



**RICHMOND AMBULANCE AUTHORITY
BOARD OF DIRECTORS MEETING MINUTES
MAY 19, 2020
*ANNUAL MEETING***

Present: Elizabeth Matish, Chairperson
Weet Baldwin, Vice Chairman
Matt Conrad, Treasurer
Richard Bennett, Secretary
Sheldon Barr, Director
Julia Hammond, Director
Carlos Hopkins, Director (*via telephone*)
Councilwoman Kristen Larson, Director
Lenora Reid, Director (*via telephone*)
John Wack, Director (*via telephone*)

Counsel: Jonathan Joseph, Esq., Christian & Barton (*via telephone*)

Staff: Chip Decker, Chief Executive Officer
Joseph Ornato, M.D., Operational Medical Director (*via telephone*)
Laura Bickham, Senior Executive Assistant and Assistant Secretary to the
Board of Directors

I. CALL MEETING TO ORDER

Beth Matish called the meeting to order at 8:05 a.m.

Motion: To allow John Wack and Lenora Reid to participate remotely in the May 19, 2020 meeting of the Board of Directors.

Made By: Beth Matish

Seconded: Weet Baldwin

Discussion: Beth Matish announced John Wack and Lenora Reid had called into today's meeting. She then requested, in accordance with Board policy, they announce their names, current location, and the specific reason for the request to join the meeting remotely. John Wack stated his name and advised he was working from his home located in Rockville in accordance with the current "stay at home" guidelines. Lenora Reid then stated her name and advised she was working from her home in Williamsburg in accordance with the current "stay at home" guidelines.

Motion Passed: The votes were recorded as follows:

Ayes:

Beth Matish
Weet Baldwin
Matt Conrad
Richard Bennett
Sheldon Barr
Julia Hammond

Nays:

None

II. APPROVAL OF MINUTES – FEBRUARY 18, 2020

Motion: To approve the February 18, 2020 meeting minutes.

Made By: Richard Bennett

Seconded: Matt Conrad

Discussion: None

Motion Passed: The votes were recorded as follows:

Ayes:

Richard Bennett
Matt Conrad
Beth Matish
Weet Baldwin
Sheldon Barr
Julia Hammond
Lenora Reid
John Wack

Nays:

None

III. NEW BUSINESS

A. Fiscal Year 2021 Budget – Final Acceptance

Motion: To adopt the Fiscal Year 2021 Operating Budget for the Richmond Ambulance Authority as presented.

Made By: Matt Conrad

Seconded: Julia Hammond

Discussion: Matt Conrad stated the Finance Committee met in March and again in May, at which time, the first and final drafts of the budget were reviewed. He noted a modest increase in net service revenues as well as level funding of \$5 million in City subsidy to RAA. Chip Decker advised RAA had requested an increase of \$1.3 million, adding RAA has remained at level funding for a few years now. He reported a change from the first to the final draft included the removal of the 3% annual salary increases for staff. That amount is about \$210,000 since raises do not take effect until November. He commented that should things start to improve, there was the option to rethink how to move forward. The current impact of COVID-19 has resulted in a drop of about 20% in call volume, however, volume is currently picking back up.

With the current collapse in oil prices, it was decided it would be prudent to prepay \$280,000 in fuel (next year's fuel consumption) at only \$1.08/gallon. RAA was able to save the cost of the annual raises in the fuel prepayment. Otherwise, the budget remains unchanged from the first draft previously distributed. Kristen Larson commented how Council scaled back some of the revenues adding that as the year progresses, there may be a decrease. Should RAA reconsider giving raises, she suggested thought be given to a one-time bonus. Kristen Larson stated it would not be surprising to see an even bigger impact on the economy in 2022. Chip Decker concurred, adding management can always look at all options at a later date and that as time goes on, budget adjustments may become necessary.

Motion Passed: The votes were recorded as follows:

Ayes:

Matt Conrad
Julia Hammond
Beth Matish
Weet Baldwin
Richard Bennett
Sheldon Barr
Kristen Larson
Lenora Reid
John Wack

Nays:

None

Note: Kristen Larson arrived to the meeting during the discussion and prior to the vote.

IV. ANNUAL MEETING

A. Election of Officers

Motion: To elect Matt Conrad to serve as Chairman of the RAA Board of Directors.

Made By: Weet Baldwin

Seconded: Kristen Larson

Discussion: Beth Matish stated that while she was happy to continue serving on the Board, she was not eligible for reappointment and a replacement could be identified at any time. Therefore, she did not feel it would be appropriate to seek reelection to the position of Chairperson at this time. She then opened the floor for nominations, at which time, Weet Baldwin nominated Matt Conrad. Matt Conrad accepted the nomination.

Richard Bennett suggested the Board consider the practice of having the Past Chairperson remain on the Board for an additional year for continuity by providing historical context for issues. Beth Matish responded she would be happy to stay on the Board for as long as Council allows, adding her fourth and final term had expired. Kristen Larson supported Richard Bennett's idea, however, RAA is governed by Council's appointment process and that while Beth Matish's term has expired, the vacancy left by the resignation of Dr. Michael Kelly would take priority. Richard Bennett clarified he was advocating for the process to be standardized; not individualized. Kristen Larson explained to formalize such a practice, the City Attorney would need to weigh in on how it could be done. Jon Joseph explained it would have to be formalized by City Council first before RAA's bylaws could be changed. Beth Matish stated it may be something to consider when looking at someone's overall eligibility going forward.

Motion Passed: The votes were recorded as follows:

Ayes:

Weet Baldwin
Kristen Larson
Beth Matish
Matt Conrad
Richard Bennett
Sheldon Barr
Julia Hammond
Lenora Reid
John Wack

Nays:

None

Motion: To reelect Weet Baldwin to continue serving as Vice Chairman of the RAA Board of Directors.

Made By: Matt Conrad

Seconded: Richard Bennett

Discussion: Beth Matish expressed her support of Weet Baldwin to continue to serve as Vice Chairman. Matt Conrad concurred and nominated Weet Baldwin. Weet Baldwin accepted the nomination.

Motion Passed: The votes were recorded as follows:

Ayes:

Matt Conrad
Richard Bennet
Beth Matish
Weet Baldwin
Sheldon Barr
Julia Hammond
Kristen Larson
Lenora Reid
John Wack

Nays:

None

Motion: To elect Richard Bennett to serve as Treasurer of the RAA Board of Directors.

Made By: Beth Matish

Seconded: Sheldon Barr

Discussion: Beth Matish noted Richard Bennett's long-standing service on the Finance Committee, and added the position of Treasurer was vacant with Matt Conrad now elected as Chairman. Richard Bennett stated he would gladly serve as Treasurer. Beth Matish then nominated him as Treasurer and he accepted the nomination.

Motion Passed: The votes were recorded as follows:

Ayes:

Beth Matish
Sheldon Barr
Matt Conrad
Richard Bennet
Weet Baldwin
Julia Hammond
Kristen Larson
Lenora Reid
John Wack

Nays:

None

Motion: To elect Sheldon Barr to serve as Secretary of the RAA Board of Directors.

Made By: Weet Baldwin

Seconded: Matt Conrad

Discussion: Weet Baldwin nominated Sheldon Barr and she accepted the nomination.

Motion Passed: The votes were recorded as follows:

Ayes:

Weet Baldwin
Matt Conrad
Beth Matish
Richard Bennet
Sheldon Barr
Julia Hammond
Kristen Larson
Lenora Reid
John Wack

Nays:

None

B. Committee Membership

Beth Matish reported the standing committee structure has been a mixture of appointments by the Board Chairperson as well as volunteers. Matt Conrad requested staff solicit the interest from the Board with regard to serving/continuing to serve on the various committees.

V. SENIOR MANAGEMENT / STANDING COMMITTEE REPORTS

In the absence of the other members of RAA's senior leadership team, Chip Decker reported the following:

1) COVID-19 Update

- a. RAA's Operations team continues to adjust staffing schedules and the posting plan to meet the needs of the new demand curve. Calls have taken longer due to checkpoints getting into the hospitals as well as extra time needed for decontamination afterwards.
- b. RAA continues to monitor the health and well-being of its staff. Since March 1st, 101 of RAA's 300 employees have been closely monitored, regardless of what a sick callout reason may have been. 21 employees have been tested with 24 total tests completed (some employees have been tested more than once). There have been seven positive and 17 negative cases. Of those seven, all have returned to work in accordance with the Centers for Disease Control and Prevention (CDC) guidelines.

Note: Carlos Hopkins joined the meeting remotely during the COVID-19 update and listened to the remainder of the meeting.

- c. Over the last couple of days, RAA has seen the largest number of COVID-19 patients testing positive post-transport. There has been a steady increase in Dead on Arrival (DOA) calls as well as overdose and cardiac arrest calls (30% increase). This is the result of people being afraid to call 9-1-1 and go to the hospital.
 - d. RAA has partnered with the Department of Corrections and is charging for the provision of ambulance standby services to Goochland County at the women's prison fourteen hours a day, seven days a week. There is no impact to local EMS services since RAA is transporting COVID-19 patients to VCU.
 - e. Personal Protective Equipment (PPE) is currently being stored in one of RAA's trailers for at least 72 hours after each use. A machine was recently installed in Chesterfield that decontaminates thousands of N95 respirators at one time using concentrated, vapor phase hydrogen peroxide. The machine takes 20-25 people to operate. Approximately 30% of the masks cannot be reused due to soiling from makeup and/or petroleum jelly.
- 2) The Centers for Medicare & Medicaid Services (CMS) pushed back the start of the ET3 (Emergency Triage, Treat and Transport) model to the fall. He reminded the Board ET3 is a pilot CMS payment model designed to provide greater flexibility and new payments to ambulance providers to help address emergency healthcare needs of Medicare Fee-for-Service beneficiaries following a 9-1-1 call.
- 3) Operations Update
- a. March compliance on the 9-1-1 side was met in all priorities and zones. While the standard is 90% compliance in all priorities, March non-emergency compliance was 89.61%.
 - b. For April, compliance was not met in one zone by two calls. This was likely due to a Computer-Aided Dispatch (CAD) clock issue from calls transferred over by the Department of Emergency Communications (DEC). At the time, DEC was using training stations to dispatch calls to allow for social distancing. Unfortunately, there is no way to determine which calls were not time-synchronized. DEC has corrected the issue going forward. Compliance on the 9-1-1 side was strong.
 - c. RAA will be taking delivery of three new ambulances, currently located in Charlottesville. There was a delay due to a missing intake for the exhaust fan on the units.
- 4) Finance Update
- a. Along with the review of the final draft of the FY2021 budget at the Finance Committee's May meeting, the March financials and FY2020 3rd quarter reports were also reviewed. For the month of March, net services revenues were favorable to budget by 16% and total expenses were favorable to budget by 8.5%.
- 5) This week is National EMS Week and the opportunity to recognize RAA's frontline staff. Yesterday, Wayne Harbour, RAA's Chief Clinical Officer, served up the annual pancake breakfast, which is always well-received by staff. A restaurant group will be donating lunches on Thursday as a token of their appreciation. Around the table is this year's EMS Week gift to the staff and Board. While RAA could not move forward with the Annual Appreciation Celebration this year, save the date for next year, which is May 22, 2021.

RAA's 2019 award winners will be formally recognized alongside the 2020 winners at that time.

- 6) RAA's agency inspection originally scheduled for March 25th was postponed until the end of the year due to the pandemic. RAA's agency license and vehicle permits were extended through December 31st. Vehicle inspections were almost completed prior to the postponement. Later in the year, all that will be necessary is the onsite review of RAA's required documents.
- 7) As a Level I Trauma Center, Chippenham Hospital has partnered with Global Medical Response (AMR's parent company) and is looking to begin a helicopter air ambulance services program. The Regulation and Compliance division within the State's Office of EMS handles licensure requirements and oversees adherence to all rules and regulations. When Chippenham's leadership team inquired as to how they go about securing the necessary ordinance to begin the program, the Richmond Fire Department (RFD) advised them it would be necessary to apply for an EMS permit to operate within the City. Chip Decker explained there are exceptions when an EMS permit is not needed since certain transports do not violate City Code. This includes when the transport originates outside of the City of Richmond and terminates in the City. He explained the City does not try to regulate those transports, however, they may impact another County's ordinance. In addition, transports originating within the City and terminating at a location beyond the Richmond-Petersburg Metropolitan Statistical Area (MSA) are also permitted. This area generally encompasses Richmond, Hanover, Henrico and down the peninsula (Charles City). A transport from Chippenham to South Hill or Farmville would not be cause for concern. A transport from Chippenham to Parham Doctors' Hospital could potentially pose an issue for RAA. However, it is not HCA nor GMR's intention to provide air ambulance services in this case as it would be impractical.

Chip Decker confirmed he would oppose an application for a full scale EMS permit as it would allow for ground ambulance transportation services. RAA did not learn of this permit application through the City, rather, through HCA and GMR directly. He stressed both HCA and GMR have been, and continue to be, excellent partners of RAA. Kristen Larson responded she had first learned of this matter late yesterday afternoon, at which time, she informed Chip Decker and the City Attorney. She reported the City Attorney is recommending Chippenham move forward with the City permit application due to the language in the City Charter. She mentioned all members of City Council were not up to speed on this matter. City Council remains very supportive of RAA and does not want to create any unnecessary problems while assisting Chippenham with what they are trying to accomplish.

Matt Conrad asked if the City is defending RAA's right to exclusivity in the current federal lawsuit. Chip Decker called upon Jon Joseph to confirm the City and RAA were responding jointly to the erroneous charge that they colluded to stifle the competition in the marketplace, to which Jon Joseph responded affirmatively. Chip Decker advised there has always been a permit application process in place, however RAA had not been asked if one existed and the City then proceeded with creating a new one.

Chip Decker asked if Council will consider granting HCA a restricted permit for the provision of medical aircraft services only. Kristen Larson confirmed she had requested HCA specifically state in their application paperwork the request was for aircraft operations only. Chip Decker advised HCA would still need local government approval to proceed with the necessary State licensure and Kristen Larson concurred. She commented the City Charter can sometimes pose challenges and she is doing her best to navigate through the process. She confirmed she would be in communication with Chip Decker throughout this process.

VI. Operational Medical Director: Joseph Ornato reported the following:

The National Institute of Health (NIH) has funded the project for the drone delivery of intranasal naloxone. Funding will include training costs for seven of RAA's System Status Controllers as well as the necessary hardware/software to operate the drones. VCU's College of Engineering has taken top prize two years in a row for their capstone design team's work on this project.

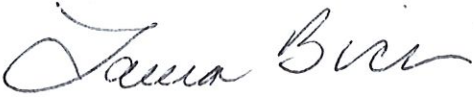
VII. NEXT MEETING DATES

The upcoming meeting dates are as follows:

- A. August 18, 2020
- B. November 17, 2020

VIII. ADJOURNMENT

Beth Matish adjourned the meeting at 8:50 a.m.

 - 08/18/2020

Laura Bickham, Assistant Secretary