



**RICHMOND AMBULANCE AUTHORITY  
BOARD OF DIRECTORS MEETING MINUTES  
FEBRUARY 17, 2026**

**Present:** Weet Baldwin, Chairman  
Julia Hammond, Vice Chairperson  
Kirk Roberts, Treasurer  
Marilyn West, Secretary  
Odie Donald, Director  
Mark Hickman, Director  
Carlos Hopkins, Director  
Letitia Shelton, Director  
Reva Trammell, Director  
Drew Walker, Director

**Absent:** Joey Trapani, Director

**Counsel:** Jonathan Joseph, Esq., Christian & Barton

**Guests:** Rick Bishop, Council Liaison to Councilmember Reva Trammell, 8<sup>th</sup>  
District, Richmond City Council  
Tom Ludin, EMS Coordinator, City of Richmond's Department of Fire &  
Emergency Services (RFD)

**Staff:** Chip Decker, Chief Executive Officer  
Joseph Ornato, M.D., Operational Medical Director  
Terone Green, Chief Administrative Officer  
Ryan Martinette, Chief Operating Officer  
Angel Dove, Chief Human Resources Officer  
Wayne Harbour, Chief Clinical Officer  
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 12:00pm.

## II. APPROVAL OF MINUTES

**Motion:** To approve the November 18, 2025 meeting minutes.

**Made By:** Marilyn West

**Seconded:** Drew Walker

**Discussion:** None

**Motion Passed:** The votes were recorded as follows:

**Ayes:**

Marilyn West  
Drew Walker  
Weet Baldwin  
Julia Hammond  
Kirk Roberts  
Marilyn West  
Letitia Shelton  
Reva Trammell

**Nays:**

None

**Abstentions:**

Mark Hickman

## III. COMMITTEE REPORTS

**A. Operations & Clinical:** Ryan Martinette reported the following:

Operations

- 1) The Committee met on February 12<sup>th</sup>.
- 2) The six chase cars are all onsite in various stages of readying (radio install, upfit, stocking, and permitting).
- 3) RAA received six of the seven Manufacturer's Certificates of Origin (MCO's) from the dealer for the new ambulances which will now be provided to DMV for titling. All vehicles are scheduled to be in service by the end of next week if all goes smoothly with outfitting and permitting. There will be a slight delay due to Ferno® programming issues with the new cot systems. The old Ferno® cots will be used and switched with the new ones once the issue is resolved. RAA anticipates having the new ones in service by the end of the month. The new ambulances, chase cars, and Supervisors' vehicles will be on display at the conclusion of this meeting.
- 4) System compliance was 91.5% for October, 91.3% for November, and 89.8% for December. RAA is eager to get the new units in service to further assist with improving compliance.
- 5) On February 5<sup>th</sup>, the Drug Enforcement Administration (DEA) released their final rule on the changes to federal law made under the Protecting Patient Access to Emergency Medications Act of 2017 (PPAEMA). RAA is already in compliance and no changes are necessary to the current medication kit exchange program processes. He commended RAA's Clinical and Logistics teams for their hard work.

- 6) RAA submitted its reimbursement request for one-year of medications (total cost was \$82,880.38), the medication safes for each unit (total cost was \$115,888.31) and the medication kits (total cost was \$2,678.34) – all of which RAA received a 50/50 grant match. Mark Hickman asked who provides the grant funding to RAA, and Ryan Martinette responded they were secured through Rescue Squad Assistance Fund (RSAF) grant opportunities. Chip Decker added RSAF grants are sponsored by the Virginia Department of Health's Office of EMS (OEMS).

Wayne Harbour reported the following:

Clinical

- 1) RAA's electronic Patient Care Report (ePCR) vendor, ESO®, has corrected the issues which affected RAA's recent quality data submission scores (required to be submitted to OEMS on a monthly basis). RAA's most recent compliance score was over 98%.
- 2) RAA's Data Integrity Committee is working with other internal departments for the development of a "data dictionary."
- 3) The "*Struggle Well*" class was successful, with positive feedback received from the RPD officers who attended alongside RAA field providers. The plan is to offer this course again to RAA's Critical Incident Stress Management (CISM) and Peer Support teams.
- 4) RAA's QA/QI team will be implementing documentation training through interactive, video technology.
- 5) RAA's Safety & Risk Manager has ordered training equipment to help compliment the in-house driver training program.

#### IV. STAFF REPORTS

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

- 1) Copies of RAA's 2025 Annual Report were distributed around the table. On February 24<sup>th</sup>, Chip Decker will present it to Council's Public Safety Standing Committee (as required by ordinance), along with a PowerPoint presentation on the ambulance and medical equipment leases and their financial impact on RAA and the City.
- 2) He reminded the Board RAA had engaged the services of VML/VACo Finance to conduct the bid process on RAA's behalf for the lease of the seven ambulances and associated equipment. RAA entered into a five-year/60-month lease with US Bank Corp Government Leasing on December 4, 2025. The lease amount was \$3,059,500 at an interest rate of 3.798%. The terms of the lease require either two payments to be made annually for \$338,806 or one annual payment for \$677,612.
- 3) RAA submitted its FY2027 subsidy request which included \$7.9 million for operating expenses and \$1.2 million for the vehicle and equipment lease. It is RAA's understanding the Mayor will present the City's proposed budget on March 11<sup>th</sup> to Council and management can then work to firm up RAA's budget shortly thereafter. Following, a RAA Finance Committee will be scheduled.
- 4) There are currently two Senate Bills (SB No. 593 and SB No. 1115) RAA is closely following. SB No. 593 would no longer allow EMS agencies to balance bill patients after insurances pays their portion. The way the bill is currently written, it would be one of the worst for EMS agencies in the country with no "floor" as to what insurance companies would be required to pay and would permit them to pay less than the Medicare allowable

rate. Chip Decker, along with other members of EMS leadership and RAA's lobbyist, is actively working with the Patron of the bill, Senator Perry, to have a substitute bill considered. Initially, the bill was miscategorized and approved by the Senate during the inclement winter weather in January. The impact to RAA would be about \$1.4 million in lost revenue. Crossover (mid-session deadline) begins today. The American Ambulance Association's (AAA) CEO is a constituent in Senator Perry's district and recently traveled to Richmond. The AAA, of which RAA is a member, has been very keen with assisting in RAA's lobbying efforts. Mark Hickman asked if the state's ambulance association was involved, to which Chip Decker confirmed they were.

He explained SB No. 1115 pertains to fee disclosures required by nonemergency transportation providers. The bill would require RAA or the healthcare facility to notify the patient of the cost for the ambulance transport prior to making the call to RAA or picking up the patient. The challenge is RAA would not know which ambulance may handle the discharge nor would RAA know if the patient is awake/alert and whether or not their insurance carrier will pay. This poses many obstacles, particularly if RAA would need to communicate the base rate and mileage to the provider handling the transport. The Virginia Department of Health (VDH) is charged with developing a form.

- 5) RAA currently has a pending lawsuit with Anthem. Jon Joseph advised discovery is ongoing against Anthem surrounding issues with payments for charges, adding RAA is entitled to receive additional payments.
- 6) On March 13<sup>th</sup>, RAA will host students from a KMU, a medical university located in Taiwan. 20 visitors including students, doctors, hospital administrators and healthcare providers are expected.
- 7) RAA is currently working to gather all required documentation for OEMS as part of the EMS agency license renewal process. An onsite visit with OEMS is scheduled for next month which will include the inspection of documentation and all RAA vehicles.
- 8) For several years, the Board will recall receiving updates on the City's radio upgrade project. Following a bit of perseverance, RAA has finally taken delivery of the radios with installation expected to begin next month. This project is part of a regional initiative to replace aging public safety communications infrastructure with a modern, 800MHz. However, one problem still remains, which is the tree between RAA and WTVR's (Channel 6) tower that would need to be addressed as it will interfere with radio frequency signals.

Kirk Roberts recalled the discussion earlier regarding the potential loss of \$1.4 million in revenue as a result of SB No. 593 and asked if that amount represented actual revenue to which Chip Decker responded affirmatively, adding the amount could be higher. He explained RAA has a poor payer mix with insurance representing 7.8% of RAA's transports. RAA bills slightly more than \$3 million to insurance, so the impact is anywhere from zero to \$3 million. The substitute language for this bill suggests implementing what most states have in place to require insurance companies pay 350% of the Medicare allowable, which would align with RAA's retail rates. Kirk Roberts commented if this goes into effect on July 1, 2026 it would directly affect RAA's upcoming budget. Odie Donald stated he believes it would not take effect until July 1, 2028, noting there are a few pieces of legislation that are not consistent. Julia Hammond explained if the bill is silent to an implementation date, then the effective date will be July 1, 2026.

**Chief Human Resources Officer's Report:** Angel Dove reported the following:

- 1) Marilyn West noted RAA's turnover rate for the last quarter and inquired if it adversely impacts RAA. Angel Dove responded the last quarter of the calendar year is typically when there are the most provider callouts due to the holidays. Employees are required to adhere to RAA's Attendance SOG (Standard Operating Guidelines) and are held accountable for repeatedly calling out for their shifts. Angel Dove added that RAA has no full-time provider positions available at this time.

Marilyn West referenced the Hospital Destination Report, acknowledging the majority of emergency transports are to Chippenham and VCU Hospitals. She asked if this was due to proximity or possibly the other facilities do not have the ability to treat a patient's specific condition. Weet Baldwin explained saturation has a great deal to do with diversion to other facilities. Both Chippenham and VCU Hospitals are the two, area Level-1 trauma hospitals. Chip Decker noted RAA will always attempt to take the patient to their facility of choice.

**Note:** Carlos Hopkins arrived to the meeting during the Chief of Human Resources' Report.

**Chief Administrative Officer's Report:** Terone Green reported the following:

- 1) Marilyn West commented RAA's financial reports were very informative and provide great detail, adding they were easy to understand. She commended Terone Green and his team and Weet Baldwin concurred. Terone Green praised the work of Chip Decker, adding he meticulously reviews the financials for accuracy.
- 2) The Finance team is currently working with the different departments on the FY2027 budget. Terone Green advised he is working with RAA's outside billing company, EMS/MC, to organize an onsite visit with the Reimbursement Department for an overall assessment.

**V. OPERATIONAL MEDICAL DIRECTOR'S REPORT:** Joseph Ornato reported the following:

- 1) A comprehensive review of RAA protocols with the Clinical team is now complete. This is done periodically as medicine and best practices are constantly evolving. Every five years, there are major updates to adult and pediatric resuscitation guidelines. He requested Wayne Harbour provide a few of the details of the protocol elements RAA tracks in detail.

Wayne Harbour explained RAA's protocols are made up of 14 sections containing 112 individual protocols. Using the Handtevy® mobile app gives providers easy and quick access to information such as proper dosage and protocol management. He explained any deviation from an existing clinical protocol requires Dr. Ornato's approval. With the Handtevy® app, his approval can be obtained quickly, allowing RAA to remain agile. Weet Baldwin commended Dr. Ornato and RAA's clinical team, adding how other jurisdictions look to RAA for guidance and assistance. Chip Decker explained RAA's providers deliver patient care under Dr. Ornato's license.

## VI. NEXT MEETING DATES

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

- A. May 19, 2026 \*Annual Meeting\*
- B. August 18, 2026

## VII. ADJOURNMENT

Weet Baldwin adjourned the meeting at 12:40pm.

Handwritten signature of Laura Bickham in cursive script, followed by the date 05/19/26.

Laura Bickham, Assistant Secretary