



OLD DOMINION EMERGENCY MEDICAL SERVICES ALLIANCE INC.

7818 E. Parham Road, Suite 911
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www.odemsa.vaems.org

Old Dominion EMS Alliance

Board of Directors

December 17, 2025

7 p.m.

Board Members Present: Heidi Hooker, Walt Bailey, Kathe Ware, Bert Martin, Greg Neiman, Allen Yee, M.D., Cary Strosnider, John Vasquez, Pier Ferguson, Willoughby Hundley, M.D.,

Board Members Absent: Joelle Cramer, Jimmy Lee Pair, Lisa Baber, Jessica Goodman

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 7:04pm 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. (0:00-02:38)	<p>Motion by: Kathe Ware to approve Agenda. Seconded by: Pier Ferguson Vote: Unanimously approved</p> <p>Motion by: Pier Ferguson to approve the September Quarterly Meeting Minutes Seconded by: Bert Martin Vote: Unanimously approved</p>
President Reports: A. Board President	Walt said that he, Heidi and Catina attended a contract meeting with Mary Kathryn Allen, Greg Woods, Wayne Perry and Maria Beermann-Foat from the OEMS. He said he will speak bout this topic later in the agenda. (02:39-	



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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>03:05)</p> <p>Bert Martin- No report (03:06-03:18)</p> <p>Walt Bailey- No report (03:19-03:19)</p> <p>Greg Neiman- No report (03:20-03:26)</p> <p>Cary Strosnider- No report (03:27-03:31)</p>	
<p>Advisory Board Report:</p>	<p>Walt asked Dr. Yee to speak about the recommendations made by the State Medical Direction Committee. Dr. Yee said the State EMS Advisory Board approved two recommendations from Medical Direction (1) Care of the Spinal injured Patient. The recommendation is to deemphasize the use of cervical collars and focus on resuscitation. He said c-collars increase movement and increase intracranial pressure. He said the recommendation is that c-collars are no longer the standard of care. Patients should be able to hold still enough to protect their spine. For the unresponsive patients, other devices should be considered like towels or head blocks. (2) A Canine Scope of Practice and Formulary was passed. If an agency owns a working canine, providers can provide medical care to the canine. It does not allow for the treatment of other canines, only working canines of the agency. Yee said the Governor's Advisory Board is working on legislation to expand it to all working canines. Walt asked when providers can expect to see changes in the filed regarding c-collars. Yee said OEMS is working on the appropriate way to publish the documents to the website. Pier asked if changes will occur to the required equipment lists for ambulances. Yee said traction splints and pelvic binders are recommended to be removed from the equipment lists. He said Medical Direction will visit more global changes to the lists in the near future. (03:32-08:34)</p>	
<p>Executive Director Report:</p>	<p>Heidi said she advertised and interviewed for a new Regional Training Director, The position was offered to Shannon Daniel. Heidi said Shannon is</p>	



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	<p>well known to the ODEMSA staff as she is very active with the Regional Peer Support Team. She said that Shannon has a PhD in education. Shannon was not going to be able to start in the full-time role until January 5, so Heidi said she processed her into a part-time position so she could begin orientating and organizing committees and other programs. Heidi said that on this day, Shannon came to the office and informed her that she will not be able to take the position full-time in January due to personal reasons. She did offer to stay on part-time to assist until a full-time replacement can be hired. Shannon will help with the OEMS Instructor Institute that ODEMSA has been asked to host in January. Heidi said that before leaving the office today, that she re-posted the position. The deadline to apply will be mid-January. Heidi said all of the ODEMSA committees have suffered over the past year and that a priority for both the new Training Director and Field Coordinator will be to rebuild the committees and have them update all policies, plans and protocols. This will be the top priority for both new hires. Heidi said the application deadline for the Field Coordinator closes on December 31. (08:35-10:58)</p>	
<p>OEMS Report: Mary Katherine Allen and Dr. Greg Woods</p>	<p>Greg said the Office of EMS is continuing its reorganization and transition. He said the he and Mary Kathryn Allen are transitioning into their permanent roles as Regional Coordinators. He said in that capacity they will continue working jointly. He said Mary Kathry will be the coordinator servicing our area, region 6.</p> <p>Greg said as part of the reorganization the Office of EMS will be moving downtown after the first of the year. He encouraged members to closely follow the OEMS social media outlets for related information. Because this is a full move of all staff and equipment, communication channels and pathways may be limited during that time. He said if we do have a communication failure during that time that he and Mary Kathryn will be glad to assist.</p> <p>Greg said one of their major work items, currently, is the council designations and contracting with the new 7 Regional EMS Councils. He said they met with councils last week to review the draft contracts. He said they're waiting for finalization and MOA numbers before signable copies can be distributed to the councils.</p>	



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	<p>Greg said the Division Director of Operations position at OEMS is in the hiring process. He said interviews are underway to fill that position. He said they have posted the position for Division Director of Accreditation, Certification, and Education. He said in addition the former hybrid council employees will be finalizing transition into their new roles before the end of the year.</p> <p>For future State EMS Advisory Board meetings, those will be held at the Public Safety Training Center in Hanover County.</p> <p>Greg said in early 2026 OEMS will be updating the Strategic EMS Plan. He said as part of that revision, OEMS will be reaching out to numerous stakeholders for feedback and assistance in the development of new plan that meets the needs of the Commonwealth.</p> <p>Greg was asked about the transition once Debbie Akers leaves her position. He asked how courses would be approved and other training needs met. Greg said that Chris Vernovai remains in the training division and could be relied on to get the job done. He added that other OEMS staff members will be assisting as well. (10:59-16:01)</p>	
<p>Financial Discussion: A. Quarterly Financial Statement – Action Item B. Annual Financial Report – Action Item</p>	<p>The Quarterly Financial Report, prepared by Catina Downey, was distributed to members 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. (16:02-17:02)</p> <p>Walt said the Annual Financial Report was not complete as of this meeting. He said Brown Edwards is a new firm that we are using. The audit is expected to be complete very soon. The Board will convene a Special Called meeting to approve the audit once it’s done. (17:03-18:22) SEE SPECIAL</p>	<p>Motion by: Kathe Ware to approve the Quarterly Financial Report Seconded by: Bert Martin Vote: Unanimously approved</p> <p>SEE SPECIAL CALLED BOD MEETING 1-29-26 FOR BOD AUDIT APPROVAL</p>



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CALLED BOD MEETING 1-29-26 FOR BOD AUDIT APPROVAL		
Current Business: A. Council Designation and Contract- Update	<p>Walt informed members that he, Heidi and Catina attended a contract meeting with Mary Kathryn Allen, Dr. Greg Woods, Wayne Perry and Maria Beermann-Foat from the OEMS. ODEMSA has questions about the contract language and all of the questions were addressed. Walt asked Dr. Woods if he wanted to make any comments regarding the new contract. Greg said the new contract is more aligned with the Code of Virginia. He said deliverable dates have been replaced by workplans that allow the Councils to deliver items when it's best for their schedules. The contract includes key performance measures. He said the contract allows for more collaboration between the Councils and OEMS. He said the contract process received input from the Office of Procurement and General Services, Office of Financial Management, VDH Senior Leadership, Office of the Attorney General, and multiple former Councils Directors at OEMS (Dr. Greg Woods, Mary Kathryn Allen, Daniel Linkins, and Wayne Perry). Walt thanked Greg for the summary. Walt said that after the meeting noted above, he had concerns on pages 26-27 of the contract that addressed lobbying. He said he understands the language that the Council cannot hire a lobbyist, and that he agrees and it makes sense. However, he took issue with the language on page 26 – C Prohibition on Independent or Adverse Action, section 2, a and c. Walt said he had been in contact with other Council leadership who agree the language to too restrictive to the Councils ability to advocate for the stakeholders. Walt said that Dr. Beermann-Foat was kind enough to send him a couple pages of documentation regarding the language, but that none of it conveyed the restriction the contract showed in that section. Dr. Woods explained where the language was derived from within the Code of Virginia – 2.2-434 which addresses the employment of lobbyist by members of government. He said going forward the Councils will be directly representing OEMS. Walt said he was going to have another meeting soon and that he hoped this section of the contract could be hashed out. Walt recommend to the members of the Board that ODEMSA not sign the contract until he has a chance to address C2, section A and C on pages 26-27. Walt said he hopes that the</p>	



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Councils and OEMS are always aligned together, in in the event we are not, the Council must be able to advocate for the stakeholders within the region. Greg asked Walt to send his concerns to him and Dr. Beermann-Foat, so they have an opportunity to send the information to the appropriate individuals who need to review the concerns. Walt said he would do that, and that he would call Beermann-Foat the next morning. Walt asked members for their thoughts, after discussion it was agreed ODEMSEA will not sign the contract until opportunities for further discussion can be accomplished. (18:23-45:23)

Note: Following this BOD meeting, Walt participated in multiple meetings to discuss the contract language. Seven days later 12/24/25 the following was sent to all members of the Board –

Members of the Board,

Earlier today, we received the final version of our contract from the VDH/OEMS. This version reflects extensive discussions and negotiations led by our Board President, Walt, and incorporates many of the recommended changes put forward by the Regional EMS Councils. OEMS was cooperative in addressing these concerns, and Walt is satisfied with the final language and prepared to sign the contract.

Due to the upcoming Christmas holiday and associated office closures, we must proceed via an electronic vote. The contract must be executed no later than 4:30 p.m. on Monday, December 29.

Please review the attached contract and cast your vote by replying to all with one of the following responses no later than Friday at 12:00 p.m. (noon):

Accept the contract

Decline the contract

If you have any questions regarding the contract language or negotiations, please contact Walt directly at 434-470-9258.

Thank you for your prompt attention to this time-sensitive matter and for your continued leadership and support.

With Respect,

Heidi M. Hooker, Executive Director

Members voted to accept the contract terms and voted to sign the contract.

Members voted via electronic vote to accept and sign a new version of the contract with negotiated language regarding lobbying for the region. Walt signed the contract with OEMS shortly after.



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<p>New Business:</p> <p>A. Annual Report- Action Item</p> <p>B. COOP Plan – No Action – Approved in September</p> <p>C. Bylaws – Update</p> <p>D. Sentara Medication Grant- Action Item</p>	<p>Walt noted that members received a link to the report prior to the meeting for review. Ryan noted that he realized he left out a free-standing ER that he will update. It was also noted that the financial section will be completed to match the Annual Financial Report once it's approved. A motion was made to approve the Annual Report with the additional of the free-standing ER and updated financials. The motion passed with a unanimous vote. (45:24-47:00)</p> <p>Heidi said the updated COOP Plan was approved by the Board during their last meeting in September. No action needed. (47:01-47:07)</p> <p>Heidi said she wanted to review the BOD Membership to confirm ODEMSA is following the Code of Virginia regarding Regional EMS Council Board of Director membership requirements and matching new contract language regarding the same. Heidi pulled up the membership language. She pointed out the fact that members can serve dual roles. She further pointed out the fact that ODEMSA is mostly in compliance. She noted two areas that need addressed (1) Requirement to have a Mental Health Professional and (2) Requirement to have Other Business Professionals with Relevant Operational Expertise (accounting, fundraising, legal, banking) As Deemed Appropriate. Heidi said that after reviewing our membership, she believes we need to add a Mental Health Professional, and a member from the Other Business Professional section. Heidi recommended inviting ODEMSA's attorney to the BOD. Heidi said this is not an action item for this meeting. After a brief discussion is was decided that Walt will appoint a workgroup to address the BOD membership. Mary Kathryn advised OEMS will grant a grace period to become compliant. (47:02-54:45)</p> <p>Heidi noted that prior to the meeting members received a document showing the presidents recommendations to the BOD regarding allocation of the Sentara Medication Grant to agencies within the region. Heidi said there were ten applicants total, and of those there were multiple applicants from each sub-council. Heidi said the presidents decided to divide the grant funding equally</p>	<p>Motion by: Pier Ferguson to approve the Annual Report with corrections. Seconded by: Bert Martin Vote: Unanimously approved</p> <p>The COOP Plan was approved at the last meeting in September, within quarter 1.</p> <p>Walt will appoint a workgroup to revise the BOD membership</p> <p>Motion by: Dr. Yee to approve Sub-Council President Workgroup's grant allocation recommendations Seconded by: Bert Martin Vote: Unanimously approved</p>



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	<p>between the four sub-councils. After deliberation, it was decided that every applicant would receive some funding towards medications. Heidi displayed the breakdown of applicant allocations as presented by the sub-council presidents workgroup. She also pointed out that the Southside Sub-Council elected to use some of their sub-council funds to match the grant for the agencies within Southside. The matching funds were noted on the document. Heidi reviewed the document and briefly discussed how the allocations were decided. She said if approved, ODEMSA already has the funds and can send the checks out immediately. A motion was made to approve the Sub-Council President’s Workgroup grant allocation recommendations. The motion passed with a unanimous vote. (54:46-1:02:30)</p>	
Business from Floor	<p>There was no business from the floor. (1:02:31-1:02:42)</p>	
Next Meeting	<p>March 18, 2026 (Location – Virtual)</p>	
Adjourn	<p>The meeting was adjourned at 8:06pm</p>	