

Vermont Emergency Medical Services Advisory Committee

Meeting Minutes

Date: September 17, 2025

Location: Waterbury State Office Complex, Waterbury (VT), & Microsoft Teams

Meeting Called to Order: 1:03 PM by Drew Hazelton

Rollcall – Committee Members

Representative	Attendance	Representative	Attendance
District 1		District 2	
Kathy Jochim		Adam Heuslein	Present
		Samantha Atwood	
District 3		District 4	
Leslie Lindquist	Present	Scott Brinkman	
Becky Alemy		Jeff Johansen	
District 5		District 6	
		Joe Aldsworth	
		David Danforth	Present
District 7		District 8	
Charlene Phelps		Matt Parrish	Present
Kate Rothwell		Charles Piso	Present
District 9		District 10	
Alan Beebe		Michael Tarbell	Present
District 11		District 12	
		Bill Camarda	Present
		Bobby Maynard	Present
District 13		VAA	
Eric Wilson	Present	Drew Hazelton	Present
IREMS		PFFV	
Pat Malone	Present	Mark Hachey	
Chris LaMonda		Billy Fritz	Present
VCFC		VSFA	
Aaron Collette	Present		
Michael Randzio	Present		
VAHHS		VLCT	
		Lee Krohn	
VDH			
Will Moran	Present		
Chelsea Dubie			

Non-members in attendance: Courtney Newman, Dan Wolfson, Connor Dunn, Jim Finger, Jay Symonds, Donna Jacob

Approval of the August 20 and September 3, 2025, Meeting Minutes

The minutes from August 20, 2025, and September 3, 2025, were previously distributed to the committee.

- Motion to approve the August 20th and September 3 meeting minutes by Adam Heuslein
- Seconded by Aaron Collette
- No discussion; motion carried unanimously.

Approval of the Fiscal Sponsor Financial Report

- The EMSAC's fiscal sponsor, Rescue Inc., presented an accounting of expenses incurred by the committee to date (attached to this report).
- Motion to approve the financial report made, seconded, and approved unanimously.

UVM Interns

Four interns secured, each receiving 3 academic credits:

1. Jonas (UBM Rescue student; EMS major) – drafting continuing education requirements using National Registry as baseline.
 2. Jack (EMT, Geography minor) – creating GIS heat maps of EMS course locations, analyzing travel time/distance to courses.
 3. Gabe (EMS minor, Fairfax Rescue) – transforming raw statistics into visual diagrams/graphs.
 4. Carly (EMS minor) – analyzing instructor success rate data.
- Pat Malone noted interns were “motivated and already producing results.” Plan to invite interns to present at the next meeting.

Governance & System Structure Discussion

Committee members were asked to reflect upon the conceptual EMS governance structure presented at the last meeting. Members shared the following:

- Emphasized need for more education on governance models (e.g., DMA model). The Career Fire Chiefs Association are not opposed but require further study before supporting.
- Supported moving forward but raised concerns about regional equity (fear rural regions could be neglected under a 3-region model). Suggested exploring UK-style funding (charity-supported EMS).

- Echoed support; highlighted District 3's barriers to federal funding. Stressed importance of reducing administrative hurdles.
- Members highlighted the unsustainable reliance on volunteer district and committee administrators. Currently, EMS organizations are subsidizing the Committee by allowing staff to attend these meetings without compensation.
- Noted examples from other councils (e.g. Fire Service Training Council, Criminal Justice Council, USAR), where part-time staff or stipend positions exist to support council work.
- Consensus the EMS council recommendations must include dedicated staff positions (e.g. data analyst, council coordinators, state EMS Office liaison). The Committee has a responsibility to include staffing resources in our report.
- Any recommendations must be backed by realistic funding requests.
- A Governance sub-group was formed and includes Leslie Lindquist, Charles Piso, David Danforth, Drew Hazelton, Dan Wolfson, Mark Hachey and Will Moran.

Finance Data Presentation – By Drew Hazelton

The data set presented as an example for the committee is for the fire-based EMS cohort. The fire-based cohort was the most complete data set; thanks was expressed for the fire service leaders for submitting their data.

- **Preliminary results for fire-based EMS group**
 - 11 licensed services, 31 ambulances
 - ~28,000 EMS calls, 22,900 transports
 - Total spent: \$34.8 million; \$25 million from tax dollars
 - Average per capita cost is \$191 (range \$27 - \$265)
 - Patient receivables: \$8.7 million (14% of total receivables across the EMS system)
 - Average reimbursement: \$465 per transport
 - Average cost per call: \$1,100
- **Data limitations**
 - Missing data for some agencies (Hanover Fire Dept., NH, and Brattleboro Fire Dept.)
 - Inconsistent reporting periods (some based on fiscal year, some on Medicaid Cost Data Reporting period); while different periods of time, the years are adjacent to one another
 - Staffing data unreliable; reported as license level, not staffing patterns
- **Next steps**
 - NEMSIS Epi team running performance measures analysis for 2024; results expected in early October
 - Data to be divided by delivery model (fire based, third service, municipal) and annual call volume (<500, 500-1,200, >1,200 EMS calls/year)
 - Every agency chief/director will be asked to review and validate their data before final submission to the legislature.
- **Note**
 - Consensus not to report out-of-service days by cohort to prevent political or labor disputes. Alternatively, will report system wide total.

- Acknowledgement that EMS loses ~\$700 per transport on average; highlights financial instability of current model

Drafting the Assessment

The committee discussed the report and the need to agree upon recommendations. It was agreed that any recommendation included in the report would require the approval of 75% of the committee members present at a meeting. Dissenting opinions may be submitted in writing by committee members and will be included in the report. The committee set a goal of settling on clear and evidence-based conclusions.

Committee Schedule

- October 1 – Middlebury Regional EMS, Middlebury – 10 AM to 2 PM
- October 15 – Regional Ambulance Service, Rutland – 1 PM to 4 PM
- November 5 – Waterbury State Office Complex, Department of Health, Waterbury – 1 PM to 3 PM

Adjournment

Motion to adjourn unanimously approved.

Meeting adjourned at 2:40 PM



VTEMSAC Treasurer's Report

Prepared by: Ellen Walsh

Date: Sept 17, 2025

Grant Activity Summary

Paid Expenses to Date:

Invoice Date	Vendor	Description	Amount	Paid Date	Reimbursed by Committee Date
May 27, 2025	Katherine Sims Consulting	Facilitation of Advisory Group Meetings (May)	\$4,140.00	06/09/2025	
July 16, 2025	Med Ops Staffing	Data Analyst Hours Worked. 07/01/2025 - 07/15/2025	\$6,457.10	07/31/2025	
August 1, 2025	Med Ops Staffing	Data Analyst Hours Worked. 07/16/2025 - 07/31/2025	\$7,603.91	08/07/2025	
July 9, 2025	Katherine Sims Consulting	Facilitation of Advisory Group Meetings – 07/09/2025	\$2,050.00	09/09/2025	
August 18, 2025	Med Ops Staffing	Data Analyst Hours Worked 08/01/2025- 08/15/2025 -	\$2,143.34	08/25/2025	
September 1, 2025	Med Ops Staffing	Data Analyst Hours Worked	\$804.96	09/04/2025	



		08/16/2025 - 08/31/2025			
September 16, 2025	Med Ops Staffing	Data Analyst Hours Worked 09/01/2025 - 09/15/2025	\$158.67	TBD	

Total Expended to Date: \$23,357.98

Grant Reimbursement Status

- The invoices have been paid by the fiscal agent with exception to invoice dated 9/16/2025.
- We are waiting for final grant documentation from the State of Vermont in order to submit for reimbursement.

Notes

- All required documentation (including W-9) is on file for the paid vendors.