



OLD DOMINION EMERGENCY MEDICAL SERVICES ALLIANCE INC.

7818 E. Parham Road, Suite 911
 Richmond, VA 23294
 804-560-3300 • FAX: 804-560-0909
 www.odemsa.vaems.org

Old Dominion EMS Alliance
Board of Directors

September 17, 2025
 7 p.m.

Board Members Present: Heidi Hooker, Walt Bailey, Lisa Baber, Kathe Ware, Bert Martin, Jessica Goodman, Greg Neiman, Allen Yee, M.D.

Board Members Absent: Joelle Cramer, John Vasquez, Jimmy Lee Pair, Pier Ferguson, Willoughby Hundley, M.D., Cary Strosnider

ODEMSA Staff: Ryan Scarbrough

Other: Catina Downey, CPA, Greg Woods, Mary Katherine Allen

Minutes Scribed by: Heidi Hooker **Reviewed by:** Greg Neiman, Board Secretary

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
Meeting Called to Order	The quarterly meeting was called to order at 7:05pm by board president Walt Bailey. The meeting format was virtual. Walt welcomed members and guests to the meeting. A quorum was determined. The agenda was approved. The June quarterly meeting minutes and minutes from an August special called meeting were approved. (0:00-04:58)	<p>Motion by: Allen Yee to approve Agenda. Seconded by: Lisa Baber Vote: Unanimously approved</p> <p>Motion by: Kathe Ware to approve the June Quarterly Meeting Minutes and August Special Called Meeting Minutes Seconded by: Bert Martin Vote: Unanimously approved</p>
President Reports: A. Board President	Walt said that he would discuss meetings that he attended regarding the	



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<p>B. PD-13</p> <p>C. PD-14</p> <p>D. PD-15</p> <p>E. PD-19</p>	<p>restructuring of the Regional EMS Councils later in the meeting, otherwise he had nothing additional to report. (04:59-05:11)</p> <p>Bert Martin- Bert said there was a successful CEU weekend in South Hill sponsored by VAVRS. He said the sub-council is working on their annual CEU weekend, planned for January, which will be held in South Boston. He said their next meeting will be October 7, 2025. It will be a dinner meeting held at Lois's Restaurant in Chase City. (05:12-05:49)</p> <p>Walt Bailey- Walt said they are still working on stabilizing the area. He said agencies are having turnover in leadership positions. He said that he's hopeful the turnover has stabilized so the rebuilding can commence. (06:20-06:42)</p> <p>Greg Neiman- No report (05:50-06:06)</p> <p>Cary Strosnider- No report (06:07-06:19)</p>	
<p>Advisory Board Report:</p>	<p>Lisa Baber said the Advisory Board didn't have anything significant to report. Walt, who is also on the Board, agreed. Lisa said the next meeting will be November 7th at the Embassy Suites starting at 10am. (06:43-07:05)</p>	
<p>Executive Director Report:</p>	<p>Heidi said that she, Walt, and the ODEMSA staff took Christopher Lindsay, Chief Operating Officer/VDH, Dr. Maria Beermann-Foat, Director/OEMS, and Kevin Dillard, Chair/State EMS Advisory Board on a tour of the ODEMSA region. She said it started at the ODEMSA Office and from there they only had time to visit five agencies. She said additional tours will be scheduled in the future. Heidi said most of the staff hours this quarter was spent working on the Regional Council Request for Application (RFA) submission.</p> <p>Walt said he felt the tour went well. He said they were able to visit Kings Dominion, LifeEvac, New Kent Fire-Rescue, Cumberland County Fire and EMS and Tuckahoe Volunteer Rescue Squad. Dr. Joanne LaPetina was picked up</p>	



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	<p>and joined us for part of the tour as well. The goal was to show them the variety of agency types with the region.</p> <p>Heidi said the Virginia Hospital and Healthcare Association (VHHA) is offering agencies within the region membership to Premier Group Purchasing Organization. She said ODEMSA sent a letter to all agencies informing them of the opportunity to save money by making purchases, with a discount, through Premier. She said it covers everything from band-aids, gloves, and Stryker products to medications. Membership is free to EMS agencies due to ODEMSA's partnership with VHHA. If agencies wish to take advantage, they will work directly with VHHA to get onboard.</p> <p>Heidi said during the quarter the Central Virginia Healthcare Coalition (CVHC) and ODEMSA severed the fiduciary relationship. The CVHC staff will now be employed directly by VHHA. This was a result of financial uncertainty with the federal HPP grant that funds Coalitions nationwide. Heidi said the VHHA had intended to enter into service agreements with the fiduciaries, to maintain some services that were shared or needed, however Heidi said she learned just today that they are not able to do this. So, at this point, Heidi said ODEMSA is no longer supporting CVHC as a fiduciary, but we remain partners. She added that because of the current financial situation and uncertainty, the CVHC part-time staff were not welcomed to VHHA. Also, Jordan Rennie, Ryanne Holland, and Bobby Lukhart all submitted resignations. So, the CVHC is severely understaffed with just leaving David Calkins and Jen Kammerman left. (07:06-10:36)</p>	
<p>OEMS Report: Mary Katherine Allen and Greg Woods</p>	<p>Walt welcomed Mary Katherine to her first ODEMSA BOD meeting. Mary Katherine thanked members for having her at the meeting. She said she is currently still doing two positions, the Regional Director position at Blue Ridge EMS Council and her new position as Regional Coordinator. She said she expects to move into the Regional Coordinator position full-time within the month. She said she's in the process of meeting stakeholders that will be involved with her new position.</p> <p>Greg Woods said that he was grateful for the opportunity to attend the meeting. He said he is currently in the Acting Deputy Director- Operations role,</p>	



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	<p>and that once that position is permanently filled, he will also transition to a Regional Coordinator position, along with Mary Katherine. Regarding the Deputy Director- Operations position, he said VDH Human Resources is progressing in the hiring process and that it's anticipated the new hire will be announced soon. He announced the Request for Application (RFA) process is still ongoing. He said they received a number of applications by the deadline, and that those are now being handled by the Procurement Offices within VDH. He said there's an Evaluation Team established, comprised of EMS subject matter experts from throughout Virginia, that are evaluating the applications. He said the plan is to present the recommendations to the Board of Health during their October 2, 2025 meeting. He reminded members that the State EMS Advisory Board will meet on November 7, 2025. He ended by saying that he, and Mary Katherine, will transition to the Regional Coordinator Roles full-time by the end of November and that both of them look forward to supporting ODEMSA as part of their new position duties in the near future.</p> <p>Walt welcomed both Greg and Mary Katherine to their new positions. He said ODEMSA looks forward to working with them as well, with the goal of making the EMS system in Virginia the best it can be. (00:08-03:47)</p>	
<p>Financial Discussion: A. Quarterly Financial Statement – Action Item</p>	<p>Catina distributed the Quarterly Financial Report prior to the meeting. The floor was open for anyone that had questions to ask. There were no questions. Catina did bring the current cash balance to the attention of the directors. She said because we are no longer supporting the CVHC, there is no funding going out in support of their operations. Also, we have received most of the reimbursements from VHHA that was used to front CVHC. So, ODEMSA's cash on hand is now significantly larger, because it's not tied up with CVHC. A motion was made to approve the Quarterly Financial Report. The motion passed with a unanimous vote. (10:37-11:52)</p>	<p>Motion by: Kathe Ware to approve the Quarterly Financial Report Seconded by: Bert Martin Vote: Unanimously approved</p>
<p>Current Business: A. Request for Application/Council</p>	<p>Heidi said staff worked very hard on ODEMSA's application. She said they put the best application forward that they could. In advance of submitting it,</p>	



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<p>Designation-Update</p>	<p>Heidi had several people grade it with the provided grade scale. In addition, Ryan had 5 separate AI agents grade it. The AI agents provided a typed report. All scores be-it human or AI graded the application at 98-100%. Heidi said she is confident all requested items are in the application. Heidi said a special called meeting of the board executive committee met to approve the application and other documents that staff updated prior to its submission. She said that she hoped that we'll get feedback soon or at the latest on October 2, 2025, when the Board of Health meets. (11:53-13:31)</p>	
<p>New Business: A. Employee Qualification-Action Item</p> <p>B. Bylaws – Action Item</p> <p>C. Personnel Handbook – Action Item</p> <p>D. COOP Plan- Action Item</p>	<p>Walt asked if the Director, Executive Director, and the Training Director should all be in the same salary range. Heidi said the VDH salary ranges were used. Heidi said she tried to match the salaries with equivalents at OEMS. She said the OEMS hybrid Council Directors were grade five and Debbie Akers was a grade 5 as well. It was decided, after discussion, that the ODEMSA Director will be grade 6, Deputy Director range will be grade 5, and the Training Director and Field Coordinator grade 4. A motion was made to approve the Employee Qualifications with the salary range changes. The motion passed with a unanimous vote. (13:32-19:05)</p> <p>Heidi said the Code of Virginia number in the current bylaws is incorrect, so that is updated. She also said the standing committee names needed to be updated, for example the Professional Development Committee is now the Training and Certification Committee. A motion was made to approve the Organization Bylaws with the recommended changes. The motion passed with a unanimous vote. (19:06-20:00)</p> <p>Heidi said the Board did a thorough review of the handbook two years ago. The only recommended changes are to remove all references to the CVHC since they are no longer associated with ODEMSA. A motion was made to approve the Personnel Handbook with the recommended changes. The motion passed with a unanimous vote. (20:01-21:00)</p> <p>Heidi said the ODEMSA Continuity of Operation Plan (COOP) did undergo a significant update. Because there were so many changes, a summary</p>	<p>Motion by: Kathe Ware to approve the Employee Qualifications with the salary range changes. Seconded by: Greg Neiman Vote: Unanimously approved</p> <p>Motion by: Lisa Baber to approve the Organization Bylaws with the recommended changes. Seconded by: Bert Martin Vote: Unanimously approved</p> <p>Motion by: Kathe Ware to approve the Personnel Handbook with the recommended changes. Seconded by: Bert Martin Vote: Unanimously approved</p>



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<p>E. RMD Contract – Action Item</p> <p>F. Regional PI Plan – Action Item</p> <p>G. Peer Support/CISM Policies and Procedures – Action Item</p> <p>H. Regional CE Schedule – Action Item</p> <p>I. Regional Trauma Triage Plan – Action Item</p> <p>J. Sentara Medication Grant</p>	<p>of the changes was distributed with the meeting documents for the Boards review, prior to the meeting. She said Ryan spearheaded the project. Ryan said the COOP Plan is now in line with the FEMA and Virginia templates. He said the entire plan was re-worked. A motion was made to approve the updated Continuity of Operations Plan (COOP). The motion passed with a unanimous vote. (21:01-22:28)</p> <p>Heidi said Dr. Yee can remain as the Regional Medical Director (RMD). A motion was made to approve the Regional Medical Director Contract with Dr. Allen Yee. The motion passed with a majority vote; Dr. Allen Yee abstained from voting. (22:29-23:16)</p> <p>The Regional Performance Improvement (PI) Plan, Peer Support/CISM Policies and Procedures, Regional CEU Schedule, and the Regional Trauma Triage Plan did not undergo changes since the Board last voted to approve them. A motion was made to approve the Regional Performance Improvement (PI) Plan, Peer Support/CISM Policies and Procedures, Regional CEU Schedule, and the Regional Trauma Triage Plan. The motion passed with a unanimous vote. (23:17-23:57)</p> <p>Heidi said Sentara has graciously awarded ODEMSA a grant, to go toward the purchase of medications for EMS agencies. The amount of the grant is \$16,677.90. Heidi said that she has provided all the documentation to Sentara, and ODEMSA now has the money in the bank ready for distribution.</p>	<p>Motion by: Kathe Ware to approve the updated Continuity of Operations Plan (COOP). Seconded by: Lisa Baber Vote: Unanimously approved</p> <p>Motion by: Lisa Baber to approve the Regional Medical Director (RMD) Contract with Dr. Yee. Seconded by: Lisa Baber Vote: Approved with a majority vote; Dr. Allen Yee abstained from voting.</p> <p>Motion by: Allen Yee to approve the Regional Performance Improvement (PI) Plan, Peer Support/CISM Policies and Procedures, Regional CEU Schedule, and the Regional Trauma Triage Plan. Seconded by: Greg Neiman Vote: Unanimously approved</p>
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<p>K. 2026 ODEMSA Meeting/Events Calendar</p>	<p>Heidi said she was seeking guidance on how to fairly distribute the funds. Her recommendation was to have the four sub-council presidents, or their designee, form a workgroup to determine how the funds will be distributed. The Board was agreeable to Heidi's recommendation. Walt appointed the four sub-council presidents, or their designee to develop a plan for the disbursement of the funds. (23:58-25:22)</p> <p>Heidi said the 2026 Meeting and Events Calendar has been updated. She said a copy was sent to members with their meeting documents and the ODEMSA website has been updated. (25:23-25:35)</p>	
<p>Business from Floor</p>	<p>There was no business from the floor. (25:36-25:46)</p>	
<p>Next Meeting</p>	<p>December 10, 2025 (Location – Virtual)</p>	
<p>Adjourn</p>	<p>The meeting was adjourned at 7:31pm</p>	