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Old Dominion Emergency Medical Services Alliance (ODEMSA) Board of Directors

September 16, 2026
7:00 p.m.

President: Walter (Walt) Bailey

Meeting Minutes

Director's Present: Heidi Hooker, Walt Bailey, Kathe Ware, Greg Neiman, Allen Yee, M.D., Jessica Goodman, Lisa Baber, Jimmy Lee Pair, Ashley Farrar, Bert Martin, Willoughby Hundley, M.D., Cary Strosnider, Pier Ferguson,
Director's Absent: Joelle Cramer, John Vasquez, Shawn Harmon
ODEMSA Staff: Catina Downey, CPA, Ryan Scarbrough
Guests: Mary Kathry Allen
Minutes Scribed by: Heidi M. Hooker, Executive Director **Minutes Reviewed by:** Greg Neiman, Board Secretary

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
Meeting Called to Order		
Agenda Approval **Meeting Minutes Approval** **Members/Guests Welcome**	The quarterly meeting was called to order at 7:00pm 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 were approved. (0:00-00:56) Walt welcomed members and guests to the meeting. Introductions were not necessary. (00:57-01:21)	**Motion by:** Jessica Goodman to approve Agenda. **Seconded by:** Cary Strosnider **Vote:** Unanimously approved **Motion by:** Lisa Baber to approve the June Quarterly

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		Meeting Minutes **Seconded by:** Jessica Goodman **Vote:** Unanimously approved
	President Reports	
Board President	Walt Bailey- Walt reported he has been busy fielding questions regarding the Community Paramedicine Grant program, which became available on September 4th with a tight deadline of October 5th. He noted other states started this process in March, giving them months to work on it, while Virginia localities have roughly one month. Walt shared that his locality's Board of Supervisors was briefed. He also reported that he and Jeremy Bennett (VACO) are tag-teaming meetings with key senators to address the state's EMS funding crisis and challenges (lack of staff, paramedics, and funding) reported by 70 of 90 counties. Walt expressed disappointment with the EMS Advisory Board's lack of discussion on the pre-hospital EMS crisis but gave kudos to Dr. Paula Ferrada, State EMS Advisory Board Chair, for sending out a truthful input survey. There was a lengthy discussion about the Fitch report and if funding recommendations made by that group have been implemented by OEMS. (01:22-19:56)	
PD-13	Bert Martin- Bert reported that the Southside Sub-Council has been able to hold a couple of meetings recently with a quorum. He said their next meeting will be hosted by Sentara Halifax Regional. They are working on a nominating committee to find officers for the coming year. Bert announced he will be stepping down as president, planning to retire in June of next year and relocate to Georgia to be closer to family. Members expressed the great loss that will be	

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	felt with Bert's retirement but were happy for him. (19:57-21:02)	
PD-14	Walt Bailey- Walt reported that the South Central Sub-Council met in July and is working on updating its bylaws and putting together a nominating committee. There was some discussion on whole blood, noting Buckingham is currently the only one utilizing it in their area. He noted that the measles outbreak in Buckingham and Cumberland County, and the surrounding Southside area has pretty much gone away. (21:03-21:31)	
PD-15	Greg Neiman- Greg reported that the Metro Richmond Sub-Council met in July with no action items. Dr. Maria Beermann-Foat attended in person. All current board members agreed to stay on for next year, allowing them to bypass the nominating committee and lock in their slate. (21:32-22:12)	
PD-19	Cary Strosnider- Cary reported that Crater Sub-Council met in July with no major action items. He noted Benita Myers-Waverly discussed looking into getting Waverly on board with a community paramedicine initiative, and Dinwiddie had also looked into it. (22:13-22:48)	
	State EMS Advisory Board Report	
EMS Advisory Board Representative: Lisa Baber	Lisa Baber- Lisa reported that the main issue under heavy discussion at the last State EMS Advisory Board meeting was Chapter 32 regulations, which hit the Rules and Regulations Committee particularly hard. (22:49-23:21)	
	Regional Medical Director Report	

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Regional Medical Director	Dr. Allen Yee- Dr. Yee picked up directly from Lisa's report on Chapter 32. He noted that the state wrote the original rules years ago as an update to Chapter 31 with instructions not to make too many updates. He stated that both Chapter 31 and the draft Chapter 32 are far too restrictive, tracking outdated details (e.g., forcing ambulances to carry an 8-inch wrench or requiring a physician's credentialing name to appear on a specific paper letterhead). He suggested the board advocate for simplified regulations (e.g., simply stating each agency must have a credentialing process) so agencies are not blocked from using modern electronic scheduling and logistics software. He suggested the Office of EMS explore emergency regulations to fix immediate issues while resetting a completely new version of Chapter 32. Dr. Yee provided the following updates on Blood Products & Grants: 1. Grants: ODEMSA currently holds a pot of money for agencies to execute blood deployments, which the committee voted to maintain as a 50-50 grant. However, a multi-council NHTSA grant yielding 100% funding/reimbursement is expected to announce awards in December. Dr. Yee advised that while he strongly supports field deployment, it may be most financially prudent for local agencies to wait until December to see if the 100% NHTSA grant comes through. 2. Freeze-Dried Plasma: In response to a query from Lisa Baber regarding frozen plasma, Dr. Yee reported that the FDA recently announced freeze-dried plasma is now commercially available, which marks a significant game-changer for field resuscitation. Unlike packed red blood cells, which carry a tight 28-day shelf life, freeze-dried plasma remains good for two years when refrigerated. Studies indicate its clinical resuscitation efficacy matches whole blood for patients who haven't lost total blood volume. However, Dr. Yee noted that current market pricing is significantly higher than initially projected, creating an ongoing local cost hurdle.	

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	Additionally, Dr. Yee fielded questions regarding a potential mandate for a 24/72 shift schedule (42-hour workweek). Walt confirmed VACO opposes this as an unfunded mandate unless state funding is provided. Lisa noted a 24/72 mandate would drastically hurt small localities unable to hire a fourth shift, citing Virginia Beach having to hire 100 people to accommodate it. (22:49-28:41)	
Executive Director Report		
Executive Director: Heidi Hooker	Heidi Hooker - Heidi reported that ODEMSA will host the Educator Institute at the ODEMSA office September 22-24. She noted that the program has been restructured by OEMS, but the council has not seen the updated version yet. A meeting with OEMS is scheduled for tomorrow to ensure everyone is on the same page and is familiar with the new program. At least 30 people are signed up for the institute, and the Educator Update will take place on Friday of that week on the 25th. When asked about registration capacity, Heidi noted that registration for the Friday update was reportedly closed at 36 registrants; she plans to call Dr. Greg Woods tomorrow to see if OEMS can reopen it until the last minute to accommodate interested educators, as room capacity allows. Heidi also announced that the regional EMS awards are open until October 15. She urged sub-council presidents to spread the word to recognize deserving regional providers. (28:42-32:28)	
Virginia Office of EMS Report		
OEMS Representatives: Mary Katherine Allen	Mary Kathry Allen - Mary Kathryn provided updates on several fronts: 1. EC Institute/Update: Confirmed registration is currently closed but will connect	

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and Dr. Gregory Woods	with Dr. Greg Woods to pass along discussion notes to Heidi. 2. Council Transitions: OEMS is conducting monthly/quarterly reviews and moving toward a streamlined system starting October 1st. Councils will continue monthly invoices and a 3-to-5 bullet engagement report, but will shift to a comprehensive quarterly report due 30 days after the end of the quarter (first one due after December). Region 6's one-on-one meeting was moved to Friday due to a scheduling conflict. 3. Community Paramedicine Grant (RHTP): Acknowledged the shared frustrations regarding the federal funding timeline restrictions. Clarified that the budget narrative written for the grant was exceptionally restrictive. The state manager (Heidi Hertz) was not hired until March, and the team had to build the RFP and application process completely from scratch. She emphasized that the October 6th deadline at 5:00 p.m. sharp is a hard system cutoff. She detailed that funding shifts by year: $3.7 million in Year 1, rising to roughly $15 million in Year 2, peaking at $20 million in Year 3, and decreasing in Years 4 and 5 to force localities to establish program sustainability. Questions can be sent to Brandon Rivenbark via document submission until September 25th. Dr. Yee offered Chesterfield's 13 years of paramedic data tracking and lessons learned to help any rural agencies compiling their grant applications. 4. Grants & Assessments: The RSAF grant application period ended September 15th; grading will take place next month, with awards announced in January. The statewide EMS assessment workgroups are active, meeting Friday to map out systemic planning and resources. 5. CMS Geocoding Changes: OEMS sent out notices regarding proposed CMS adjustments changing specific geographical classifications from rural to urban, which impacts billing/funding. Heidi confirmed she directly called the three affected regional agencies: Powhatan, Goochland, and Hanover (as well as Henrico). (32:29-43:37)	

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Financial Reports		
A. **Quarterly Financial Statement – Action Item**	Catina Downey, CPA - The Quarterly Financial Report, prepared by Catina Downey, was distributed to members prior to the meeting. Catina noted that monies are coming in more frequently due to a switch to monthly payments, putting ODEMSA in a very good financial position. Walt questioned specific line items in the red under the expense tab (Notes 1–4). Catina provided the following clarifications: - Note 1: July contained three pay periods, pushing the period slightly over budget, but remains on track annually. - Note 2: The annual audit fee was paid out in July. - Note 3: The mobile app fee was paid during this period, alongside a copier fee paid to the Office of EMS. Ryan Scarbrough noted that the specific OEMS printer account was officially closed as of July 1st and they are awaiting equipment pickup. Hearing no further questions, a motion was made to approve the report. The floor was open for anyone that had questions to ask. There were no questions. A motion was made to approve the Quarterly Financial Report. The motion passed with a unanimous vote. (43:38-44:30) (49:27-51:11)	**Motion by:** Greg Neiman to approve the Quarterly Financial Report **Seconded by:** Kathe Ware **Vote:** Unanimously approved
Current Business		
A. **Regional Whole Blood Program**	Dr. Allen Yee - Dr. Yee reported that the Regional Whole Blood program continues to move along successfully with Mecklenburg, Buckingham, Goochland, Hanover, Dinwiddie, Chesterfield, and MedFlight actively participating. He gave dates to Heidi to schedule the next meeting, which will	

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	focus on establishing a formal steering committee, leadership structure, and ground rules. In response to a query from Walt, Dr. Yee clarified that whole blood deployment is currently handled via agency-driven protocols, though central medical direction can evaluate publishing a standardized hemorrhagic resuscitation protocol off-the-shelf later. Dr. Yee complimented the ODEMSA staff for the work they're doing regarding protocol updates. Walt thanked the ODEMSA staff for their excellent work keeping the protocol updates moving. (44:31-46:22)	
B. **Immersion Room - Update**	Heidi Hooker – Heidi updated the board on the immersion room training equipment gifted to ODEMSA following the dissolution of the Rappahannock EMS Council. The system represents over $150,000 in equipment. Disassembly from Rappahannock will cost $18,000 (covered by OEMS, taking 3 days), and reassembly at ODEMSA will cost $23,000 (taking 5 days). The office will require a construction build-out to enclose the current cubicle area to the right of the classroom with permanent walls to fit the system. Heidi announced that she successfully submitted a capital project funding grant this week to the Mary Morton Parsons Foundation. Following Heidi's work helping Tidewater with governance, she met the foundation's executive director who indicated this project aligns perfectly with their capital funding scope. VCU CTCCE had previously offered a $10,000 match commitment if needed. Final grant determinations will be released in December. (46:23-49:26)	
New Business		
A. Employee Qualifications – Action Item	Heidi reported that thorough, line-by-line updates were completed over the past 12 months for agency re-designation. No changes or additions have been made or recommended since the prior adoptions for the following	

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B. Bylaws – Action Item **C. Personnel Handbook – Action Item** **D. COOP Plan – Action Item** **E. Regional Medical Director (RMD) Contract – Action Item** **F. Regional Performance Improvement Plan – Action Item** **G. Peer Support/CISM Policies and Procedures – Action Item** **H. Regional Trauma Triage Plan – Action**	operational items: 1. Employee Qualifications 2. Bylaws 3. Personnel Handbook 4. COOP Plan (recent complete overhaul and update by Ryan- BOD approved) 5. RMD Contract (Dr. Yee remains interested) 6. Regional Performance Improvement (PI) Plan 7. Peer Support/CISM Policies and Procedures 8. Regional Trauma Triage Plan A motion was made to vote on items A-H as a block, to approve the **Employee Qualifications, Organization Bylaws, Personnel Handbook, COOP Plan, Regional Medical Director Contract with Dr. Yee, Regional Performance Improvement (PI) Plan, Peer Support/CISM Policies and Procedures, and the Regional Trauma Triage Plan** as currently written. The motion passed with a unanimous vote. (51:12-52:38)	**Motion by:** Lisa Baber to approve the **Employee Qualification, BOD Bylaws, Personnel Handbook, COOP Plan, RMD Contract, Regional PI Plan, Peer Support/CISM Policies and Procedures, and the Regional Trauma Triage Plan** without changes. **Seconded by:** Cary Strosnider **Vote:** Unanimously approved

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Item **I. Officer Elections-Nominating Committee – Action Item**	Walt noted officer elections will take place at the December meeting. Lisa Baber noted that current officers should ideally not serve on the committee to preserve structural checks and balances. Walt and Heidi will reach out to non-officer board members over the next few days to finalize the nominating committee lineup. (52:39-53:34)	Walt or Heidi will reach out to Directors to find those interested in serving on the nominating committee
Business From the Floor		
Bylaw Amendment – Lisa Baber	Lisa Baber proposed that ODEMSA create a formal "Immediate Past President" position on the Board of Directors and Executive Committee to preserve historical knowledge, administrative talent, and institutional memory during transitions. Walt agreed, noting that standard state-level fire and corporate organizations successfully use this transition model. Heidi clarified that amending the bylaws requires an initial motion followed by a mandatory 30-day layout period before a final vote at the next meeting. Dr. Yee clarified that this position would apply moving forward and would not be retroactive to historical presidents. Heidi noted that past president Rodney Newton is currently looking to rejoin the board as he is nominated as the EMS representative for Southside. A motion was made to add “Immediate Past President” as a Director on the Board and Officer of the Board. The motion passed with unanimous vote but must be voted on again at the next meeting for final approval. (53:35-57:29)	**Motion by:** Allen Yee to add “Immediate Past President” as a Director on the Board and Officer of the Board **Seconded by:** Bert Martin **Vote:** Unanimously approved **NOTE:** The motion was to advance the motion. There must be a vote at the next meeting (to secure a 30-day period) before the Bylaw change can take effect.
Personal Update – Walt Bailey	Walt Bailey shared a personal update, noting he is at a crossroads regarding his presidency. He has thoroughly enjoyed his time as president and believes the title has aided his state-level lobbying pedigree with the Governor's	

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	office, General Assembly, VACO, and VML. However, because he is spending significantly more time dealing with these macro state-level EMS issues, he wants the board to consider whether it is best for ODEMSA for him to stay on or step aside, reinforcing that he wishes to remain an active contributor to the organization regardless of the outcome. (57:29-58:50)	
Next Meeting		
Next Meeting	December 9, 2026 (Location – Virtual)	
Adjourn		
Adjourn	The meeting was adjourned at 8:00pm	