



Staff Report

File #: 15-168, **Version:** 1

Agenda Date: 10/20/2015

Subject:

Appointments to the Emergency Medical Services Medical Control Board.

Recommended Action

Sitting as the Pinellas County Emergency Medical Services (EMS) Authority, approval of the following appointments to the EMS Medical Control Board for a two year term ending October, 2017:

- Appointment of Dr. Brian Charity as alternate Emergency Physician Representative for Dr. Stephen Haire
- Appointment of Dr. Jennifer Pearson as alternate Hospital Administrator Representative for Dr. Dominique Thuriere
- Appointment of Ms. Penny Vigneau as alternate Hospital Administrator Representative for Mr. Anthony Degina
- Appointment of Dr. David Ball as alternate Emergency Physician Representative for Dr. Stephen Feilinger
- Appointment of Dr. Krista Gillis as alternate Emergency Physician Representative for Dr. Beth Girgis
- Appointment of Ms. Kelly Cullen as alternate Hospital Administrator Representative for Mr. Kris Hoce

Strategic Plan:

Deliver First Class Services to the Public and Our Customers

5.3 Ensure effective and efficient delivery of county services and support

Summary:

On August 4, 2015 the EMS Authority approved the revised bylaws to the EMS Medical Control Board allowing for the appointment of alternate members. This action supports that approval.

Background Information:

The Pinellas County Emergency Medical Services Special Act established a Medical Control Board (MCB) consisting of four (4) licensed physicians specializing in emergency medicine from facilities in Pinellas County, four (4) Pinellas County hospital administrators, one (1) emergency physician appointed by the Pinellas County Medical Association, one (1) emergency physician appointed by the Pinellas County Osteopathic Society and one (1) emergency physician from a trauma center located

within Pinellas County.

The primary member must meet the meeting attendance requirement of the MCB bylaws. The alternate members are intended to ensure a quorum is met when a primary member is unavailable.

Fiscal Impact:

N/A

Staff Member Responsible:

Michael Cooksey, Director, Safety and Emergency Services

**Pinellas County
Emergency Medical Services
Medical Control Board**

	<u>Member</u>	<u>Representation</u>	<u>Term Start</u>	<u>Term End</u>
1	Dr. Roberto Bellini	Emergency Physician ER Medical Director, Mease Countryside Hospital	Jan 2015	Jan 2017
2	Dr. Stephen Haire	Emergency Physician ER Medical Director, Morton Plant Hospital	Jan 2015	Jan 2017
3	Dr. Rajneesh Mathur	Emergency Physician ER Medical Director, Florida Hospital North Pinellas	Jun 2014	Jun 2016
4	Dr. Stephen Feilinger	Emergency Physician Vice Chief of Staff, St. Anthony's Hospital	Aug 2015	Aug 2017
5	Dr. Dominique Thuriere	Hospital Administrator C.W. Bill Young Department of Veterans Affairs Medical Center	Aug 2015	Aug 2017
6	Mr. Kris Hoce	Hospital Administrator Morton Plant Mease Healthcare	Jun 2015	Jun 2017
7	Ms. Sharon Hayes	Hospital Administrator CEO, Palms of Pasadena Hospital	Aug 2014	Aug 2016
8	Mr. Anthony Degina	Hospital Administrator HCA Largo Medical Center	Jun 2015	Jun 2017
9	Dr. Paula Pell	Emergency Physician Pinellas County Medical Association Representative ER Physician, All Children's Hospital	Jan 2015	Jan 2017
10	Dr. Joseph Namey	Internal Medicine Hospitalist Pinellas County Osteopathic Medical Society Representative	Jan 2015	Jan 2017
11	Dr. Beth Girgis	Emergency Physician Trauma Center Representative ER Physician, Bayfront Health St. Petersburg	Jan 2015	Jan 2017

Executive Committee

Dr. Stephen Haire - Chair
Dr. Paula Pell - Vice Chair
Mr. Anthony Degina - Secretary

Support Staff

Mr. Craig Hare, Director, EMS & Fire Administration
Mr. Don Crowell, Managing Assistant County Attorney
Mr. Greg Woodrum, EMS Contract Coordinator

9/16/2015

EMERGENCY PHYSICIANS OF ST. PETERSBURG, P.A.

603 7th Street South, Suite 360
St. Petersburg, FL 33701 ~
727-553-7300

Mr. Greg Woodrum, Emergency Medical Services
gwoodrum@pinellascounty.org
EMS & Fire Administration
12490 Ulmerton Road Largo, FL 33774

September 3, 2015

Mr. Woodrum,

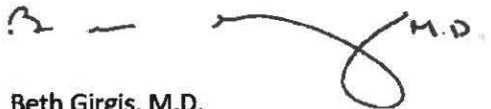
Please consider my nomination for Dr. Krista Gillis as an alternate on the Pinellas County EMS Control Board. Dr. Gillis would serve in my place in the event that I am unable to attend.

Dr. Gillis is a Board Certified Emergency Medicine Physician. I have worked with her closely for eight years and believe that she would be an excellent addition to the Board.

Thank you for your consideration of this nomination.

Please feel free to contact me with any questions.

Respectfully,

A handwritten signature in black ink, appearing to read "Beth Girgis, M.D.", with a stylized flourish at the end.

Beth Girgis, M.D.
Vice President, Emergency Physicians of St. Petersburg

Krista Gillis, M.D.

Work History

Attending Physician Bayfront Health Center	07/2007 to Current
Emergency Medicine Physician Florida Disaster Medical Assistance Team -- Tampa, FL Physician participant for FEMA related emergent care in disaster areas.	08/2006 to Current

Education

M.D.: Emergency Medicine Residency University of South Florida - Tampa, FL	July 2004-July 2007
Doctor of Medicine: University of Arkansas for Medical Sciences - Little Rock, AR	August 2000-May 2004
Bachelor of Science: Biology University of Arkansas - Fayetteville, AR	August 1995-December 1999

Research Experience

University of South Florida, Tampa General Hospital Emergency Department - 2006-2007
Co-investigator in a retrospective study, "Recombinant Factor VIIa versus Fresh Frozen Plasma for the Reversal of Warfarin Anticoagulation in Patients with Intracranial Hemorrhage."

Veterans Administration Hospital, Little Rock, AR - June 2001-August 2001
Research Assistant in Microbiology, making recombinant vaccinia virus with ovarian cancer tumor antigens, incorporating this viral protein into bacterial cells. These cells were then exposed to peptide specific T-cells in order to determine if these T-cells would identify and destroy the vaccinia virus infected cells.

Arkansas Cancer Research Center January - 2000-December 2003
Research Assistant, processing bone marrow samples from patients diagnosed with multiple myeloma, as well as from healthy donors, separating out plasma cells, and magnetically label cd138+ cells. These cells were then sent for gene array analysis or used for cytopins then processed using fluoro in-situ hybridization.

Other Experience

Emergency Physicians of Saint Petersburg -2013-present
Group Secretary

Sickle Cell Committee - Bayfront Hospital -2008-2009
Developing and administering Emergency Room and hospital admission orders and protocols

Florida College of Emergency Physicians Case Presentation Competition -8/2006
Resident participant in Symposium by the Sea
Case presentation of Miller-Fisher variant of Guillain-Barre

University of South Florida MS3 Emergency Medicine Rotation - 7/2006-6/2007
Teaching and assisting with lectures, gross anatomy procedures laboratory, and patient simulator laboratory

UAMS College of Medicine Class of 2004 - 7/2001-6/2003

Vice President

UAMS Medical School Applicant Faculty Interviews -10/2003-12/2003

Admissions team member

UAMS Department of Emergency Medicine

Certifications

American Board of Emergency Medicine certification

Florida Medical License

ATLS Instructor 2007

ATLS 2011

PALS 2013

ACLS 2014

September 2, 2015

Mr. Greg Woodrum
EMS & Fire Administration
12490 Ulmerton Road
Largo, FL 33774

RE: Alternate for Medical Control Board

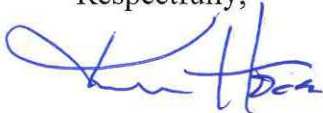
Mr. Woodrum,

Please consider my nomination for Kelly Cullen as an alternate on the Pinellas County EMS Medical Control Board (MCB). Kelly would serve in my place in the event I am unable to attend.

Mrs. Cullen is a Director of Nursing for Baycare Health System and is the liaison to EMS for Morton Plant Mease Healthcare. I work very closely with Kelly and believe she would be an excellent addition to the MCB.

Thank you for your consideration of the nomination.

Respectfully,



Kris Hoce, President
Morton Plant Hospital

Kelly Cullen

1909 Sutherland Dr. W ▪ Palm Harbor, FL 34683 ▪ 727-430-5705 ▪ kellyacullen@gmail.com

HIGHLIGHTS of QUALIFICATIONS

- Offering extensive experience in all aspects of hospital administration and management.
- Demonstrated ability leading major hospital expansion initiatives valued up to \$30 million.
- Strong track record implementing profound and fundamental change, resulting in dramatic improvements in service, outcome and cost.
- Skilled in establishing and maintaining strong relationships with physicians and other key players.
- Proven ability creating a positive, high-energy work culture that attracts and retains team members.
- Self-directed professional with superior problem solving, communication, teaching and leadership skills.
- Proven ability managing financial budgets and personnel, ensuring optimal resource allocation.
- An entrepreneurial leader who looks beyond the status quo to uncover hidden opportunities.
- Strong strategic and operational planning experience.

PROFESSIONAL EXPERIENCE

MORTON PLANT MEASE HEALTH CARE (MPMHC), CLEARWATER, FL 1991-PRESENT

Director of Nursing

2002-present

- Manage and direct all nursing-related operations for:
 - Mease Dunedin – ED, 2 Medical Surgical Units, Telemetry, Critical Care and Surgical Services
 - MPM – Transfer Center
 - Bardmoor Free Standing Emergency Center
 - Responsible for Stroke Service Line for all of MPM. Joint Commission Stroke Certified since 2004.
 - MPM Liaison to Pinellas County Emergency Medical Service (EMS).
 - Member of the Emergency Medical Services Advisory Council since 2007.
 - Member of the Emergency Medical Services (EMS) Fire Transport Committee.
 - Most recently Project Leader responsible for the design, build and implementation of operations plan for the Bardmoor Free-Standing Emergency Center. Project completed March 2008.
 - As onsite Director for Mease Dunedin took fragmented under-performing management team and built a cohesive goal driven team.
 - Develop and maintain strong relations with physicians, providing a synergistic, collaborative approach to hospital management as evidenced by significant improvement in all indicators of 2007 physician satisfaction survey. Expertly resolve all issues and conflicts with a diplomatic approach to problem resolution.
 - Led major strategic initiative – “the 30 Minute Promise”. This involved analyzing and evaluating “patient throughput”, collaborating with representatives from every hospital department and developing a plan to improve efficiency and quality of care provided in the ED. Substantial gains in service (highest patient satisfaction in BayCare), outcome (lowest number of patients that leave without being seen by a physician) and cost resulted from this program. Currently meeting the “Promise” 93% of the time.
 - Create, manage and direct the entire operational budget consisting of revenues totaling \$140,699,809, total expenses of \$34,617,410 and 549 FTEs.
 - Successfully managed productivity resulting in lower than budgeted nursing costs 2 years in a row – beat budgeted nursing cost by \$750,000.
 - Expertly deal with representatives from state and federal agencies (AHCA, JCAHO & CMS).
 - Played key role in the achievement of “Magnet” designation for nursing in 2004 (remains current).
-

- Established the Patient Transfer Center for MPM. Center is responsible for coordinating all transfers within MPM or any transfer coming from an outside hospital in an effort to comply with EMTALA rules and regulations. Gained senior management approval by presenting compelling data on service, outcome and cost.
- Fully engaged in Six Sigma philosophy for quality improvement. Process owner of project "Bed Unavailable". Substantial improvements made in the time it takes to get a patient discharged once the attending physician writes the order. Obtained Yellow Belt certification 11/05.
- Successfully implemented Cerner First Net System (electronic triage and tracking system) in 4 emergency departments.

2002-2008

- Mease Countryside – ED and Women's & Children's
- North Bay – ED
- Led \$16.9 million expansion project of the Mease Countryside Emergency Department. Accomplished all project goals on time and within budget.
- Led \$22 million project to move Women's & Children's product line from Mease Dunedin Hospital to the state of the art Women's & Children's Center at Mease Countryside Hospital. This was achieved without interruption to service.
- Implemented major cultural and philosophical change (LDRP Concept) at the Women's & Children's Center, resulting in true family centered care and improved patient satisfaction.

Director of Emergency Services

2001-2002

Director of Women's and Child Services

- Managed all day-to-day operations at 2 Mease Hospitals.
- Directed strategic planning, budgeting, recruitment and retention.
- Successfully established and maintained strong physician relationships leading to trust, rapport and mutual support.

Director of Emergency Services

1999-2001

- Managed daily operations for the Emergency Departments of 3 hospitals - North Bay, Mease Countryside, and Mease Dunedin.

Nurse Manager North Bay ED and Countryside ED

1998-1999

Clinical Nurse III Countryside ED

1995-1998

Clinical Nurse III North Bay ED

1992-1995

Staff Nurse North Bay Hospital

1991-1992

EDUCATION and AFFILIATIONS

University of Phoenix

Graduated 2003

Master of Business Administration in Health Care Administration

St. Francis Xavier University

Bachelor of Science in Nursing

Graduated 1991

Tampa Bay Organization of Nurse Executives (TBONE)

Florida Organization of Nurse Executives (FONE)

Emergency Nurses Association (ENA)

**Pinellas County
Emergency Medical Services
Medical Control Board
Bylaws**

**Article I
Name**

Section 1.1 The name of this organization shall be the Pinellas County Emergency Medical Services Medical Control Board (MCB). The MCB has been established by the Board of County Commissioners, Pinellas County, Florida, serving as the EMS Authority (Authority).

**Article II
Objective**

Section 2.1 The MCB is an advisory body to the Authority and to the EMS Medical Director. The MCB is given specific review and approval authority pursuant to Section 54-60 of the Pinellas County Code subject to overriding Florida Law. The objectives of the MCB shall include the following:

- a. Advise the Authority on matters pertaining to emergency medical services.
- b. Advise the EMS Medical Director on issues of clinical policy and practice.
- c. Review and approve applicable protocols and procedures.
- d. Review the performance of all system components to include the EMS Medical Director, the ambulance contractor, the first responder contractors and the Continuing Medical Education contractor.
- e. Provide a liaison between the medical community at large and the EMS system.
- f. Provide opinions regarding medical community consensus to the Authority and the EMS Medical Director.

**Article III
Membership**

Section 3.1 The membership of the Pinellas County EMS Medical Control Board shall consist of eleven (11) members, to include seven (7) physicians and four (4) hospital administrators.

The membership shall be comprised of the following:

- A physician member or designee to represent the Pinellas County Medical Association; and
- A physician member or designee to represent the Pinellas County Osteopathic Medical Society; and
- A physician member or designee to represent a trauma center located within Pinellas County; and
- Four (4) physician members or their individual designees to represent emergency physicians practicing in Pinellas County hospital emergency departments; and
- Four (4) hospital administrator members or their individual designees to represent hospital administrators from Pinellas County hospitals.

The physician members shall be actively engaged in the practice of emergency medicine. Designees must be named alternates appointed by the EMS Authority.

The hospital administrator members or their individual designees shall be appointed from the ranks of hospital administrators from Pinellas County hospitals. Designees must be named alternates appointed by the EMS Authority.

Section 3.2 The term of appointment shall be for two (2) years with confirmation every two (2) years by the EMS Authority. There is no limit on the number of terms an individual may serve.

Section 3.3 A member may recommend to the EMS Authority for approval of an alternate to serve in their absence. The alternate must represent the same category as that of the member.

Section 3.4 An alternate member shall assume the role of the primary member in the event the primary member can no longer serve until a permanent replacement is approved. The alternate member shall not assume any elected or appointed officer position previously held by the primary member unless approved by the MCB.

Section 3.5 The membership, by majority vote, shall have the authority to recommend to the EMS Authority the removal of any member. The member will be notified promptly of the recommendation for removal.

Article IV Officers

Section 4.1 The members of the EMS Medical Control Board shall elect from the membership the following Officers at its annual meeting which will be held in February of each year. Members interested in serving as Officers shall submit their name to the Executive Director prior to the meeting. Nominations will also be accepted at the meeting.

- a. Chair
- b. Vice-Chair
- c. Secretary

Section 4.2 The term of office of all Officers shall be two years. The terms will begin immediately following the vote of the membership at the annual meeting.

Section 4.3 A vacancy in any office may be filled at the next meeting.

Section 4.4 Duties:

- a. Chair:

The Chair shall be a full voting member and preside at all meetings of the MCB and be an ex-officio member of all committees. The Chair shall have further duties as may be assigned by the MCB.

- b. Vice-Chair:

In the absence of the Chair, the Vice-Chair shall exercise all duties of the Chair. The Vice-Chair shall have other duties and powers as may be assigned by the MCB.

- c. Secretary:

The Secretary shall cause the minutes of all meetings of the MCB to be kept. The Secretary shall have such further duties and powers as may be assigned by the Chair.

Article V Meetings

- Section 5.1** The annual meeting of the MCB shall be held in first quarter of each year at such time and place as designated by the Chair. The Chair or the Executive Director may call meetings of the MCB when such meetings are deemed necessary.
- Section 5.2** All members of the MCB shall be notified of the time, place and purpose of meetings not less than five (5) days before such meetings by the Executive Director or his/her designee.
- Section 5.3** Six (6) voting members shall constitute a quorum for the transaction of any business at meetings of the MCB.
- Section 5.4** Only the appointed member or the designated alternate shall be entitled to vote at any meeting of the MCB.
- Section 5.5** Members are expected to attend all meetings of the MCB and any Committee to which they are assigned. Periodic review of attendance will be conducted by the Chair and the Authority's Executive Director. Members whose attendance is not meeting requirements will be contacted and advised of same. Excessive absences will result in recommendation for dismissal from the MCB and/or Committee. The MCB shall make a formal request for a replacement member from the represented agency or organization to be appointed by the EMS Authority.
- Section 5.6** All official records of the MCB, including minutes and resolutions duly adopted, shall be maintained in the office of the Executive Director.

Article VI Committees

- Section 6.1** There shall be an Executive Committee composed of the Chair, Vice-Chair and Secretary elected by the membership during the annual meeting or a meeting called for that purpose. The Executive Committee shall have full authority to take action in any emergency arising between meetings and to carry on ordinary business in keeping with the bylaws. Meetings of the Executive Committee may be called by the Chair or the Executive Director. A quorum of the Executive Committee shall be three (3) members.
- Section 6.2** The Chair is empowered to appoint such permanent or standing committees as are deemed necessary for the successful execution of the MCB's programs.

Article VII
Parliamentary Procedure

Section 7.1 All meetings of the MCB and any committees shall be conducted and governed by Parliamentary Procedures and usage as contained and set forth in the current edition of Robert's Rules of Order unless otherwise provided for in these bylaws or except where modification of such rules is required because of the nature of the work to be accomplished by the MCB.

Article VIII
Amendment to Bylaws

Section 8.1 These bylaws may be amended by a two-thirds vote of the membership at a meeting where notice of such proposals for amendments has been given to all members as provided in the bylaws. All such amendments shall be subject to approval of the EMS Authority.

Section 8.2 Notice of a proposed amendment shall be submitted in writing, including electronically, to all members of the MCB not less than seven (7) days prior to the meeting at which time such amendments are to be considered.

To: Mr. Greg Woodrum, Emergency Medical Services

gwoodrum@pinellascounty.org

EMS & Fire Administration

12490 Ulmerton Road, Largo, FL 33774

Date: June 12, 2015

Re: Alternate for Board meetings

Good afternoon Mr. Woodrum,

Please consider Dr. Brian Charity as my alternate for the EMS Medical Control Board. Dr. Charity would attend the meetings in the occasion that I am not available to attend personally.

As you can see from Dr. Charity's CV, which is attached, he is a highly qualified physician with the work experience to provide support for the Board.

Thank you for your consideration of Dr. Charity as an alternate.

If you have any questions please do not hesitate to give me a call.

Regards,

Dr. Stephen Haire, MD

Brian M. Charity, D.O., FAAEM.

Office Address:

Morton Plant Hospital
Emergency Department
Clearwater, Florida
33757

Employment: Bay Area Emergency Physicians
Bardmoor Emergency Center
Medical Director
March 2008 – Present

Bay Area Emergency Physicians
President/Board of Directors
Morton Plant Hospital
June 2005- Present

Bay Area Emergency Physicians
Morton Plant Hospital
Clearwater, Florida
September 2003 – Present

Florida EM-1 Medical Services, P.A.
Morton Plant Hospital
Clearwater, Florida
July 2000 – September 2003

Education:

Postgraduate: Medical College of Georgia
Emergency Medicine Residency
Augusta, Georgia
July 1997 – June 2000

Internship: Sun Coast Hospital
Traditional Internship
Largo, Florida
July 1996 – June 1997

Medical School: Nova-Southeastern University
Ft. Lauderdale, Florida
August 1992 – June 1996
Doctor of Osteopathic Medicine
(High Honors)

Undergraduate: University of Florida
Gainesville, Florida
August 1990 – May 1992
Bachelor of Science
Microbiology Major
Chemistry Minor

Certifications:

ACLS Certified
ATLS Certified
PALS Certified

Professional Memberships:

American College of Emergency Physicians
Society for Academic Emergency Medicine
American Medical Association
American Osteopathic Association
American Academy of Emergency Physicians

Licensure and Board Certification:

Diplomate, American Board of Emergency Medicine
State of Florida Licensure
State of Georgia Licensure

Research and Awards:

*Use of Night Vision Goggles and Low Level Light Source in
Obtaining Intravenous Access in Tactical Conditions of
Darkness*

Excellence in Emergency Medicine Research Award
Medical College of Georgia 1998-1999

Outstanding Senior Resident Clinician Award
Medical College of Georgia 1999-2000

Appointments and Committees:

Team Member for Committee on Process Improvement for TIA
Management for Morton Plant Mease Hospital System

Beacon Physician Advisory Committee



DEPARTMENT OF VETERANS AFFAIRS
Bay Pines VA Healthcare System
Post Office Box 5005
Bay Pines, Florida 33744

June 26, 2015

In Reply Refer To:

516/11

Greg Woodrum, MBA
Pinellas County EMS & Fire Administration
12490 Ulmerton Road
Largo, FL 33774

Dear Mr. Woodrum,

As Chief of Staff at Bay Pines VA Healthcare System (BPVAHCS), I would like to nominate Jennifer J. Pearson, MD, as an alternate member of the Pinellas County EMS Medical Control Board.

Dr. Pearson is a graduate of the University of South Florida College of Medicine and completed her residency in Emergency Medicine at the University of Maryland, Shock Trauma in Baltimore, Maryland. Her attached CV reflects that she has been employed by the BPVAHCS since 2001, is Board Certified in Emergency Medicine, and currently is the Section Chief of the Emergency Department.

I am confident Dr. Pearson is highly qualified to serve Pinellas County in this capacity. If any additional information is needed, you may reach me at 727-398-6661, extension 15502.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Thuriere, MD", is written over a horizontal line.

for Dominique A. Thuriere, MD
Chief of Staff, Bay Pines VA Healthcare System

Jennifer J. Pearson, MD

1102 2nd Ave South
Tierra Verde, FL 33715
(727)692-4804
jennifer.pearson@va.gov

PROFFESIONAL EXPERIENCE

Oct. 2013- present	Section Chief Bay Pines VAHCS Emergency Department Bay Pines, Florida
Mar 2015 – Jun 2015	Acting Chief of Medicine Bay Pines VAHCS Bay Pines, Florida
Oct. 2012 Sep 2013	Acting Section Chief Bay Pines VAHCS Emergency Department Bay Pines, Florida
2007- Oct 2012	Assistant Section Chief Bay Pines VAHCS Emergency Department Bay Pines, Florida
2007-2009	Chest Pain Center Director Bay Pines VAHCS Bay Pines, Florida
2001- 2007	Physician Emergency Department Bay Pines VAHCS Emergency Department Bay Pines, Florida
2001-2004	Physician Emergency Department James A Haley VA Emergency Department Tampa, Florida

EDUCATION AND TRAINING

Postdoctoral

1998-2001 Residency, Emergency Medicine, University of Maryland, Shock Trauma
Baltimore, Maryland

Doctoral/Graduate

1994-1998 M.D. University of South Florida College of Medicine, Tampa, Florida

Undergraduate

1991-1994 BS Biology, Magna Cum Laude, Florida International University, Miami, Florida

1989-1991 Major Biology, University of South Florida, Tampa, Florida

CERTIFICATION

Dec 2014	Re-certification American Board of Emergency Medicine
2009-present	State of Florida Medical License ME82710
Nov 2004	Certified American Board of Emergency Medicine
Current	ACLS
Current	BLS

RESEARCH ACTIVITIES/PRESENTATIONS

Intervention for Stroke Performance Improvement using Redesign Engineering (INSPIRE)

Presentation: Trauma During Pregnancy
University of Maryland, Department of Emergency Medicine

Presentation: Rhabdomyolysis
University of Maryland, Department of Emergency Medicine

Presentation: Emergency Medicine Contracts and Employment
University of Maryland, Department of Emergency Medicine

DEPARTMENTAL IMPROVEMENT/PROGRAM BUILDING

2010-present	<u>Stroke Initiative</u> As a leader in the ongoing stroke initiative I served as chair of the Stroke Committee for 4 years and now serve as co-chair. In The facility received the GOLD Award for Stroke from the AHA making Bay Pines the first VA in the country to receive this honor. I revised the Stroke Center Memorandum, designed, developed, and implemented numerous process changes in stroke care throughout the facility. These include order sets, policy revision, education, data collection and stroke team organization.
2009-present	<u>EDIS electronic patient tracking system</u> I Implemented EDIS in our Emergency Department. Bay Pines was one of the first hospitals to adopt these system years before the national mandate. I designed a multidisciplinary process for patient data entry into the system. This process has been shared with other facilities. I am currently the clinical POC who is responsible for staff education and version update for the facility.
2007-2009	<u>ED Renovation Project</u> As assistant section chief I was one of the primary clinical consultants for Emergency Department renovation project. I assisted with all aspects of ED activation including room design and layout, equipment purchase, workstation layout, patient safety, and workflow planning. I received a special contribution award for my efforts toward this monumental project.

- 2008 ED Pharmacist Program
I assisted with implementation and program design for a pharmacist in the ED. This position was one of the first of its kind in the VA system. It has expanded over the years and has been mirrored in other VA's all over the country. This program has since expanded and the ED pharmacist has become an integral part of the ED team.

SYSTEM INNOVATION AND QUALITY IMPROVEMENT ACTIVITIES

- 2014-present Utilization Management Collaborative
Year long process improvement project to reduce the rate of conversion from observation to regular admission. Overall reduction - 30% in 1 year. Group selected as top 10 performer.
- 2009-present Peer Review Committee
I am a voting member of the peer review committee. I am in charge of assigning, reviewing, and presenting all cases that involve the Emergency Department. As Chief of the ED I am also responsible for executing recommendations for clinical improvement brought forth in the committee.
- 2009-present Root Cause Analysis participant
- 2006-present EPRP/ORYX Performance Measure Improvement
I monitor and review performance measures pertaining to ACS Pneumonia Stroke and Patient Flow/ED measures. I review all charts, submit appeals, monitor metrics, and implement process improvement that pertains to the Emergency Department.
- 2007-2010 Streamline Admission Workgroup
I was appointed by the Chief of Staff to serve as the ED representative. In the workgroup we flowcharted and redesigned the admission process, created a patient flow center, improved handoff communication, and developed metrics document improvement in ED length of stay, time on divert, and time from decision to admit to transfer to the ward. In addition we drafted the medical center diversion policy and the admission policy. The overall process improvements we made were recognized with a national systems redesign award.
- 2009 Emergency Department Radiology Quality Assurance
In collaboration with radiology a process was developed to review all abnormal Emergency Department radiology studies that were read as possible malignancy. I serve as backup reviewer for abnormal image results.
- 2007-2009 Society of Chest Pain Centers Accreditation
As chest pain center director I led the facility to achieve chest pain accreditation with the Society of Chest Pain Centers for 2 consecutive years.

PRODUCTION OF POLICIES PROTOCOLS AND GUIDELINES:

STEMI Protocol/Critical Pathway

Coordinated and designed order sets, triage protocols, transfer protocols and clinical processes for the care of cardiac patients. This was part of the accreditation process with the Society of Chest Pain Centers.

Community Acquired Pneumonia (CAP)

I formed a team to review our care of patients with community-acquired pneumonia. The protocols and guidelines that were developed led to a significant improvement in CAP metrics and performance measures.

ED Standing order Sets

Developed and drafted current ED order sets in conjunction with IRM. These order sets are used to streamline the order process and expedite patient care. Nurses can initiate standing order sets and protocols from triage. This practice has significantly improved ED throughput and patient flow as well as performance measure metrics for door to ECG and Troponin turn around time.

ED Medication Order Sets

I assisted with implementation of inpatient medication orders for outpatients (IMO). This project improved compliance with electronic medication orders in the ED. With the assistance of our ED pharmacist we created an order set with medications most commonly prescribed in the ED. These orders were converted to IMO format and are still used today. With nursing assistance we also created a separate template which tracks medication time of administration and dosing. Usage of this template has improved handoff communication and medication errors for admitted patients.

Stroke Protocols

As Stroke Center Director I am responsible for the development of Stroke order sets, templates, educational materials clinical quality assurance, data collection and protocols for the facility. These items have been shared with other VA's nationwide. Under my direction Bay Pines received a Gold award and 2 silver Awards from the American Heart Association for clinical excellence in stroke care.

Medical Center Diversion Policy

Stroke Memorandum

EDUCATIONAL ACTIVITIES

- 2013-present Clinical Preceptor/Coordinator for Student Emergency Department Elective.
- 2012-present Emergency Department rotation for dental residents.
- 2011-2012 I served as a subject matter expert for the development of emergency medicine curricula for women's healthcare in the VA. This project is a joint effort from Sim Learn and the National Women's Healthcare Group.

ORGANIZATIONAL ACTIVITIES

Committees

2012-present	Simulation Workgroup
2011-2012	Emergency Response Workgroup
2011-present	Code Blue Committee
2010-present	Co-Chair Stroke Subcommittee
2010-present	ED Stakeholder Workgroup
2009-present	Peer Review Committee
2006-present	Critical Care Committee
2005-present	Emergency Planning Committee/Mass Casualty Drills
2005-present	Pharmacy and Therapeutics Committee
2007-2010	Streamline Admission Workgroup
2005-2010	Chair ACS Committee

Advisory Committees, Review Groups

2008-2010	Emergency Medicine Field Advisory Committee Medicine Documents/Templates Subcommittee
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RECOGNITION

Awards, Honors

Special Contribution Award –American Heart Association Gold Stroke Award recognition
Special Contribution Award – Chest Pain Center Accreditation
Special Contribution Award - Emergency Department Redesign and Activation
VA National Systems Redesign Award Certificate of Appreciation
ONS Innovation Award: Empowering Evidence Based Practice for Stroke Care
Magna Cum Laude
Honors Convocation University of South Florida

More Minds Advancing Medicine

August 5, 2015

Mr. Greg Woodrum
Pinellas County EMS & Fire Administration
12490 Ulmerton Road
Largo, FL 33774

Re: Medical Control Board Alternate

Dear Mr. Woodrum,

I would like to recommend Penny Vigneau as my alternate for the EMS Medical Control Board. Penny currently serves as Chief Operating Officer of Largo Medical Center, where she oversees operation of our cardiovascular, orthopedic, neurological, rehabilitation and behavioral health service lines.

She comes to Largo Medical Center from Christiana Care Health System in Newark, Delaware where she served as a Senior Vice President. Penny also has an extensive background in social work, with her Masters in Social Work from West Virginia University prior to earning her MBA from the University of Chicago.

I am confident that her vast experience in healthcare would qualify her as a capable alternate for the Board.

Respectfully,



Anthony Degina
Chief Executive Officer

PENNY M. VIGNEAU

1581 Gulf Blvd. #301

Clearwater, FL 33767

302-668-5431

penny.vigneau@hcahealthcare.com

Strategic thinker with strong analytical, organizational, communication and facilitation skills developed through twenty five years of increasing accomplishments in healthcare. Passionate about pursuing strategies for physicians and health system that provide value to patients.

HCA Largo Medical Center
Chief Operating Officer

4/2015-Present

Two hospital, 425-bed medical center including Free Standing ED, Family Medicine Clinic and Ambulatory Surgery Center. Fourteen departments including CV Service Line; Ortho and Neuro Service Lines; Behavioral Health Service Line; Rehab Service Line; Transplant Services and Wound Care. Other departments include Lab, Radiology, Respiratory, Facilities, Security, Environmental and Food Services.

- Redesigning process for facilities projects including space modification requests; initiated a Master Facility Plan with Corporate architects
- Transforming Food Services in conjunction with Division Director
- Transforming Security and Emergency Management services
- Working with private practices to support recruitment of pulmonologist and orthopedic surgeon
- Implementing kidney transplant service

CHRISTIANA CARE HEALTH SYSTEM (CCHS), Newark, DE
Senior Vice President, Cardiovascular, Neuro and Behavioral Health Services

2005-2015

Oversaw Heart & Vascular, Stroke/Neuro and Behavioral Health Services for 1,100-bed, two hospital tertiary center (600 FTEs including 5 direct reports). CV Nursing VP a matrix report (200 additional FTE's). Included the Heart & Vascular/Neuro Physician Practice Network with 46 employed physicians, 35.5 midlevel providers and 15 practice locations. Member of President's Senior Leadership Council.

- Press Ganey patient satisfaction above 90 percent in the physician practices, interventional laboratories and outpatient non-invasive testing in 2015. Various metrics continually worked on for improvement with focused care teams including patient advisors.
- Developed Advanced Heart Failure program including Heart Failure Clinic, HF multidisciplinary team, VAD program, HF fellowship and second downstate HF clinic. Joint Commission Heart Failure and VAD Certifications achieved in 2010 and 2014. VAD cases have increased from 4 in FY13 to 5 in FY14. Team also manages some local patients transplanted at Academic centers in Philadelphia and Baltimore.

- Developed Neuro Interventional program in 2008, expanding bi-annually to four neuro interventionalists who perform stroke, aneurysm and spine procedures. Joint Commission Primary Stroke Certification received in 2010 and renewed in 2012 and 2014. Comprehensive Stroke Certification received in June, 2014.
- Initiated TAVR program in 2012. TAVR cases increased from 13 to 19 from FY13 to FY14, with 10 cases completed the initial two months of FY15. In addition, TAVR referrals resulted in 15 open valve cases in FY13 and 10 in FY14.
- Completed construction of six-story Center for Heart & Vascular Health with 26-bed cardiovascular ICU, 37 bed interventional recovery unit, 30 bed cardiac and vascular stepdown unit and 30 bed heart failure unit in 2006. Center also includes 24 bed Stroke unit and 10 bed Chest Pain unit. Successfully wrote business plan and obtained board approval for new 18-bed neuro critical care unit which opened in 2013.
- Oversaw Renal Transplant Program from FY2008-FY2014 following retirement of the VP for Perioperative Services. CMS reaccreditation achieved 2009 and 2012. Transplants increased from 20 to 45 FY08 to FY14.
- Acquired cardiology practice with 15 cardiologists, 7 advanced practice nurses and 150 staff in nine locations in 2011. Practice exceeded financial projections in first three years. Practice now includes 21 cardiologists and 15 midlevel practitioners.
- Developed employed vascular specialists practice in 2012 with two vascular surgeons. Business plan in process to add a third. Added six vascular interventionalists in 2013.
- Contribution margin for CV/Neuro has increased from \$79m to \$109m from FY09 to FY14.
- Assumed Behavioral Health service line July, 2012 including psychiatry practice.

SPARROW HEALTH SYSTEM, Lansing, MI
Administrative Director, Cardiovascular Services

2000-2005

Cardiovascular Service Line administrator at two-hospital, 687-bed health system with Level-1 Trauma Center. Developed and implemented strategic and facility plans. Identified new business opportunities and outreach targets. Met and exceeded financial, quality and customer service goals.

- Increased Service Line contribution margin from negative to positive 2000-2004.
- Expanded MDC-5 market share from 38.6% in 1999 to 43.7% in 2004.
- Wrote and obtained CON for fourth cath lab and again for neurovascular lab.
- Negotiated \$ 2.1 million in savings on pacemaker and defibrillator costs in 2003 and \$1.6 million in savings on cardiac interventional supplies, including drug-eluting stents, in 2004.
- Implemented peripheral vascular and neuro interventional programs, creating a comprehensive Vascular Center.
- Developed strategic relationships with physicians in key markets to increase business.
- Appointed to Carson City Hospital Board of Directors (Sparrow holds minority interest).

PRICEWATERHOUSECOOPERS, Chicago, IL
Consultant, Healthcare Strategy and Operations

1996-2000

Conducted strategic planning and operations improvement engagements for healthcare providers across the United States. Identified financial, quality and customer service strategies. Facilitated client work groups, presented findings to Boards and executive teams, and developed implementation plans.

- Conducted utilization analysis, community needs assessment, and competitor analysis to determine resource requirements for psychiatric services of a Southern hospital.
- Forecasted future demand and resource needs for cardiac and critical care services of a Virginia health system, recommending strategies for obtaining resources under CON laws.
- Facilitated multidisciplinary clinical consolidation teams from two merging hospitals. Teams developed a new mission, market area, operating model, and location for the merged entity.
- Integrated growth strategies into Master Facility Plan for Midwest health system.
- Identified \$18 million in savings by standardizing among sites of large delivery system.

COLUMBUS HOSPITAL, Chicago, IL

1994-1996

Director, Women's Programs and Wound Clinic.

1995-1996

Promoted from Social Worker to Director. Responsible for operations, strategy and financial performance. Developed business and marketing plans for programs.

Medical Social Worker/Case Manager

1994-1995

Provided systematic assessments of individuals and groups, provided creative recommendations for problem solving, and negotiated with community agencies to obtain resources. Coordinated processes with physicians, multidisciplinary team members and payers.

MCLAREN REGIONAL MEDICAL CENTER, Flint, MI

1991-1994

Medical Social Worker/Case Manager

CARSON CITY HOSPITAL, Carson City, MI

1990-1991

Medical Social Worker

EDUCATION

MBA, University of Chicago Graduate School of Business, 1996

MSW, West Virginia University, 1990

BA, Social Work, Michigan State University, 1989

EXECUTIVE EDUCATION

Certificate in Project Management for Healthcare, Harvard School of Public Health, 2013

"Emerging Issues in Healthcare", Harvard Business School, 2012

"Managing Healthcare Delivery", Harvard Business School, 2009-2010



BAYSIDE EMERGENCY PHYSICIANS

Mr. Greg Woodrum, Emergency Medical Services
gwoodrum@pinellascounty.org
EMS & Fire Administration
12490 Ulmerton Road
Largo, FL 33774
September 1, 2015

Mr. Woodrum,

Please consider my nomination for Dr. David Ball as an alternate on the Pinellas County EMS Control Board. Dr. Ball would serve in my place in the event that I am unable to attend in person.

Dr. Ball is a Board Certified Emergency Medicine Physician and is the Medical Director at St. Anthony's Emergency Center. I have worked with him closely for several years and believe that he would be an excellent addition to the Board.

Thank you for your consideration of this nomination.

Please feel free to contact me with any questions.

Respectfully,

Stephen Feilinger MD
Vice Chief of Staff
St. Anthony's Hospital
St. Petersburg, FL

DAVID R. BALL, DO, MPH

EDUCATION

Lake Erie College of Osteopathic Medicine – Bradenton, Florida
Doctor of Osteopathic Medicine – June 2008

Dartmouth Medical School – Hanover, New Hampshire
Center for the Evaluative Clinical Sciences
Masters of Public Health - June 2003

Florida State University – Tallahassee, Florida
Bachelor of Science in Biology
Minor- Chemistry and Mathematics
Liberal Arts Honors - April 2002

Postdoctoral Training

- **University of Tennessee College of Medicine**
Erlanger Health System – Chattanooga, Tennessee
Internship and Residency in Emergency Medicine
June 2008 – June 2011

Professional Licensure and Board Certification

- State of Florida – OS 11221

Employment Experience

- **Physician and Medical Director – Emergency Department**
Medical Staff, Department of Emergency Medicine
Saint Anthony's Hospital Saint Petersburg, FL
Accredited Chest Pain and Primary Stroke Center
July 2011-Present
Annual Volume – 56,000
- **Physician - Emergency Department**
Medical Staff, Department of Emergency Medicine
Sky Ridge Hospital Cleveland, TN
Level III Trauma Center.
August 2010- June 2011
Annual Volume – 54,000
- **Physician - Emergency Department**
Resident Emergency Medicine
Erlanger Medical Center Chattanooga, TN
Level I Trauma Center, Accredited Chest Pain and Stroke Center.
July 2008 to June 2011
Annual Volume – 96,000

Professional Affiliations

- American College of Emergency Physicians
- Florida College of Emergency Physicians

Professional Certifications

- **Board Certified Emergency Physician:** American Board of Emergency Medicine
Expires: December 31, 2022
- **Advanced Cardiac Life Support (ACLS):** American Heart Association
Expires: April 2016

References

- Available upon request.