call sheets properly. Call documentation has improved with a notable decrease in errors.
- 3) The Safety & Risk Manager is holding Safety Committee meetings and working on healthier provider initiatives to include things such as stretching exercises.

VI. STAFF REPORTS

Chief Executive Officer's Report: Chip Decker reported the following:

- 1) Proper call sheet documentation leads to increased reimbursement. EMS Management & Consultants (EMS/MC), RAA's outside billing company, requires call sheets to go through their system as billable as possible whereas RAA's prior in-house department would assist providers with making the necessary corrections prior to the bill going out the door. RAA no longer has this in-house "concierge" service.
- 2) He advised RAA continues to work with the City to get the lease agreement for the chase cars underway. In April, the City had identified the source for the necessary funding, however, this may no longer be the case. He advised the City may need to make a budget amendment for the purchase, however, this was only a rumor and may not be true.
- 3) Outstanding Accounts Receivable from Bon Secours (Richmond Community Hospital) had recently been paid in the amount of \$266,000.
- 4) The Virginia Office of EMS (OEMS) is still in a bit of turmoil; the effects of which can be felt by EMS agencies and trauma centers alike. OEMS has not had a Director for a while, making it difficult to advocate for agencies like RAA. State grant funding has been frozen for quite some time. OEMS was spending nearly \$9 million each year to fund the software system (through ESO) used by EMS agencies to produce electronic Patient Care Reports (ePCR) for clinical documentation. The cost will shift to the agencies beginning next year. This is estimated to cost RAA approximately \$125,000 a year.
- 5) RAA negotiated with ZOLL and was extended their 2021 pricing for the cardiac monitors which allowed for the purchase of the AutoPulse devices now; originally slated to be purchased next year.
- 6) He noted the holiday gifts distributed at the start of the meeting, and thanked the Board for their support this year.

Marilyn West referenced the excellent report provided by the auditors. She commended RAA's revenue position, which is a testament to the efforts of the RAA Finance team. Chip Decker noted the need to continue to rely on adequate funding from the City, explaining it continues to be very expensive to remain competitive in the marketplace along with the ongoing cost increases for medical equipment. He also complimented the work of the RAA team.

VII. OPERATIONAL MEDICAL DIRECTOR'S REPORT:

Joseph Ornato reported the following:

- 1) He stated there had been a breakthrough at the Federal Aviation Administration (FAA), noting the launch of the Drone as First Responder (DFR) program last year designed to enhance public safety agencies' use of Automated External Defibrillators (AED) to assist the public in emergency situations. Several applications were received from across the country for the use of drones in the delivery of naloxone and AEDs to bystanders witnessing a cardiac arrest. Less than a month ago, New York City's Police and Fire Departments were granted permission to fly drones at a maximum height of 200 feet above ground level, excluding areas around JFK and LaGuardia airports. The FAA is now permitting a drone to be placed in a remote location (must be pre-approved by the FAA) without the need for a second person, or a "spotter."

In Richmond, a drone could be placed where the heat map indicates a cardiac arrest has occurred as a result of an overdose. It would take only two drones to deliver naloxone in

two minutes. The cost of one drone is approximately \$20,000 - \$30,000. He expressed his confidence Richmond would receive FAA approval, however, it would be necessary to revisit the data to help determine the best way to obtain the necessary permissions to move forward. Katherine Jordan asked Chip Decker what would be needed to help get this underway. He recalled a few years back when seven of RAA's Communications Center staff members had undergone the necessary training to be pilots. However, RAA lost a component of the Communications Center functionality RAA would need to get back from the Department of Emergency Communication, Preparedness & Response (DECPR). He added that with the FAA barrier now removed, it can help facilitate moving this project forward. He recalled the original approach was to include the Richmond Police Department (RPD), explaining RPD would benefit more than RAA, which Joseph Ornato concurred. Chip Decker explained RPD flies drones as part of a number of law enforcement efforts such as surveillance and for tactical purposes, adding RPD would be the most practical.

Joseph Ornato recalled the proposal he sent to the RPD Deputy Chief, adding the next step would be to organize a workgroup. Katherine Jordan asked Jeff Gray to help coordinate a workgroup. Jeff Gray responded the City has an opioid response group dedicated to this effort and that he would be in contact with them about this initiative.

VIII. NEXT MEETING DATES

Weet Baldwin noted the dates of the upcoming meetings, which are as follows:

- A. February 18, 2025
- B. May 20, 2025 **Annual Meeting**

Some members of the Board advised they would be unable to attend the February meeting due to the timing of the 2025 General Assembly Session. Weet Baldwin requested Laura Bickham work to reschedule the February 18, 2025 meeting.

IX. ADJOURNMENT

Motion: To adjourn the November 19, 2024 meeting of the RAA Board of Directors.

Made By: Mark Hickman

Seconded: Marilyn West

Discussion: None

Motion Passed: The votes were recorded as follows

Ayes:

Mark Hickman

Marilyn West

Weet Baldwin

Kirk Roberts

Carlos Hopkins

Katherine Jordan

Drew Walker

Nays:

None



Laura Bickham, Assistant Secretary