



**RICHMOND AMBULANCE AUTHORITY  
BOARD OF DIRECTORS MEETING MINUTES  
NOVEMBER 15, 2022**

**Present:** Weet Baldwin, Chairman  
Julia Hammond, Vice Chairman  
Marilyn West, Secretary  
Carlos Hopkins, Director  
Kristen Nye, Director

**Absent:** Kirk Roberts, Treasurer  
Matt Conrad, Director  
Lincoln Saunders, Director  
Sheila White, Director

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

**Guests:** Gregory Bussink, III, Principal, CliftonLarsonAllen (CLA)

**Staff:** Chip Decker, Chief Executive Officer  
Joseph Ornato, M.D., Operational Medical Director  
Wayne Harbour, Chief Operating Officer  
Terone Green, Chief Administrative Officer  
Angel Carter, Interim Chief Human Resources Officer  
Bryan Aud, Director of Finance  
Mark Tenia, Public Relations/Media Manager  
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 8:10 a.m.

**II. PUBLIC COMMENT**

None

**III. APPROVAL OF MINUTES – August 16, 2022**

*Motion:* To approve the August 16, 2022 meeting minutes.

**Made By:** Carlos Hopkins

**Seconded:** Julia Hammond

**Discussion:** Carlos Hopkins noted a correction was necessary to his name in the CEO’s Report, Item 7.

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

**Ayes:**

Carlos Hopkins

Julia Hammond

Weet Baldwin

Marilyn West

Kristen Nye

**Nays:**

None

**IV. NEW BUSINESS**

**A. Fiscal Year 2022 Financial Statements and Audit Report – Final Acceptance**

*Motion:* To accept the Fiscal Year 2022 Financial Statements and Audit Report as prepared and presented by CliftonLarsonAllen, LLC (CLA).

**Made By:** Julia Hammond

**Seconded:** Carlos Hopkins

**Discussion:** Bryan Aud introduced Greg Bussink, Principal with CLA, RAA’s outside audit firm. He reported Greg Bussink attended the Finance Committee meeting on November 3<sup>rd</sup>, at which time, the FY2022 draft audit report was presented. Bryan Aud stated CLA is the same audit firm contracted by the City, explaining that once RAA’s audit is complete, it is then submitted to the City as part of the overall package.

Greg Bussink reported CLA has completed the audit for the fiscal year ending June 30, 2022. He summarized both management’s and CLA’s responsibilities, adding CLA performs its audits in accordance with auditing standards generally accepted in the U.S. and the standards applicable to financial audits set forth in the Government Auditing Standards (GAS). He explained due to some changes, the layout of the audit report may appear a bit different from years past. He noted a change from the draft report was the

Provider Relief funds received in FY2022 were not spent, so they are being reported as deferred revenue to be expended in FY2023.

Greg Bussink announced CLA is issuing the best opinion possible, adding that RAA's financial statements were presented fairly in all material aspects. He stated RAA's financial position, as well as any changes in financial position and cash flow, were in accordance with all auditing standards and commented on the helpfulness and cooperation of the RAA management team. He then announced CLA is issuing an unmodified audit document ("clean opinion").

Weet Baldwin thanked Greg Bussink for his report and asked the Board if there were any questions, to which there were none.

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

<u>Ayes:</u>	<u>Nays:</u>
Julia Hammond	None
Carlos Hopkins	
Weet Baldwin	
Marilyn West	
Kristen Nye	

#### V. EXECUTIVE SESSION – DISCUSSIONS INVOLVING PERSONNEL MATTERS

**Motion:** To enter into Executive Session pursuant to Section 2.2-3711(A)(1) of the Code of Virginia for discussions involving personnel matters.

**Made By:** Julia Hammond

**Seconded:** Marilyn West

**Discussion:** None

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

<u>Ayes:</u>	<u>Nays:</u>
Julia Hammond	None
Marilyn West	
Carlos Hopkins	
Weet Baldwin	
Kristen Nye	

**Note:** All members of staff and Joseph Ornato left the meeting prior to Executive Session and rejoined the meeting at its conclusion. Jon Joseph remained present during Executive Session.

**Motion:** To return to the normal order of business and the parties certified the matters discussed in closed session were related to personnel matters and conducted lawfully.

**Made By:** Kristen Nye

**Seconded:** Julia Hammond

**Discussion:** None

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

**Ayes:**

Kristen Nye  
Julia Hammond  
Weet Baldwin  
Carlos Hopkins  
Marilyn West

**Nays:**

None

**Motion:** To accept the recommendation of the Personnel Committee as presented in closed session at the November 15, 2022 meeting of the Board of Directors.

**Made By:** Julia Hammond

**Seconded:** Marilyn West

**Discussion:** None

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

**Ayes:**

Julia Hammond  
Marilyn West  
Carlos Hopkins  
Weet Baldwin  
Kristen Nye

**Nays:**

None

## **VI. SENIOR MANAGEMENT / STANDING COMMITTEE REPORTS**

### **A. Chief Executive Officer Report:** Chip Decker reported the following:

- 1) He noted the holiday gifts distributed around the table for the Board and thanked everyone for their support this year.
- 2) The City's request for a third-party audit kicked off in early September. Three consulting firms were involved. Accenture served as the lead, coordinating all requests for data and information, the Robert Bobb Group handled the financial portion and the Cambridge Consulting Group handled the operations/EMS portion of the audit. A significant amount of data and reports were provided and the RAA team responded to any and all questions raised throughout the process. Chip Decker stated he believed the consultants' initial findings may have been prepared, however, it is unclear if those findings will be provided to RAA. The consultants interviewed members of the Board, members of City Council as well as City Administration.

On November 2<sup>nd</sup>, a Public Safety Summit (arranged and facilitated by the consultants) took place for the purpose of discussing opportunities for improving

collaboration among service providers. Chip Decker explained a key item missing is regularly-scheduled meetings among public safety leaders to provide for better planning, whether it is for special events, active shooter-related response, etc. Sabrina Joy-Hogg, Deputy Chief Administrative Officer, Finance & Administration, advised the City will be assigning a Budget Analyst to RAA in an effort to include and assist RAA in the City's overall budget process. Julia Hammond asked if the public safety meetings were open to the public, to which Chip Decker responded they are not. He commented how the initial list of those requested to attend was rather robust, however, attendance will likely be senior leadership from the respective public safety agencies.

Weet Baldwin extended his appreciation for the efforts and hard work of all members of the RAA staff involved in the audit. He stated he had an interview with Robert ("Bob") Bobb and Heather Ness, Project Manager with the Robert Bobb Group, and in closing, had an opportunity to inquire about what might be achieved following the audit, to which Bob Bobb responded that improving collaboration among the public safety leaders is recommended. Weet Baldwin noted the recent resignation of the Police Chief and the short tenure of the City's current Fire Chief, adding Chip Decker has served as RAA's CEO for a long period of time. Kristen Nye advised, that from a process standpoint, the audit report will first be presented to the City's Audit Committee, likely in December. She explained the Committee consists of two Councilmembers as well citizens at large, adding she is a member. She stated Chip Decker and/or Weet Baldwin can attend the December meeting if necessary. Kristen Nye recommended the report be included on the agenda for a future Board meeting to allow for discussions on any items that may require follow-up. Weet Baldwin added Bob Bobb stated the City needs to appropriately position RAA from a financial standpoint.

- 3) Lincoln Saunders signed the vehicle lease agreement between the City and RAA in late September. RAA recently took delivery of seven ambulances.
- 4) Last month, Brandon Mencini accepted a position in Colorado as CEO for an HCA hospital and subsequently tendered his resignation from the RAA Board. Joseph Trapani, Chief Operating Officer for Richmond Community Hospital, submitted his application to serve on the RAA Board, which was presented to Council's Public Safety Committee at their October meeting. Approval was recommended, and he was appointed to the Board at last night's Council meeting. Joseph Trapani fills the vacancy following the resignation of Richard Bennett back in May.
- 5) A comprehensive review of RAA's in-house billing functions is now complete. This included a Request for Information (RFI) process as well as drafting an RFP, in the event one was needed. Some changes have been implemented, which include naming a new Director of Reimbursement as well as moving forward with purchasing an updated billing software system, which is included in the current budget. Chip Decker expressed his confidence in the personnel reorganization of the department at this point, adding RAA is holding off on issuing the RFP to outsource any/all billing services, awaiting the outcome of the audit.

- 6) RAA was poised to take over the Project Recover program. After several discussions with RAA's partners in the program, it was determined the most viable and practical option was to have the same organization, True Recovery RVA, continue to run it since they were already set up to do so, having taken it over from SAARA (Substance Abuse & Addiction Recovery Alliance of Virginia) on October 1<sup>st</sup>. While RAA will not be running the program, participation will continue with a Peer Support Specialist in place at RAA. The Opioid Abatement Authority was the entity created by the State to receive all funding through fines and settlements with the various drug companies. It is hoped that funding will continue to support the Project Recover program. RAA recently signed on to a grant for Phase II of the campaign, which includes a 24-hour drop-off point located somewhere in the area for EMS to deliver victims of overdose who do not necessarily need to go to a hospital. This phase should benefit RAA's participation in the ET3 (Emergency Triage, Treat and Transport) payment model.
- 7) The ambulance donated to Ukraine left RAA yesterday. Chip Decker then introduced Mark Tenia, Public Relations/Media Manager, adding he led this initiative on RAA's behalf. Mark Tenia reported he was contacted over the summer by Chris Manson regarding a campaign he was leading for the donation of U.S. ambulances to Ukraine and provided a CNN article which detailed more information. He discussed all the details surrounding the request with Chip Decker and it was then presented to the Board for consideration. Mark Tenia then thanked the Board for ultimately approving the donation, which then allowed RAA to move forward with the press event held on November 4<sup>th</sup>. U.S. Senator Mark Warner and Virginia's Health & Human Resources Secretary, John Littel, were both in attendance.

Mark Tenia commented the event was a success, having received a great deal of coverage. Marilyn West commented it was a great event, noting many prominent leaders were in attendance. She appreciated the opportunity for everyone present to sign the ambulance. Weet Baldwin concurred, noting the strong turnout by the RAA Board and members of City Council.

- 8) RAA recently joined the ChamberRVA. Terone Green attended their September Board meeting and RAA has participated in some of their sponsored events. Chip Decker stated he looked forward to RAA enjoying the many benefits membership with the Chamber has to offer.

## **VII. STANDING COMMITTEE REPORTS**

### **A. Operations and Clinical Committee: Weet Baldwin, Chair**

Weet Baldwin reported the following: At the last meeting, the Committee looked at the zoning realignment. RAA's implementation of a BLS-tiered response is going extremely well. He thanked Joseph Ornato for the big role he played with implementation. RAA's response times tie directly to hospital wait times. Fairly routinely, field providers are reporting anywhere from one to two-hour wait times. Until this issue is rectified, the strain on RAA's response times will continue.

**B. Finance Committee: Kirk Roberts, Chair**

In Kirk Roberts' absence, Weet Baldwin recalled the discussion earlier regarding the financial audit and advised the Committee had nothing additional to report.

**C. Personnel Committee: Julia Hammond, Chair**

No additional report.

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

- 1) Due to the Federal Aviation Administration's (FAA) new regulation process, the drone delivery of naloxone project continues to be delayed. Joseph Ornato and a friend at Duke University are the only two physicians in the U.S. receiving funding from the National Institute of Health (NIH) to explore this particular project. The National Heart, Lung and Blood Institute has agreed to set up a joint meeting with the FAA to help move this project forward.
- 2) An exciting development in field resuscitation is being researched in Toronto, Canada. An article was recently published in the New England Journal of Medicine titled, *Defibrillation Strategies for Refractory Ventricular Fibrillation*. Many patients experiencing out of hospital cardiac arrest need to be shocked. Typically, the first shock fails to restart the heart, as do the second and third attempts. Following, medication is administered, however, when shock attempts fail, the chance for survival is significantly reduced. A defibrillation strategy of administering two shocks at the same time is receiving a great deal of interest nationally. A colleague in Toronto is looking at a variant of this strategy whereby the two shocks are administered less than a second apart using two, separate defibrillators. It is showing great promise, nearly tripling the chance of survival. A short video showing how this is performed was developed and the Old Dominion EMS Alliance (ODEMSA) will be looking at teaching firefighters and EMS providers this technique. The only expense would be the cost of training; no other costs for implementation would be necessary. Marilyn West expressed interest in presenting the video to the Board.

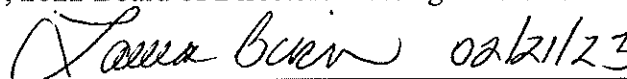
**IX. NEXT MEETING DATES**

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

- A. February 21, 2023
- B. May 16, 2023 **\*\*Annual Meeting\*\*\***

**X. ADJOURNMENT**

Weet Baldwin adjourned the November 15, 2022 Board of Directors meeting at 9:05 a.m.

 02/21/23

**Laura Bickham, Assistant Secretary**