

Form Name: Annual Reports for Boards, Commissions and Similar Entities
Submission Time: November 20, 2024 1:45 pm
Browser: Chrome 131.0.0.0 / Windows
IP Address: 65.207.72.210
Unique ID: 1289395606
Location: 39.2124, -76.8776

2024 Annual Report For Boards and Commissions

Name of Board/Commission	Richmond Ambulance Authority
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Current members (indicate chair, vice-chair, etc.)	DeWitt ("Weet") Baldwin, III - Chairman Julia Hammond, Vice Chairperson Kirk Roberts, Treasurer Marilyn West, Secretary Mark Hickman, Director Carlos Hopkins, Director Katherine Jordan, Director Lincoln Saunders, Director Joseph ("Joey") Trapani, Director Andrew ("Drew") Walker, Director Sheila White, Director
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Is there any proposed legislation on which the board or commission recommends that the City Council or the General Assembly act?	Yes - Select Yes to upload documents
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<https://www.formstack.com/admin/download/file/17238576775>

Meeting Dates of meetings held in 2024	February 20, 2024 May 21, 2024 (Annual Meeting) August 20, 2024 November 19, 2024
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Is there any information that may have been requested by the standing committee to which the board or commission is assigned to report?	Yes - Select Yes to upload documents
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Is the 2024 meeting attendance record included?	Yes - Select Yes to upload documents
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<https://www.formstack.com/admin/download/file/17238576780>

Is a copy of the body's current by-laws or rules of procedures attached?	Yes - Select Yes to upload documents
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<https://www.formstack.com/admin/download/file/17238576782>

New Projects

Revenue Collection (includes a Financial Overview):

RAA "went live" on April 1st with outsourcing the majority of our in-house billing functions to Emergency Management & Consultants (EMS/MC). The goal is to increase efficiency and revenue collection which also aligns with the recommendations made by the consultants. Since that time, RAA has seen an eleven-day decrease in Account Receivables. RAA ended FY2024 with \$2,349,783 in increased collections over FY2023, which is (partially) due to the service rate increases that went into effect on June 1, 2023 along with a slight increase in transports. While the consultants found RAA operates within the top 25% of EMS operations nationally, they recommended significant increases to RAA's service rates to better reflect current market rates and help generate additional revenue.

Overall, the FY2024 budget year ended favorably due to RAA's financial discipline on the operating expenses' side. Total expenses were \$21,061,743 while the budgeted amount was \$24,210,444. RAA ended the year unfavorably in gross billings (-3.52%) and net service revenues (-16.94%) due to the number of actual transports and the actual collection rate were lower than projected. The actual number of total transports (emergency and non-emergency) was 40,332 while 40,750 was projected. RAA's actual collection rate was between 2%-3% lower than projected.

Regional EMS Medication Kit Exchange Program:

In January, RAA learned about significant changes to the State's Regional Medication Kit Exchange Program affecting all licensed EMS agencies in Virginia. For decades, the program was facilitated through a cooperative effort of the state's Regional EMS Councils and all regional hospital systems, which stocked the medications in the kits. When a medication is needed for patient treatment on an EMS call, the seal on the medication box is broken and the EMS field provider returns the kit to the hospital for replenishment. The Drug Enforcement Administration (DEA) and the Food & Drug Administration (FDA) raised concerns about these practices. Later in the year, RAA learned the current hospital exchange program would be ending the first week in November, requiring all EMS agencies to obtain a Controlled Substance Registration (CSR) as well as a DEA license; both of which RAA holds and has for quite some time. RAA currently meets all necessary regulatory requirements to have and sustain a field medication program, however the federal government has delayed enforcement actions on the new guidelines until 2025 and the regional hospital systems have agreed to continue with the current exchange practices until April 15, 2025. RAA will continue to participate in the regional medication exchange program as long as it is supported by the hospital systems.

Long Answer

For RAA's answer to the question above, "Is there any information that may have been requested by the standing committee to which the board or commission is assigned to report?" please note RAA presented its 2023 Annual Report to Council's Public Safety Committee on February 27, 2024, however, this form returned an error message that the file was too large to upload so only the second presentation (made on September 24, 2024) is provided herein. Should a copy of the 2023 Annual Report be needed, please contact Laura Bickham at (804) 254.1184 or lbickham@raaems.org, at which time, a copy will be provided separately.



Board Meeting Attendance Records – 2024

Board Member Name P = Present A = Absent	February 20	May 21	August 20	November 19	
Weet Baldwin	P	P	P	P	
Julia Hammond	P	P	P	A	
Kirk Roberts	P	P	P	P	
Marilyn West	P	P	P	P	
Mark Hickman	P	A	P	P	
Carlos Hopkins	P	P	P	P	
Katherine Jordan	A	P	A	P	
Lincoln Saunders	A	A	A	A	
Joey Trapani	A	P	P	A	
Drew Walker	P	P	P	P	
Sheila White	A	P	A	A	

RICHMOND AMBULANCE AUTHORITY

BYLAWS

ARTICLE I - THE AUTHORITY

Section 1.1. Description. The Richmond Ambulance Authority (the “Authority”) is a public body and a body politic and corporate of the Commonwealth of Virginia, created by and having the politic and corporate powers and functions set forth in the Richmond Ambulance Authority Act, as amended from time to time (the “Act”).

Section 1.2. Membership. The powers of the Authority shall be vested in eleven members (hereinafter referred to as the “Board”), who shall be appointed and shall hold office as provided in the Act. The members of the Board shall serve without compensation but shall be reimbursed for the amount of actual expenses incurred by them in the performance of their duties, excepting city officers.

Section 1.3. Offices. The principal office and corporate office of the Authority shall be located in the City of Richmond, Commonwealth of Virginia. The Authority may also have such other offices at such places within the Commonwealth of Virginia as the Board may from time to time designate by Resolution.

Section 1.4. Seal. The official seal of the Authority shall be in the form of a circle with the name of the Authority inscribed therein. Such seal also may include such other insignia as may be approved by Resolution of the Board.

Section 1.5. Fiscal Year. The fiscal year of the Authority shall begin on the first day of July in each calendar year and shall end at the close of business on the thirtieth day of June in the following calendar year.

ARTICLE II - OFFICERS

Section 2.1. Officers. The officers of the Authority shall be a Chairperson, a Vice Chairperson, a Chief Executive Officer (“CEO”), a Secretary, a Treasurer, and such other officers as may be designated from time to time by Resolution of the Board. As provided in the Act, the Board shall select by election from its membership one of its members as Chairperson and another as Vice Chairperson. It shall also select by election a Secretary and a Treasurer who may, but need not, be members of the Authority. The offices of Secretary and Treasurer may be combined. The terms of office of the Chairperson, Vice Chairperson, Secretary and Treasurer shall be one (1) year. A member of the Board may serve as an officer in a particular office no more than four consecutive terms. If a Board member has served as an officer in a particular office for four consecutive terms, the Board member shall not be eligible to hold such office for two terms from the date the office was last held.

Section 2.2. Chairperson. The Chairperson shall preside at all Meetings of the Board and shall appoint from time to time such committees as he or she may deem appropriate and shall

(Revised 8/18/2020)

have such other powers and duties pertaining to the office of Chairperson as are prescribed by law or in these Bylaws.

Section 2.3. Vice Chairperson. The Vice Chairperson shall perform the duties of the Chairperson in the absence or incapacity of the Chairperson and as directed by the Chairperson. In the case of vacancy in the office of Chairperson, the Vice Chairperson shall perform the duties of the Chairperson until such time as the Board shall elect a new Chairperson. In the case of vacancy in the offices of both the Chairperson and Vice Chairperson, the member with the longest uninterrupted tenure from the date of his or her qualification shall perform the duties of the Chairperson until such time as the Board shall elect a new Chairperson or Vice Chairperson; provided, that, if there are two or more members with the same such tenure, the Secretary shall elect, by lot among the members with the same such tenure, the member who is to so perform the duties of Chairperson.

Section 2.4. Secretary, Treasurer and Chief Executive Officer (“CEO”).

2.4.1. The Secretary, and any Assistant Secretary of the Authority, shall act as Secretary of the Meetings of the Board and record all votes, shall maintain the Minute Books of proceedings of the Board and all other books, documents, records and papers of the Authority, shall maintain custody of the official seal of the authority, and shall affix the official seal of the Authority on contracts and other instruments of the Authority as necessary or appropriate and shall have such other powers and duties pertaining to the office of Secretary as are prescribed by law or in these Bylaws. The Board may by Resolution appoint such assistant secretaries of the Authority as it may deem appropriate.

2.4.2. The Treasurer of the Authority shall have the responsibility for the receipt, collection and deposit of all funds of the Authority, for investment of same as authorized by the Act or by Resolution of the Board, the maintenance of bank accounts of the Authority in such depository banks as may be designated from time to time by or pursuant to Resolution of the Board and the maintenance of books of account of the Authority. Checks, drafts and other withdrawals and expenditures of funds of the Authority shall be executed on behalf of the Authority by such authorized officers of the Authority as shall be designated from time to time by or pursuant to Resolution of the Board.

2.4.3. The CEO shall be the Chief Executive Officer of the Authority and, subject to the policies, control and direction of the Board, the CEO shall have general responsibility for the administration, management and direction of the affairs and business of the Authority, including the initiation, planning and carrying out of the projects, programs and other activities of the Authority pursuant to the Act. The CEO shall have such other powers and duties pertaining to his or her office as are prescribed by law or in these Bylaws or as may be assigned to him or her from time to time by the Board.

Section 2.5. Additional Duties

2.5.1. The Secretary, the Assistant Secretary or Assistant Secretaries, and such other officers of the Authority designated by the Board, shall have the authority, when necessary or appropriate, to certify the records, proceedings, rules and regulations and other instruments of the Authority.

2.5.2. The officers of the Authority shall perform such other duties and functions commonly incident to their office and shall perform such other duties and functions as may from time to time be required or delegated by Resolution of the Board or these Bylaws of the Authority including, without limitation, the certification of the records, proceedings, rules and regulations and other instruments of the Authority and the affixing of the official seal of the Authority to such instruments.

Section 2.6. Election or Appointment. The Chairperson, Vice Chairperson, Secretary and Treasurer shall be elected by the Board at the Annual Meeting of the Board from among its membership. The officers shall hold office until June 30 or until their successors are duly elected and qualified. If for any reason any officer is not elected at the Annual Meeting, the election for the officer, as applicable, shall be held at each subsequent Meeting until a successor is so duly elected and qualified.

Section 2.7. Vacancies. Should the office of Chairperson or Vice Chairperson become vacant, the Board shall elect a successor from its membership at the next Meeting, and such election shall be for the unexpired term of such office. If for any reason the Chairperson, Vice Chairperson, Secretary or Treasurer is not so elected at the next Meeting, the election for Chairperson, Vice Chairperson, Secretary or Treasurer, as applicable, shall be held at each subsequent Meeting until a successor is so duly elected and qualified. Should the office of the CEO become vacant, the Board shall appoint a successor.

Section 2.8. Additional Personnel. The Authority from time to time may employ such other officers, employees and agents as the Board deems necessary for the Authority's exercise of its powers, duties and functions as prescribed by law. The selection and compensation of the CEO shall be determined by the Board. The selection, qualification, duties and compensation of other personnel of the Authority shall be as determined by the CEO subject to such review and approval by the Board as it shall deem appropriate.

Section 2.9. Absence of Chairperson and Vice Chairperson. Whenever the Chairperson and Vice Chairperson are unable to attend a Meeting of the Board, the members present at such Meeting shall designate a temporary Chairperson from among the members present, who shall preside at such meeting.

ARTICLE III - MEETINGS

Section 3.1. Annual Meeting. The Annual Meeting of the Board shall be held on the third Tuesday of May of each year, or on such earlier or later date in each calendar year as the Chairperson for good cause shall designate (the "Annual Meeting"). The Annual Meeting shall be held at the principal office of the Authority or at such other place within Virginia as shall be designated in the Notice of Meeting.

Section 3.2. Regular and Special Meetings. Regular Meetings of the Authority shall be held, at the call of the Chairperson, quarterly on such date as shall be established by Resolution of the Board; provided, however, that prior to such quarterly date, the Chairperson may by notice to each Member (i) determine not to hold a Regular Meeting for such month or (ii) designate another date in such month as the date for the Regular Meeting. In the event the date of any such Regular Meeting shall fall on a legal holiday, the meeting shall be held on the next succeeding day. The Chairperson may, and upon the request of two members of the Authority shall, call a Special Meeting of the Board.

(Revised 8/18/2020)

All Regular and Special Meetings (the “Meetings”) of the Board shall be held at the principal office of the Authority or at such other place within Virginia as shall be designated in the Notice of Meeting.

Section 3.3. Notice of Meeting. Notice of the time and place of each Meeting of the Board (the “Notice”) shall be given by the CEO to each member (a) by mail at least five (5) calendar days before such meeting or (b) in person or by telephone, courier service, hand delivery or electronic mail at least forty-eight (48) hours before such meeting. A Notice by electronic mail shall be deemed to have been given when it has been successfully delivered to the receiving member’s electronic mail service provider. Notices by mail shall be deemed received within three (3) days when mailed to a member at his or her address appearing on the records of the Authority. Notices delivered by courier service or by hand shall be deemed received when received at such address. Except as otherwise provided in Article V relating to the amendment of these Bylaws, a Notice need not specify the matters to be considered at the Meeting.

Section 3.4. Waiver of Notice. A waiver of notice of any Board Meeting in writing signed by a member, whether before or after a Meeting, shall be equivalent to the giving of Notice of such Meeting for such member. A member who attends a Meeting shall be deemed to have had timely and proper Notice of the Meeting, unless he or she attends for the express purpose of objecting to the transaction of any business because the Meeting is not lawfully called or convened. Notice of an adjourned Meeting need not be given to any member present at the time of adjournment.

Section 3.5. Quorum and Voting. A majority of the members of the Board shall constitute a quorum for the transaction of any business or the exercise of any power or function of the Board. The affirmative vote of a majority of all members of the Board shall be necessary for any action taken by the Authority. If one or more members are disqualified from voting on any matter by the Virginia State and Local Government Conflict of Interests Act, the remaining members shall have authority to act for the Board by majority vote. No vacancy in the membership of the Board shall impair the right of a quorum to exercise all the rights and perform all the duties of the Authority. A majority of the members present at any Meeting whether or not constituting a quorum, may adjourn the Meeting to another time and place.

Section 3.6. Manner of Voting. Every vote by the Board shall be entered upon the Minutes of such Meeting. Voting on all questions shall be by voice vote.

Section 3.7. Resolutions and Effective Date. Any action taken by the Authority under the provisions of the Act or these bylaws may be authorized by resolution at any regular or special meeting and each such resolution shall take effect immediately and need not be published or posted. All Resolutions shall be in writing and shall be entered in the Minute Book of the Board which shall be maintained by the CEO.

Section 3.8. Electronic Participation in Meetings. As permitted by Virginia law and in accordance with policies adopted by the Board, members may remotely fully participate in the Authority’s Board and committee meetings, including voting, through telephone and internet connections, so long as the member can hear what is occurring at the meeting, members present can hear the remote participant, and participation is approved by majority vote of the physically assembled quorum, except in the case of a member who is participating remotely due to a temporary or permanent disability or medical condition that prevents physical attendance. A physically assembled quorum at the primary meeting location is required for remote participation by Board members. Remote

(Revised 8/18/2020)

participation by an individual member for personal reasons or due to an emergency is limited to a total of two (2) Board meetings and two (2) committee meetings per calendar year or 25% of these respective meetings of the Board, whichever is fewer. The two or 25% limitation does not apply to members who cannot attend a meeting due to temporary or permanent disability. Any member participating remotely for personal reasons or due to an emergency must state the location of remote participation and the nature of the emergency for recordation purposes. An individual member is not required to make the remote location open to the public. A Board member may arrange to participate remotely before or on the day of the meeting so long as there is a physically assembled quorum and the member can be heard by all.

ARTICLE IV - STANDING COMMITTEES

Section 4.1. There shall be the following standing committees:

- (a) Finance Committee;
- (b) Personnel Committee; and
- (c) Operations and Clinical Committee

Section 4.2. The membership of the Standing Committees shall be comprised of interested Board members. Standing Committee membership shall be established annually effective as of the Annual Meeting date. The number of voting members of a Standing Committee shall be based on the membership as of the Annual Meeting. Vacancies shall be filled as needed during the year. A quorum for purposes of the Standing Committees shall be a majority of the members appointed to the Committee as of the date of the Annual Meeting.

Section 4.3. The duties of the standing committees shall be as follows:

- (a) Each committee shall:
 - (1) Participate in strategic and/or fiscal planning and oversight activities.
 - (2) Review and conduct oversight activities regarding the areas of the Authority's operations indicated by such committee's designation and as determined by the Committee Chairperson in consultation with the Board Chairperson, initiating governance and/or policy recommendations to the Board where necessary, to promote the adequacy of service and conformance to accepted or required standards.
- (b) Each Committee shall perform any other task or duties that are referred to it by the Board or the Board Chairperson and/or exercise any power lawfully delegated to it by the Board.

Section 4.4. Committees may invite non-Board members to participate in committee meetings and other committee activities as non-voting members.

Section 4.5. Each standing committee shall keep minutes of its meetings.

Section 4.6. Other *ad hoc* committees may be established by the Chairperson or the Board who will in such action, determine the committee charge, membership composition and duration.

Section 4.7. Each standing committee shall meet at such times as called by the committee's Chairperson. Notice of committee meetings shall be given in the same manner as Notice of Board meetings as specified in Section 3.3 of the Authority's Bylaws.

ARTICLE V - BYLAWS

Section 5.1. Amendments. These Bylaws may be amended, supplemented or repealed by majority vote of the members then in office at any Meeting of the Board, provided that notice of the proposed amendment, supplement or repeal (a) shall have been included in the Notice of such Meeting, or (b) shall have been waived by all of the members.



Legislation for Recommended Action by Council and/or General Assembly - 2024

The Financial and Operation Review – Final Report issued in December 2022 by the outside consultants retained by the City, The Robert Bobb Group, included a recommendation to “*enhance current billing and collections policies.....to maximize revenue from third party payers to reduce public funding...*” Specifically, it was recommended RAA pursue an increase in the state’s Medicaid reimbursement rate for ambulance transports. RAA has not seen an increase in over ten years and costs to provide high quality EMS care continue to rise. Many states have already implemented increases in the Medicaid rate to be in parity with the Medicare allowable rate. Approximately 71% of RAA’s patients have Medicare or Medicaid, which accounts for an average of 54% of RAA’s overall revenue stream. On average, RAA receives \$143/transport from Medicaid while the cost to RAA is approximately \$606/transport. Several reasons support this critical need – a vital one being the proper sustainability of ambulance services and the delivery of EMS care overall. The current Medicaid rate is insufficient to cover current operational costs.

Additionally, the consultants proposed to “*actively pursue a Ground Emergency Medical Transport (GEMT) ambulance supplemental payment program.*” GEMT is a cost recovery program used by many states to help compensate ambulance providers with low Medicaid reimbursement rates. The Federal Medical Assistance Percentage (FMAP) are federal dollars used to offset a state’s expense. FMAP varies by state, based on the state’s per capita income. States with lower per capital income typically have a higher FMAP. The Centers for Medicare & Medicaid Services (CMS) will reimburse each state for a percentage of its total Medicaid expenditures.

Without adequate reimbursement, RAA will continue to struggle to maintain our services and upgrade necessary medical equipment, potentially putting the overall quality of care to our community at risk. When EMS agencies face financial challenges such as low reimbursement rates, it directly affects our most critical need to operate – proper staffing. Properly compensated providers allow RAA to attract and retain highly trained Paramedics and EMT’s. RAA seeks Council’s support for the Virginia General Assembly to implement this necessary increase.

Richmond Ambulance Authority



PRESENTATION TO CITY COUNCIL'S
PUBLIC SAFETY STANDING COMMITTEE
SEPTEMBER 24, 2024

Staffing

- RAA is seeing improvement in recruitment and retention
- Turnover is **17%** so far this year compared to **43%** in 2023
- Fully funded FY '25 subsidy request has helped with the improvements we've seen in recruitment and retention
- RAA increased salaries, implemented a pay scale to address pay compression and maintain fair market rates for our highly trained staff and the critical services they provide
- Increased activities with Richmond Public Schools with 5 planned career fairs taking place this month



Revenue Collection

- RAA outsourced a majority of its billing functions effective 4/1/24: **EMS Management & Consultants (EMS/MC)**
- Goal is to increase efficiency and revenue collection and is in line with recommendations made by consultants last year
- Since outsourcing, RAA has seen an **eleven-day decrease** in days in A/R
- Ended FY '24 with **\$2,349,783 in increased collections** compared to FY '23 (partially due to rate increase on 6/1/23 and a slight increase in transports)



Finances

- Overall, RAA ended the fiscal year favorable to our budget due to the agency's financial discipline regarding expenses
- RAA spent less than was budgeted:
 - FY '24 Total expenses: \$21,061,743 (-13.01%)
 - FY '24 Budget for expenses: \$24,210,444
- FY '24 Gross Billing (-3.52%) and net service revenues (-16.94%) ended unfavorably because actual transports and RAA's collection rate were lower than projected
- FY '24 Transports (emergency and non-emergency)
 - Actual – 40,332
 - Projected – 40,750
- FY '24 Collection Rate between 2-3% lower than projected



Operations

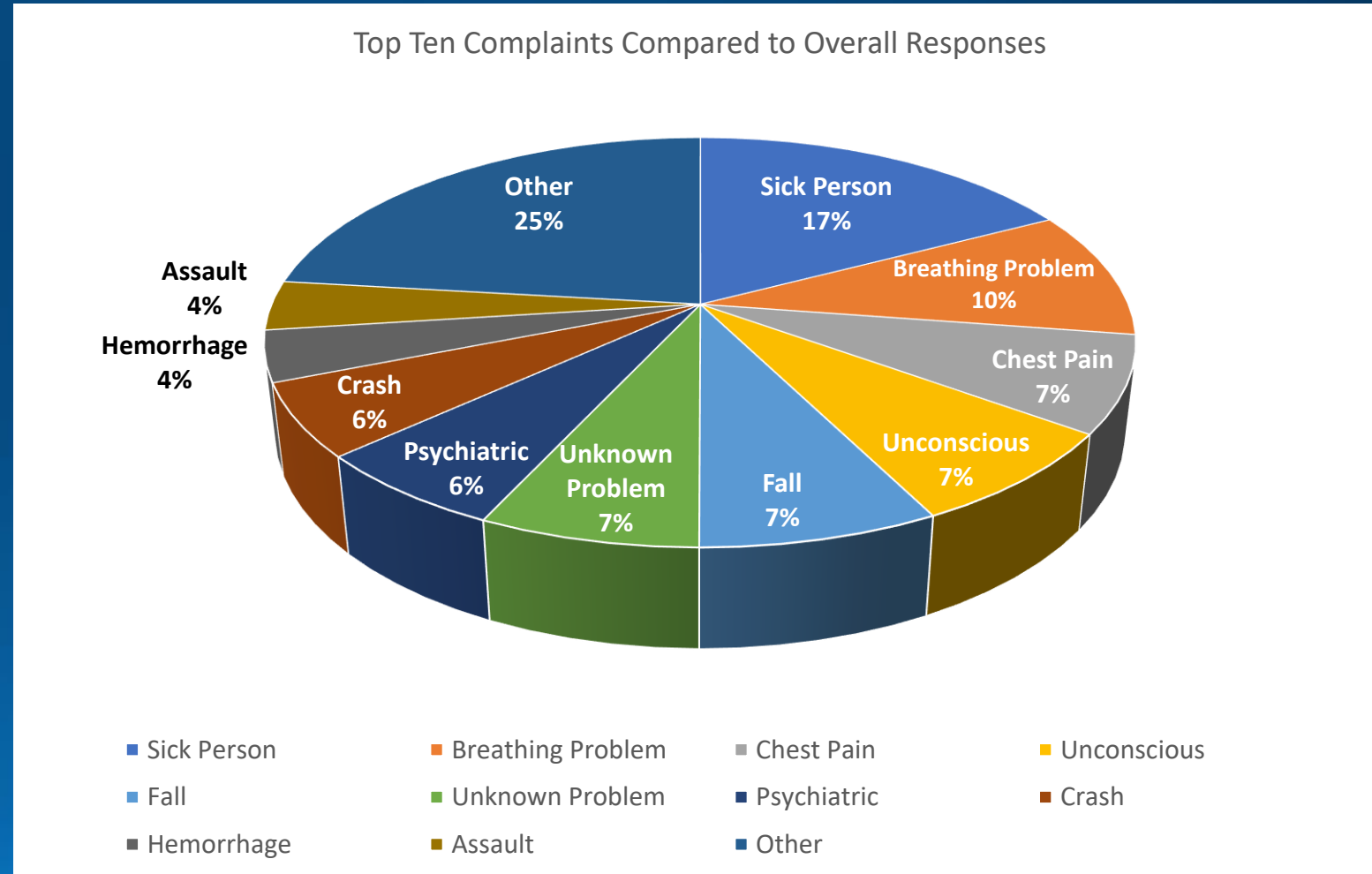
- Overall Patient Satisfaction (Satisfied and Very Satisfied) so far this year (Jan. – Aug.): **98.62%**
Patient's Very Satisfied: **81.99%**
- RAA Chase Car Program (implemented May 2023) has maximized RAA's Paramedic resources and increased the agency's flexibility in responding to 911 calls
 - In Service 17 hours per day on average
 - 6,400 calls for service
- Time on Task (TOT) has increased
 - TOT so far this year is **1 hour 20 min**
 - 15 min increase over last year



Top Ten Complaints (Jan. 1, 2024 – present)

Problem	Responses
Sick Person	5560
Breathing Problem	3229
Chest Pain	2439
Unconscious	2422
Fall	2413
Unknown Problem	2208
Psychiatric	2022
Crash	1846
Hemorrhage	1285
Assault	1252

#12 Overdoses 872 (3%)



Thank you

Any Questions?