

**KANAWHA COUNTY EMERGENCY AMBULANCE AUTHORITY  
BOARD OF DIRECTORS MEETING MINUTES  
March 27, 2025**

A meeting of the KCEAA Board of Directors took place at 12:00p.m on Thursday, March 27, 2025, at KCEAA Central Office located at 601 Brooks Street, Charleston, West Virginia.

**Board Members:**

Mr. Harry Miller	Mr. Tim Morris	Mr. Rory Isaac
Mr. Dave Fletcher	Commissioner Lance Wheeler	Mr. Scott Elliott
Mr. Glenn Summers(zoom)	Mr. Jarl Taylor	Ms. Lillian Morris
Mr. Justin Teel	Mr. Charles Blair	

**Staff/Other:**

Ms. Monica Mason	Dr. Dave Seidler	Ms. Jordan VanMeter
Mr. Jason Wilson	Mr. John Shaheen	Mr. Matt Vance
Ms. Carrie Dysart	Mr. Brock Malcolm(zoom)	Mr. Tom Susman
Ms. Brenda Alford(zoom)	Ms. Gail Triplett(zoom)	Mr. David Hodges(zoom)
Ms. Phyllis Spencer(zoom)	Ms. Elizabeth Tincher(zoom)	Ms. McKenzie Wolfe(zoom)
Ms. Alesha Hafer(zoom)	Galaxy A11(zoom)	ZoomUser(zoom)
“.” (zoom)		

**Call to Order:**

Mr. Harry Miller called the meeting to order and led the Pledge of Allegiance.

**Approval of Minutes:**

**Motion made by Mr. Tim Morris, second by Mr. Dave Fletcher to approve the Special Board of Directors meeting minutes from March 4, 2025. The motion passed.**

**Report of Committees:**

**Executive Committee Report- Harry Miller:**

- Harry Miller stated that the Executive Committee met earlier today and discussed several items, including Employee Benefits Support, the Billing RFP, the Records Retention Policy, the Cybersecurity Policy, the AutoPulse Warranty, and EMS Week/Service Awards.
  - **Employee Benefits Support-** Harry Miller stated that the Executive Committee recommended entering an agreement with AssuredPartners to provide support for employee benefits. Jordan VanMeter reviewed the agreement provided to all Board members and explained that AssuredPartners will assist in educating employees during the transition to Plan C, provide HSA support, and offers advanced tools to help employees. She also noted that they will become the agent of record for ancillary coverage. Commissioner Lance Wheeler stated that the Commission has worked with AssuredPartners for years and has had only positive experiences. He also mentioned that he had recommended them to Monica Mason. Commissioner Lance Wheeler then requested an update on the PEIA increase. Jordan VanMeter reviewed that transitioning everyone to Plan C still resulted in a \$160,000 increase; however, maintaining the current plans would have led to a \$400,000 increase.

**Motion made by Mr. Rory Isaac, second by Mr. Lance Wheeler, to approve the Executive Committee's recommendation to enter into an agreement with AssuredPartners. The motion passed.**

- **Records Retention Policy-** Monica Mason reviewed the Records Retention Policy provided to all Board members, stating that it is an update to the current policy. She noted that she collaborated with Carrie Dysart and Brock Malcolm on the revisions and mentioned that an SOG still needs to be created for storing and destroying records. Harry Miller stated that the Executive Committee recommends the full Board approve the Records Retention Policy.

**Motion made by Mr. Dave Fletcher, second by Mr. Rory Isaac, to approve the Executive Committee's recommendation to adopt the Records Retention Policy. The motion passed.**

- **Cybersecurity Policy-** Monica Mason stated that the policy is still in progress and will be added to the next agenda.
- **AutoPulse Warranty-** Jason Wilson stated that all ZOLL equipment is under service; however, when the worry-free plan was signed, monitors and ventilators were on a five-year term, while the AutoPulses were on a three-year term set to expire this year. To extend the warranty for two more years, aligning it with the other equipment, the cost would be \$114,187.50. He noted that the AutoPulses frequently require servicing. The alternative was to extend the warranty until the end of life in 2028 for \$131,827.50. Jason Wilson recommended extending the warranty to align with the other equipment. Harry Miller stated that the Executive Committee also recommended extending the warranty through 2027.

**Motion made by Mr. Tim Morris, second by Mr. Dave Fletcher, to extend the AutoPulse Worry-Free Warranty until 2027 as recommended by the Executive Committee. The motion passed.**

- **EMS Week/ Service Awards-** Monica Mason stated that EMS Week falls in the middle of May, and she requested Board approval to provide food for all shifts and present service awards. She noted that last year's budget was set at \$5,000, but with donations, the actual cost was only \$2,800. She requested a \$5,000 budget again, with the goal of staying under budget and securing donations. Harry Miller stated that the Executive Committee recommended approving a \$5,000 budget for EMS Week and Service Awards.

**Motion made by Mr. Scott Elliott, second by Mr. Dave Fletcher, to approve a \$5,000 budget for EMS Week and service awards as recommended by the Executive Committee. The motion passed.**

- **RFP for EMS Medical Billing, Collections, and Revenue Cycle Management Services-** Brock Malcolm reviewed the Billing RFP provided to all Board members. He stated that the Executive Committee recommended an amendment requiring all responses to be submitted via certified mail with a USB, replacing the electronic submission originally specified in the RFP. He noted that this was the only change to the document and that any previous concerns raised by the committees and Board had been addressed and incorporated into the RFP and then reviewed them.

**Motion made by Commissioner Lance Wheeler, second by Mr. Rory Isaac, to proceed with the RFP, incorporating the amendment requiring submission by certified mail. The motion also allows for small technical or legal changes, provided they align with the intent of the Committee/Board and are made by Carrie Dysart, as recommended by the Executive Committee. The motion passed, with Charles Blair abstaining.**

- Carrie Dysart stated that it is important to note that once the RFPs are submitted and opened, all individuals involved with KCEAA must keep the information proprietary and confidential. She emphasized that the information cannot be shared at this stage.

**Personnel Committee Report- Harry Miller:**

- Harry Miller stated that the Personnel Committee reviewed an employee grievance and determined that it was not a grievable event. The employees were notified of this via certified mail.
- Harry Miller also announced the appointment of Lillian Morris to the Executive Committee and the Implementation Committee, congratulating her on the appointment.

**Budget & Finance Committee Report- Harry Miller:**

- Harry Miller distributed the check register for January 2025 and the statement of account for the WV Money Market Pool for the Board to review.

**Approval of Write-Off's- Harry Miller:**

December 2024- \$172,761.69

**Motion made by Mr. Rory Isaac, second by Mr. Dave Fletcher to approve the Automatic Write-Off's for December 2024. The motion passed.**

**Financial Report- John Shaheen:**

- John Shaheen began his report by stating that he would be covering the month of January. He noted that the printed financial statements included in the meeting packet differed from the version emailed yesterday, as the emailed copy did not reflect the \$500,000 public utility payment.
  - Collections for January 2025 were \$931,000, which was \$141,000 under budget. He noted that January 2024 collections were \$751,000. As of January 2025, collections are \$159,000 under budget for the fiscal year.
  - Payroll for January 2025 was \$127,000 under budget, bringing the year-to-date total to \$554,000 under budget.
  - The levy was \$13,000 year-to-date, less than last year's figures. He also noted that KCEAA is in the process of repaying the city for utility taxes received last year that were not supposed to be collected.
  - Operating expenses are \$800,000 under budget year-to-date.
- Rory Isaac stated that, while ambulance fee collections are behind budget, it is important to note that they are still \$446,000 ahead of last year. John Shaheen agreed.
- John Shaheen stated that the benefits of the new fee schedule have not been realized yet but noted that the new fees should begin to reflect in February.

- Commissioner Lance Wheeler asked about the accounts receivable (AR) timeline, specifically how long it takes on average from the time a service is provided to when payment is posted. John Shaheen responded that the timeline is currently inconsistent. When pressed for an average, he stated that in the past, government payments typically took 3–4 weeks.
- Rory Isaac expressed concern that this metric is not currently being tracked. Commissioner Lance Wheeler again asked for an average payer cycle. John Shaheen explained that billing ideally should occur within a week, but due to ongoing delays for over a year, the process has been on a multi-week cycle. He estimated the average payment cycle to be 60–90 days.
- Commissioner Lance Wheeler stated that he believes it should be closer to 30 days. John Shaheen responded that, in the medical industry, a 60-day cycle is more typical.
- Commissioner Lance Wheeler stated that he believes the target should be 30 days and that it sounds like KCEAA is not currently meeting that benchmark. He emphasized that this is where the RFP comes into play, allowing the organization to explore other options that could help achieve that financial goal.
- Monica Mason pointed out that the billing department is understaffed. Dave Fletcher acknowledged this but stated that when he asked around, he was told that billing was still processing mid-January claims. Monica Mason clarified that January has been completed and billing is now into February. As of yesterday tickets are current through February 13, 2025.
- Charles Blair asked how much the authority is currently in the red. John Shaheen responded that it's about \$4 million per year. Rory Isaac clarified that while the authority is losing about \$4 million each year, the state fund is being used to offset the deficit. He noted that this is why the authority is exploring various options, and without that fund, they would be in the red. John Shaheen then clarified that we will not operate in the red, we will be out of business.
- Charles Blair then stated that with the \$4 million deficit, the shortage of billing staff should be a priority. John Shaheen responded that the authority would still be \$4 million in the red even after billing is completed and collections are made.
- Charles Blair then questioned the timeline for implementing changes. The Board responded that the implementation process began in December 2024.
- Rory Isaac stated that the goal of this process is to determine how the agency can operate solely on levy funds and ambulance fees while continuing to provide services to the citizens of Kanawha County. He emphasized that significant time has been spent with a consultant who evaluated the agency and provided a strong blueprint for corrective action. He noted that KCEAA is not the only EMS agency facing these challenges and stressed that it is the Board's responsibility to address the situation for the community. He acknowledged that it will take effort, collaboration, and the collective expertise of those at the table to make it happen.

**Motion made by Mr. Tim Morris, second by Mr. Dave Fletcher to approve the financial report as presented. The motion passed.**

- Charles Blair stated that he had one more comment, noting that he has been on the Board for a long time and has never seen this level of financial trouble before.
- Rory Isaac responded that he has been on the Board for two years and was aware of the financial challenges as early as his second meeting. He stated that without COVID relief

funds, the agency would have faced these issues years ago, regardless of who was in the Executive Director or Board positions. He emphasized that the current service delivery model is not sustainable with the existing revenue.

- Rory Isaac stated that the Board has a responsibility to evaluate changes to the delivery model and noted that one reason he supports outsourcing billing is the six-figure cost required to update the agency's billing software and implement cybersecurity safeguards necessary for compliance. Without these updates, the agency would be vulnerable to legal risks.
- Rory Isaac also pointed out that no new ambulances are currently on order and highlighted the overages in the Garage department's budget. Charles Blair asked how vehicles are being repaired, to which Rory Isaac replied, "In the garage." Charles Blair then confirmed, "So we are still doing it in-house?" and Rory Isaac affirmed.
- Rory Isaac concluded by stating that the agency cannot continue operating as it has in the past and expect different results.
- Tim Morris stated that two meetings ago, the Board voted to raise rates, meaning they have taken action in that regard. He also noted that the RFP for billing is another step toward addressing financial challenges. He emphasized that the Board is on the right path to correcting these issues.

#### **Implementation Committee Report- Harry Miller:**

- Harry Miller stated that the Implementation Committee met on Monday, March 24, 2025, and recommended that the Executive Committee approve the RFP with some changes and corrections. He also noted that the committee discussed the ongoing situation with Metro regarding a tiered response initiative, which was one of the consultant's recommendations. He then turned the floor over to Monica Mason and Dave Seidler.
- Monica Mason stated that part of the assessment involved evaluating how KCEAA delivers care across the 911 square miles of Kanawha County. She explained that the goal is to ensure the most appropriate level of care is provided when an individual calls 911. Metro 911 answers all emergency calls and dispatches the closest available unit. However, she noted that best practices evolve over time, and a tiered response system would help KCEAA better allocate resources to ensure the most appropriate level of care for each situation.
- Monica Mason emphasized the need to implement priority dispatch and a tiered response to improve resource utilization and enhance patient care. She stated that KCEAA is collaborating with Metro 911 and Tom Susman to outline the costs and necessary steps for Metro to implement these changes. Once finalized, this information will be presented to the Commission.
- Monica Mason noted that Metro is still gathering cost estimates for software updates and required training. Dave Seidler added that implementing these changes would lead to better service for the community and walked through what a tiered response could look like.
- Harry Miller stated that this is where we are as of now and that the board will be kept informed as new information becomes available.

## Executive Director Report:

### KCEAA Cost Saving Measures- Monica Mason:

- Monica Mason stated that some of KCEAA's cost savings have already been covered throughout the meeting and highlighted the savings from switching all employees to Plan C.

### WV Legislative Update- Monica Mason:

- Monica Mason stated that a lot of bills have been introduced for EMS, but there hasn't been much movement so far. She reviewed SB632 (No Surprise Billing Act), SB748 (Safer Communities Act), SB925 (EMS Needs-Based Assessment and Funding Act), and SB921 (WVOEMS Oversight). She also reviewed the two letters provided to all Board members regarding SB737 (Salary Enhancement) that were sent to the governor.

### Ambulance Responses- Monica Mason:

2024														
2024 On Scene	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total	
Assist Call	24	35	71	53	51	67	73	63	59	54	74	47	671	
CCT/NICU/PICU	6	7	10	4	3	5	3	1	3	4	1	4	51	
Emergency	512	501	558	635	677	622	718	665	575	564	542	557	7126	
Emergency-Critical	894	880	898	958	967	931	841	878	893	861	801	837	10639	
Emergency-Low	782	797	813	729	658	730	688	743	735	683	647	667	8672	
Emergency-Medium	235	197	234	231	258	247	239	208	219	198	184	211	2661	
Interfacility/Transport													0	
Pending Billing Approval	11	10	8	12	6	11	5	13	16	15	24	8	139	
Pre-Scheduled	671	704	748	750	697	686	764	731	657	754	824	944	8930	
Ready Now	438	460	464	449	422	422	399	440	376	403	393	411	5077	
Routine													0	
Sup Approval													0	
Chase	97	87	71	97	101	110	111	102	70	81	84	49	1060	
Grand Total	3573	3591	3804	3821	3739	3721	3730	3742	3533	3536	3490	3686	43966	

2025														
2025 On Scene	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total	
Assist Call	26	21											47	
CCT/NICU/PICU	3	1											4	
Emergency	589	617											1206	
Emergency-Critical	836	752											1588	
Emergency-Low	691	688											1379	
Emergency-Medium	195	201											396	
Interfacility/Transport													0	
Pending Billing Approval	10	12											22	
Pre-Scheduled	919	686											1605	
Ready Now	403	353											756	
Routine													0	
Sup Approval													0	
Chase	35	40											75	
Grand Total	3672	3331	0	0	0	0	0	0	0	0	0	0	7003	

<b>2024</b>													
Priority	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
Assist Call		12	26	53	8	13	39	28	22	13	8	26	272
CCT/NICU/PICU		6	7	9	4	3	4	3	1	3	4	1	49
Emergency		421	396	456	521	558	512	575	541	455	456	438	5789
Emergency-Critical		656	645	656	682	699	679	585	629	630	605	592	7668
Emergency-Low		639	656	650	550	500	585	510	575	575	537	512	6808
Emergency-Medium		133	98	119	92	116	110	105	89	125	94	92	1278
Interfacility/Transport													0
Pending Billing Approval		11	10	8	12	5	11	4	11	16	15	24	135
Pre-Scheduled		655	681	730	718	668	655	743	713	640	639	805	8558
Ready Now		431	455	458	437	414	407	390	431	370	371	384	4949
Routine													0
Sup Approval													0
Grand Total	2964	2974	3139	3024	2976	3002	2943	3012	2827	2729	2874	3042	35506

  

<b>2025</b>													
Priority	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
Assist Call		12	8										20
CCT/NICU/PICU		3											3
Emergency		501	510										1011
Emergency-Critical		605	554										1159
Emergency-Low		537	537										1074
Emergency-Medium		89	94										183
Interfacility/Transport													0
Pending Billing Approval		10	12										22
Pre-Scheduled		883	664										1547
Ready Now		394	345										739
Routine													0
Sup Approval													0
Grand Total	3034	2724	0	0	0	0	0	0	0	0	0	0	5758

#### **Staffing- Jordan VanMeter:**

- Jordan VanMeter reviewed the staffing report for February 2025, noting significant activity. Three EMTs moved from part-time to full-time, and seven full-time EMT students were hired, with their class finishing this week. Additionally, four full-time EVOs, five full-time EMTs, and one full-time paramedic were hired. One billing clerk and one EMT transitioned from full-time to part-time, one EMT and one paramedic resigned. One EMT was terminated.
- Monica Mason added that Jordan VanMeter has worked with Lisa Bailey to hire temporary employees for the billing department but has not had success.

#### **Old Business:**

- No old business.

#### **New Business:**

- No new business.

**Motion made by Mr. Rory Isaac, second by Mr. Charles Blair, to enter executive session at 1:46 p.m. to discuss two agenda items: the Billing RFP and the Implementation Committee's priority dispatch/tiered response and the issues associated with it. The motion passed. It was noted that the Zoom session would be muted, with Glenn Summers moved to phone, and that Carrie Dysart and Monica Mason would remain. The executive session ended at 2:29 p.m.**

- Glenn Summers requested that side conversations be kept to a minimum during Zoom meetings, as they make it difficult to understand.
- Harry Miller stated that during the executive session, the board discussed the RFI and Implementation Committee items, noting that no action was taken.

**Adjournment:**

**There being no further business, a motion was made by Mr. Glenn Summers, second by Mr. Justin Teel to adjourn the meeting. The motion passed.**

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ethan Walker", with a stylized, cursive script.

Ethan Walker