

9/10/2025 – SEMSCO Meeting – Troy, N.Y.
NEW YORK STATE
DEPARTMENT OF HEALTH

STATE EMERGENCY MEDICAL
SERVICES COUNCIL MEETING

DATE: September 10, 2025
TIME: 1:31 p.m. to 2:57 p.m.
CHAIR: Donald Doynow
LOCATION: Hilton Garden Inn
235 Hoosick Street
Troy, New York

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
2 (The meeting commenced at 1:31 p.m.)
3 CHAIR VIOLANTE: Okay. Welcome,
4 everybody. Thank you all for being here in a
5 beautiful downtown Troy. And I'd like to call the
6 meeting to order. So, we're going to have the Pledge
7 of Allegiance and after the pledge, I would like
8 everybody to please remain standing for a moment of
9 silence in remembrance of both 09/11 and of Kevin
10 Robert.
11 For those of you who don't know Kevin,
12 he's a flight paramedic who suffered an M.I. while
13 transferring a patient aboard LifeNet on August 27th.
14 He was a paramedic of thirty years and remembered
15 very fondly as a provider, mentor, educator and
16 friend.
17 So, we'll start with the pledge and
18 have a moment of silence please.
19 ALL: I pledge allegiance to the Flag
20 of the United States of America, to the Republic for
21 which it stands, one nation under God, indivisible,
22 with liberty and justice for all.
23 CHAIR VIOLANTE: Thank you. Amanda,
24 if we could have the roll call, please.
25 SECRETARY SHULTZ: Stephen Cady.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
2 APPEARANCES:
3 ALFRED KIM
4 AMANDA SHULTZ
5 AMY EISENHAUER
6 ANDREW KNOELL
7 CARL GANDOLFO
8 CARLA SIMPSON
9 CHAD SMITH
10 CHRISTOPHER SMITH
11 DAVID SIMMONS
12 DAVID VIOLANTE
13 DONALD DOYNOW
14 DONALD DUVALL, JR.
15 DONALD HUDSON
16 DOUGLAS ISAACS
17 ELIZABETH MCGOWN
18 ERIN REESE
19 GENE HASLIN
20 GEORGE STUHL MILLER
21 GREGORY GILL
22 JARED KUTZIN
23 JEFFREY RABRICH
24 MARK DEAVERS
25 MARY ANN PORTORO
MICHAEL MCEVOY
MICHAEL REDLENER
MICHELE FORNESS
ROBERT CRUPI
RYAN GREENBERG
SALLY DRESLIN
SAMUEL TINELLI
SCOTT CLARK
STEVEN KROLL
STEPHEN CADY
TERESA HAMILTON
TIMOTHY EGAN
WILLIAM MICHAEL MASTERTON

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
2 MR. CADY: Stephen Cady present.
3 SECRETARY SHULTZ: Scott Clark. Dr. -
4 -
5 MR. CLARK: Scott Clark, present.
6 SECRETARY SHULTZ: Thank you. Dr.
7 Crupi.
8 MR. CRUPI: Dr. Crupi present.
9 SECRETARY SHULTZ: Mark Deavers.
10 MR. DEAVERS: Present.
11 SECRETARY SHULTZ: Sally Dreslin.
12 MS. DRESLIN: Present.
13 SECRETARY SHULTZ: Donald Duvall.
14 MR. DUVAL: Here.
15 SECRETARY SHULTZ: Timothy Egan.
16 MR. EGAN: Here.
17 SECRETARY SHULTZ: Mickey Forness.
18 MS. FORNESS: Mickey Forness here.
19 SECRETARY SHULTZ: Carl Gandolfo.
20 MR. GANDOLFO: Carl Gandolfo present.
21 SECRETARY SHULTZ: Gregory Gill.
22 MR. GILL: Gill present.
23 SECRETARY SHULTZ: Teresa Hamilton.
24 MS. HAMILTON: Teresa Hamilton
25 present.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 **SECRETARY SHULTZ:** Donald Hudson.
 3 **MR. HUDSON:** Hudson present.
 4 **SECRETARY SHULTZ:** Dr. Isaacs.
 5 **MR. ISAAC:** Isaacs present.
 6 **SECRETARY SHULTZ:** Alfred Kim.
 7 **MR. KIM:** Here.
 8 **SECRETARY SHULTZ:** Steve Kroll.
 9 **MR. KROLL:** Steve Kroll present.
 10 **SECRETARY SHULTZ:** Andrew Knoell.
 11 **MR. KNOELL:** Andrew Knoell present.
 12 **SECRETARY SHULTZ:** Jared Kutzin.
 13 **MR. KUTZIN:** Jared Kutzin present.
 14 **SECRETARY SHULTZ:** Michael McEvoy.
 15 **MR. MCEVOY:** McEvoy's present.
 16 **SECRETARY SHULTZ:** Elizabeth McGown.
 17 **MS. MCGOWN:** McGown present.
 18 **SECRETARY SHULTZ:** Mary Ann Portoro.
 19 **MS. PORTORO:** Mary Ann Portoro
 20 present.
 21 **SECRETARY SHULTZ:** Dr. Rabrich.
 22 **MR. RABRICH:** Rabrich present.
 23 **SECRETARY SHULTZ:** Dr. Redlener.
 24 **MR. REDLENER:** Redlener present.
 25 **SECRETARY SHULTZ:** Erin Reese.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 **MS. REESE:** Reese present.
 3 **SECRETARY SHULTZ:** David Simmons.
 4 **MR. SIMMONS:** Simmons present.
 5 **SECRETARY SHULTZ:** Carla Simpson.
 6 **MS. SIMPSON:** Carla Simpson present.
 7 **SECRETARY SHULTZ:** Christopher Smith.
 8 **MR. SMITH:** Chris Smith present.
 9 **SECRETARY SHULTZ:** Chad Smith.
 10 **MR. SMITH:** Chad Smith present.
 11 **SECRETARY SHULTZ:** Sam Tinelli. David
 12 Violante.
 13 **CHAIR VIOLANTE:** Violante present.
 14 **SECRETARY SHULTZ:** We have a quorum.
 15 **CHAIR VIOLANTE:** Wonderful. Thank
 16 you. We need a motion to accept the minutes of the
 17 May 7th meeting.
 18 **MR. GANDOLFO:** Carl Gandolfo, motion.
 19 **CHAIR VIOLANTE:** Thank you. And a
 20 second?
 21 **MS. MCGOWN:** Elizabeth McGown, second.
 22 **CHAIR VIOLANTE:** Thanks. All those in
 23 favor, please raise your hand? Okay. All those
 24 opposed, same sign. Anybody abstaining? No. Okay,
 25 great. So that's passed. Thank you so much.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 We did receive correspondence from the
 3 B.M.C.C. students thanking us for receiving them at
 4 our last meeting. Our collective conversations were
 5 influential and inspiring, modeling involvement and
 6 passion to see the bigger picture in addition to the
 7 patient in front of them.
 8 They have eighteen graduating today,
 9 with both State and National Registry certifications
 10 and Associate's degrees, so congratulations to them.
 11 Good luck in their careers. We absolutely look
 12 forward to seeing them here and in the future on
 13 committees and as members, so congratulations. Thank
 14 you.
 15 So, we'll move on to the chairperson's
 16 report. So, thank you again all for being here.
 17 Certainly, I appreciate it and all the work that
 18 you've all done, and not only the folks that are at
 19 the table, but all the folks who also stay till the
 20 second day at the end of it, hanging on around in the
 21 room.
 22 It's great that you're here and great
 23 that you're involved, and so we really appreciate
 24 that, and your communities appreciate that as well.
 25 I really want to thank the committees and their

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 chairs. They spent a lot of months working on the
 3 things that are in front of them, the items they
 4 report on.
 5 It's not just from their committees,
 6 but in conjunction with other committees as well.
 7 And their progress is truly very thoughtful and they
 8 consider the entire system AND all its constituents.
 9 If you would like to be more involved and I ask you
 10 to be more involved, please consider joining one or
 11 more of the committees.
 12 And certainly, everybody here at this
 13 table should be on two committees. And if I don't
 14 see you on a committee, I'm going to volunteer you to
 15 a committee. So, please decide for yourself first.
 16 That's probably your best option.
 17 We have finance, education and
 18 training, legislative and regulation systems, safety,
 19 quality metrics, and innovations, and research. I
 20 especially want to welcome physicians to any of these
 21 committees and also to Medical Standards and SEMAC.
 22 We have representation of eighteen
 23 members from each region and eighteen physicians from
 24 each region. So, it's super helpful to have
 25 everybody on these committees doing work for the

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 greater good. So, thank you for all of that. That
 3 is what I have and I'll move to the first Vice
 4 Chairperson's report.
 5 **MS. HAMILTON:** Thank you. And I have
 6 nothing at this time. Thank you.
 7 **CHAIR VIOLANTE:** All right. Thank
 8 you, Terry. Second vice, Don.
 9 **MR. HUDSON:** Good afternoon,
 10 everybody. Don Hudson, second vice chair. So, it
 11 falls to me to do nominations for a prospective
 12 coming election. So, as a reminder to the council,
 13 the bylaws state that at the first regular meeting of
 14 the State Council after the first day of August of
 15 each calendar year.
 16 Hence, we're here in September that
 17 nominations will come forth from the floor for the
 18 officers to serve for the next calendar year. So,
 19 for the officers to serve for the calendar year 2026
 20 in the positions of chairperson, first vice
 21 chairperson, and second vice chairperson.
 22 Just take a moment to discuss the
 23 current structure and what's proposed or going to be
 24 proposed. So, also in the bylaws, it states that a
 25 member of the council cannot serve as officer in

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 their final year of their final term.
 3 So, currently Chairman Violante and
 4 myself, time out next year as qualification for
 5 officer, that being two years for our seat. First
 6 Vice Chair Hamilton times out this year, her seat
 7 then timing out next year.
 8 So, in acknowledgment of that and in
 9 something that Chairman Violante has been vehement
 10 and -- and aggressive and very mindful of is
 11 succession planning.
 12 And if we keep things the way they are
 13 right now, meaning David was to stay, Terry terms out
 14 and I stay in my current position, there is the
 15 potential probably for the first time in our
 16 discussion, the history of the council for all three
 17 offices to vacate at once.
 18 And although that could be viewed as a
 19 good thing, the consensus of everyone we've talked to
 20 is that that probably would not be ideal as we try
 21 and keep open items moving and a momentum from chair
 22 down the officer ranks to the prospective new
 23 incoming officers.
 24 So, I -- I put that out there in case
 25 there's any desire or questions or want to discuss

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 that before we open nominations. So, that being
 3 said, being the first meeting after August, this is
 4 the time where we open nominations.
 5 Those nominations would then remain
 6 open from the floor to close right before the
 7 election, which is then at the next regular meeting
 8 currently on the schedule for December. So, Mr.
 9 Chair.
 10 **CHAIR VIOLANTE:** Thank you. So, I'm
 11 going to make a nomination for Don Hudson for chair.
 12 For the vice chair position, Timothy Egan, and for
 13 the second vice chair position, Al Kim. Those are my
 14 nominations.
 15 And so, certainly others are welcome
 16 to make nominations and they'll be open through
 17 today, and you can contact one of us to be able to
 18 make a nomination as well into December. In our
 19 December meeting, we'll close the nominations and
 20 then we will hold the vote then.
 21 **MR. HUDSON:** So, I guess is there any
 22 other nominations currently or if not?
 23 **MR. DEAVERS:** Brief point of order.
 24 They have to accept the nominations.
 25 **CHAIR VIOLANTE:** Don? Come on, Don.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 Don't think.
 3 **MR. HUDSON:** I know you tried, Mark,
 4 so thank you. I humbly and honorably accept the
 5 nomination for chair.
 6 **CHAIR VIOLANTE:** Okay. Thank you,
 7 Don. Tim Egan.
 8 **MR. EGAN:** I accept the nomination.
 9 **CHAIR VIOLANTE:** Thank you. Al Kim.
 10 **MR. KIM:** I humbly accepted nominee.
 11 Is this sort of like the voluntold thing? I accept.
 12 **MR. DEAVERS:** Yeah, yes.
 13 **MR. HUDSON:** At least you were here
 14 when they did it.
 15 **CHAIR VIOLANTE:** That's fair. All
 16 right. Thank you so much. I appreciate that.
 17 Certainly, we'll take other nominations and then we
 18 will close them in December. Don, is there anything
 19 else from the second vice chair position?
 20 **MR. HUDSON:** That's it for now.
 21 **CHAIR VIOLANTE:** Okay. Any questions
 22 for either Terry or Don from the floor? Okay.
 23 Hearing none, we will move on to the E.M.S. staff
 24 report and Director Greenberg.
 25 **DIRECTOR GREENBERG:** Thank you very

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 much. Good afternoon, everybody. Some of you might
 3 have just heard this, and for those of you watching,
 4 it's fresh to you. All right. So, staff report from
 5 us.
 6 On the operation side, there are
 7 several new investigators that have been hired in the
 8 past couple of months, so you will see a lot of the
 9 investigator teams out there right now, both the
 10 trainee and the trainer.
 11 Please make sure to introduce yourself
 12 to new staff. We're out there a lot and really
 13 excited to be getting to see a lot of different
 14 agencies. On the administrative side, sort -- our
 15 REMSCO contracts and our program agency contracts are
 16 in process of getting into the contracting, getting
 17 completed contracts.
 18 About half of our -- our program
 19 agencies have completed the contracting process and
 20 about half of our REMSCO have completed the
 21 contracting process. The other half of them are in
 22 the early stages, and we would love to get that
 23 through as quick as possible.
 24 So, if you are on a REMSCO, or program
 25 agency that can help to get your contract into place,

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 that would be great. And this has, you know, some
 3 pretty significant things with it too.
 4 In this contracting period for the
 5 program agencies, we have a scholarship for
 6 paramedics, so there's twenty thousand dollars
 7 dedicated to a scholarship for paramedics to train at
 8 least two people or pay for training for at least two
 9 people in your region.
 10 As well as fifteen thousand dollars
 11 for recruitment and retention. And so, the longer
 12 that you're out of contract, the less you can take
 13 advantage of those scholarships that are there. And
 14 you know, we've worked hard to get that in there and
 15 so excited to see that move forward.
 16 For the fiscal year -- year to date on
 17 what's been paid out, we've paid out about a half
 18 million dollars to program agencies and REMSCOs in
 19 reimbursements.
 20 And we've paid out about two point one
 21 million dollars in education, E.M.S. education and
 22 training, which is about two hundred thousand dollars
 23 more year to date than where we were last year.
 24 So, under education, there is one
 25 significant thing that's going on right now. As many

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 of you know, we're not a national registry state,
 3 however, we do allow for an alternative pathway using
 4 National Registry.
 5 National Registry starting in July,
 6 went through a transition of their licensure software
 7 platform, the transition has had some complexities to
 8 it and has created pretty significant barriers in our
 9 ability to be able to verify the information.
 10 If you want more information about it,
 11 you can go onto their website. They've been pretty
 12 transparent about it, that there have been some
 13 issues with their transition.
 14 On our side, we have, you know, data
 15 that comes in that isn't accurate. It will show a
 16 person didn't complete a class, but they took the
 17 test. And a series of other things that don't allow
 18 us to be able to verify the information.
 19 People are still able to use
 20 alternative pathway. They can take National Registry
 21 if they want to, but it could yield a four to eight-
 22 week turnaround time for us to be able to verify the
 23 information and then issue your New York State card.
 24 The alternative is always to directly
 25 take a New York State exam and you will immediately

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 get your New York State card. So, I'll just pause
 3 for a second and see if anybody around the table does
 4 have any questions about this.
 5 We have been in communication with
 6 registry on a very regular basis. They are working
 7 to try and resolve it. And I'm happy that we, at
 8 least in New York State, have an alternative pathway
 9 by being able to take the New York State exam.
 10 But if anybody has any questions or
 11 anything, I'm happy to answer them. All right.
 12 Terrific. Moving right along, our term -- we have
 13 our next term of meeting is in October.
 14 And we also have had a series of
 15 American College of Surgeons site visits going on, of
 16 which our hospitals have been doing very well, so
 17 we're excited to see that and moving that process
 18 forward.
 19 For E.M.S. Children, I think there's a
 20 report later on, so I'm just going to -- for the most
 21 part, let that happen in the report outs. But the
 22 one thing I will say is that we're excited that we've
 23 gotten additional funding.
 24 We've received the -- in the rest of
 25 the years funding, as well as some additional funding

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 and are working on several projects on that one. In
 3 addition to, we'll be hiring a part-time employee for
 4 the E.M.S. for Children Program. So, watch for that
 5 one to be posted. And if you know a good candidate,
 6 please let us know.
 7 On Vital Signs, Vital Signs
 8 registration is open. We have a new website as well.
 9 Please go on and take a look for that one. The
 10 conference is a little bit different this year. It
 11 is on Friday and Saturday based on feedback of, you
 12 know, a lot of different providers.
 13 Some are volunteers, some are career,
 14 and trying to cater to both the needs of, you know,
 15 both volunteers and career members. Lots of PRECONS.
 16 I think we have seven different PRECONS this year, so
 17 again, trying to meet the needs of the E.M.S.
 18 community and what they're looking for.
 19 The E.M.S. memorial, the date will be
 20 posted shortly. It will be in May this year during
 21 E.M.S. week. The Fire Memorial, which is run by
 22 State Fire is coming up in October. I bring this up
 23 just in point, if you have not had the opportunity to
 24 attend, they do a -- a wonderful event.
 25 And there is hundred and twenty-seven

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 names going on the Fire Memorial this year. That is,
 3 I believe, one of the -- the -- the highest number of
 4 names that has gone on since the inception of the
 5 memorial.
 6 And so, again, that's in early
 7 October, happy to share the date with the people that
 8 -- we just need to pull it up. Council operations,
 9 in the next couple of weeks, by October 1st, you'll
 10 probably see the dates for all of 2026 come out.
 11 We'll also post that online for
 12 everybody watching at home. And then there's a lot
 13 going on in the regulatory front and thank you to
 14 everybody around this table who is making that
 15 happen.
 16 The equipment and vehicle regs we're
 17 going to be talking about later today and doing the
 18 final vote for that one. So that will talk about
 19 what happens in the -- the modernized equipment
 20 standards.
 21 The ambulance builds standards or
 22 regulations will most likely post for public comment
 23 by the end of this year. The blood administration
 24 regulations, most likely will post by the end of this
 25 year.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 We have several other packets that are
 3 still in drafting related to system and agency
 4 performance standards. One related to systems --
 5 system measures as well as a second one on quality.
 6 Community paramedicine is in -- in the
 7 drafting piece and working with the task force
 8 assigned to that one. And there's another one
 9 related to rescue inhaler. So, a lot going on -- on
 10 the regulatory front and we're excited to see that
 11 move forward.
 12 In addition to that, we had our mental
 13 health and wellbeing symposium last June, and part of
 14 that was also the kickoff of our fellowship program.
 15 And it has really been going quite well. They meet
 16 monthly, the fellows, and more to come on that one.
 17 The newest symposium that we're doing
 18 is related to recruitment and retention. So, there
 19 is a one-day symposium, it'll be the same symposium
 20 in two locations on two separate dates.
 21 One on Long Island and one up in the
 22 Finger Lakes related to recruitment and retention,
 23 bringing in subject matter experts for opportunities
 24 for E.M.S. agency leaders to be able to, you know,
 25 figure out new ways or to recruit new people within

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 the organization as well as equally as important, how
 3 to retain our staff and how to keep the staff that we
 4 have and have them want to stay in the organization.
 5 Last little update on my side is we
 6 had the pre-hospital care research forum June 4th
 7 through 6th. We had about forty-five people come to
 8 Buffalo and learn about research, learn about poster,
 9 you know, creating post -- research posters and
 10 things of that nature. And it was really successful.
 11 I can't stress enough how much, you
 12 know, research is needed within E.M.S. and so, you
 13 know, kind of just excited to -- to see what's coming
 14 out of that. This year Vital Signs will be the first
 15 year that we have a poster competition, a research
 16 poster competition.
 17 As well as, you know, so those who
 18 attended the forum are working on a project now to
 19 submit for Vital Signs and then hopefully at some
 20 national competitions as well.
 21 Our next meeting is December 9th and
 22 10th here in Troy. And like I said, the other
 23 meeting dates for 2026 will be coming out in the next
 24 couple of weeks. Before I do an introduction, is
 25 there any questions or anything related to anything I

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 say -- said?
 3 Terrific. All right. It is truly my
 4 honor to welcome Dr. Heslin from the Commissioner's
 5 Office.
 6 **MR. HESLIN:** Thanks, Ryan. I
 7 appreciate being here today. So, some of you have
 8 heard this before and I apologize. But I'll -- I'll
 9 run through for everybody. So, I'm Eugene Heslin.
 10 I'm the first Deputy Commissioner and Chief Medical
 11 Officer for the Department of Health in the Office of
 12 the Commissioner.
 13 I'm a family practitioner by training,
 14 still occasionally see a patient down in Saugerties,
 15 which keeps me maybe honest, I'm not quite sure, but
 16 I do enjoy seeing my patients.
 17 I served on an ambulance board back in
 18 1992 through about 1996 Diaz Ambulance, was involved
 19 with helping them get a taxing district, was their
 20 medical director. And E.M.S. has always been great
 21 because they come to my office.
 22 In fact, some of the people in this
 23 room have been to my office caring for our patients.
 24 And when they realized it was me introduced
 25 themselves. And so, it was kind of like a old home

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 week meeting people and you never quite know where
 3 you're going to meet a person in the field.
 4 And so that's what E.M.S. does. And I
 5 just have to say I am deeply grateful for those
 6 people who came up and introduced themselves today
 7 and over the last couple days, and I'm learning,
 8 which is really good.
 9 So, one of the things that I'm here
 10 for today is that the Commissioner made a decision
 11 that he's not going to support the recommendation for
 12 the sunset date for the E.M.T.C.C program. And I've
 13 said that now four times to this room and to others.
 14 So, I think most people have heard
 15 that already. What I am going to say is that through
 16 the course of conversation and through the
 17 discussions that I've had with people over the last
 18 several days, I've understood the tremendous amount
 19 of work that has gone into tho -- the thoughtful
 20 process of how conclusions were made.
 21 And that's helped me to understand
 22 better the nuances of the issue. So, at the last
 23 SEMAC meeting, I pointed out that as a resident, a
 24 month in, I went to the residency director's office
 25 and told them that all the problems with the program.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 And the residency director looked at
 3 me and said, you're right, but I didn't have the
 4 right to say it and come back in three years. And --
 5 and what I learned from that was that you have to
 6 learn the ethos of an organization, the nuances, and
 7 how things are done.
 8 And this is my second meeting ever
 9 coming to a -- a SEMSCO meeting and so, I'm learning
 10 those things. And so, what I did learn was that the
 11 Commissioner wants this to go back to the committee
 12 Education and Training, and that there's a lot of
 13 passion around this issue and a lot of thoughtful
 14 dialogue.
 15 And he'd like to have that dialogue,
 16 continue to figure out how to take this group of
 17 people that have served New York for a very long
 18 period of time and to get the next step of the
 19 transition done.
 20 He's not looking for this to be a
 21 continued license category necessarily, but he is
 22 looking for how we're going to get through this final
 23 phase of this piece of the puzzle. And so, that's
 24 the message I was supposed to deliver.
 25 The -- the second part of the message

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 I am going to deliver is that he also asked me to
 3 become more involved with E.M.S. And so, you
 4 probably will see me much more at many of the
 5 meetings.
 6 And we're going to be more involved in
 7 understanding the nuances of this part of the
 8 organization and how the office can help support and
 9 move the mission of E.M.S. forward as it continues to
 10 grow and become more integrated into the entire
 11 healthcare delivery system. It's so important and we
 12 have to get it right.
 13 And the people around the table here
 14 are the ones that have been doing it for a long time,
 15 and we need to continue to strongly support that.
 16 I'll stop there.
 17 **CHAIR VIOLANTE:** Thank you so much,
 18 Dr. Heslin. We really appreciate your presence and
 19 your knowledge and your experience and being here and
 20 being a part of us as you have in the past. It's
 21 great to see you here, so thank you for that.
 22 Appreciate it.
 23 Are there any thoughts or questions
 24 for Dr. Heslin? Okay. One of the things that I have
 25 neglected to do in my thanking everybody around the

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 table is to truly thank the Division of E.M.S.
 3 members who are here also.
 4 I consider you part of this group, so
 5 I certainly do not mean to exclude you, but you do a
 6 tremendous job in working together with us. We like
 7 to continue and foster that relationship and develop
 8 how we move forward.
 9 And we only do that in conjunction and
 10 cooperation with all of you. So, thank you as well
 11 for all of your work and dedication and being here.
 12 And to that end, we'll create a micro
 13 TAG for the movement of the critical care forward as
 14 Dr. Heslin has requested, which will involve not only
 15 Training and Ed, but some of the other committees
 16 that are involved in this so that we have good
 17 representation and voice moving forward. So, onto
 18 SEMAC, Dr. Doynow.
 19 **MR. DOYNOW:** Thank you, Dave. There
 20 are no motions to bring forward. I will let Dr.
 21 Rabrich give the Med Standards report.
 22 **MR. RABRICH:** Thank you. So, Med
 23 Standards met today, there were no seconded motions.
 24 However, there was some very good and robust
 25 discussion about a number of items. One was on the

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 update of the B.L.S. Supraglottic Airway
 3 implementation.
 4 The policy is almost complete and
 5 ready for release. It will be out soon and when that
 6 policy is released, it'll be distributed widely and
 7 appropriately for everyone to review and comment.
 8 That led to a discussion of B.L.S. first response
 9 agencies and why they were not included.
 10 And then the -- the kind of
 11 understanding that they're not regulated by the
 12 department in the way that A.L.S., B.L.S and A.L.S.
 13 first response agencies are, which led to a very good
 14 discussion about now that a number of skills have
 15 been added to the E.M.T. level that B.L.S. first
 16 response could potentially be doing.
 17 That we develop a group to take a look
 18 at what would need to change or recommendations as
 19 far as does there need to be a different regulation
 20 or some sort of voluntary participation, the --
 21 that's been discussed. The bureau is going to look
 22 into that and more to come on that at a future
 23 meeting.
 24 But the consensus of the physicians
 25 where that they would like all E.M.T.s. to be able to

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 do these skills appropriately even after B.L.S. first
 3 response, so we're going to work with the department
 4 to figure out what next steps are and how we can go
 5 about making that happen.
 6 Additionally, we got a -- a very nice
 7 update from the Hudson Valley region on a data that's
 8 continued to be collected, basically showing that
 9 there's been good usage of the supraglottic airway
 10 and no degradation in any of the parameters that have
 11 been reviewed.
 12 I don't know if you want to give any
 13 further like specific details, but.
 14 **CHAIR VIOLANTE:** Sure. When we first
 15 presented this, we had about four hundred and forty-
 16 five total cases into the distribution in '24. And
 17 up to this point in '25, we have had a total of eight
 18 hundred and forty-one cases. So, it is still very
 19 positive.
 20 The success has moved from, I believe
 21 it was ninety-four percent to ninety-three percent,
 22 which is still pretty tremendous. So, those are
 23 fantastic numbers and we look forward to this coming
 24 out so that everybody can use this. It's a fantastic
 25 tool. It's showing to be very promising for

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 everybody.
 3 **MR. RABRICH:** Great, thank you. We
 4 had a discussion about where the blood implementation
 5 sits for ground units. There's been progress on the
 6 regulations and there should be more information very
 7 soon.
 8 There's also a -- a group that's
 9 working on best practices. Dr. Isaacs and Dr. Dailey
 10 have been working on recommendations for best
 11 practices and regional implementation of programs, so
 12 there'll be more information on that.
 13 Our clinical data integrity TAG
 14 explained that a lot of initial work has been done.
 15 Looking at 2024 data, and data definitions and the
 16 reason there's been a lot of problems with data
 17 mapping and not being able to get complete data is
 18 because of the lack of a standardization of some of
 19 those data definitions.
 20 So, a review is ongoing of the list of
 21 the commonly used ones of the definitions, and to be
 22 brought here soon for review of what's been found
 23 with that and then attempt to standardize that so
 24 that there's less errors with data mapping and data
 25 dropping out and us being able to use it as

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 actionable data.
 3 There was a discussion about rapid
 4 sequence intubation training and credentialing
 5 process. It was clear that several reasons have a
 6 robust program for this already.
 7 There was discussion that it would be
 8 good to have a baseline or minimum standard of what's
 9 included in that training from a didactic point of
 10 view and stuff across the State that also matches
 11 with what we heard from several of our paramedic
 12 C.I.C.s. that's already being included in initial
 13 paramedic education.
 14 So, training and Ed was very gracious
 15 in agreeing to take a look at that and make some
 16 recommendations, with the idea that we could have a,
 17 some recommendations on training for -- for R.S.I.
 18 There was a discussion about adding
 19 balanced crystalloid solutions to the formulary in
 20 addition to normal saline. And that, you know, with
 21 -- with blood coming and other -- for other reasons,
 22 it may be beneficial to allow a region the option of
 23 using another balanced crystalloid as needed.
 24 So, that will -- that's not an
 25 emergency change, that will be referred to the

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 **MS. REESE:** I will just echo what he
 3 said as far as looking for any participation of, as
 4 far as anyone that might be interested. We've got a
 5 pretty robust group with a great background and
 6 variety of background but certainly welcome anyone
 7 that's interested, so.
 8 **CHAIR VIOLANTE:** Great, thanks.
 9 **MR. DOYNOW:** Okay. So, other issues
 10 that came up at SEMAC, State Medical Director, Ryan
 11 promises that we will have some information soon.
 12 Hopefully a number of people have been interested.
 13 Ryan, if you want to add to that.
 14 **DIRECTOR GREENBERG:** I don't know
 15 about the promise part, but all the paperwork has
 16 been submitted to, you know, our H.R. processes and
 17 we're waiting for that to move forward and get
 18 posted. It will be posted on the State jobs website
 19 and we'll make sure to share that with both the SEMAC
 20 and SEMSCO at the point that it does.
 21 So if you know anyone who might be
 22 interested in being the E.M.S. advisor, that'd be
 23 terrific.
 24 **MR. DOYNOW:** Thank you, Ryan. There's
 25 also was some discussion about term limits. Dave

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 collaborative group to work through the usual
 3 protocol process and be brought back here in the
 4 appropriate place in the protocols with the next
 5 cycle.
 6 The specialty care transport TAG, we
 7 got a -- a very brief introduction of kind of what
 8 the TAG is going to be looking at, our TAG chair, who
 9 is looking for input, they're just getting started.
 10 But it's, it -- the goal is to produce
 11 a -- a set of recommendations that are really best
 12 practice and, you know, not specific protocol but
 13 best practice for how to manage specialty care
 14 transport. They are looking for input.
 15 If you have an interest or particular
 16 expertise in specialty care transport, please reach
 17 out to the chair or the SEMSCO chair and we will make
 18 sure you get connected with the TAG. And we're all
 19 looking forward to their work on that.
 20 **CHAIR VIOLANTE:** And -- and that's
 21 Erin Reese? Uh-huh.
 22 **MR. RABRICH:** Yup. And that -- that
 23 concludes the -- the Med Standards report.
 24 **CHAIR VIOLANTE:** Great. Erin, do you
 25 want to say anything about the S.C.T. TAG?

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 Violante and I are working on the compromise to
 3 hopefully resolve the issue and more to come onto the
 4 next meeting.
 5 There's also a discussion on what
 6 actually is, should be an agency medical director and
 7 that Dr. Dailey is going to take the D.L.A. to come
 8 up with a better idea and that's the end of the
 9 report.
 10 **CHAIR VIOLANTE:** All right, great.
 11 Thank you so much, Don. Are there any questions for
 12 Don, for Med Standards, for SEMAC, S.E.T.? Okay,
 13 great. Hearing none, we'll move on to the committee
 14 reports, Education and Training. Donald.
 15 **MR. HUDSON:** I'm still here and back.
 16 So, hello, everyone. Training and Ed has been
 17 meeting on a monthly cadence virtually throughout
 18 between the meetings, the in-person meetings. We met
 19 yesterday and had a great discussion and continued
 20 discussion.
 21 Not only involving all of our open
 22 items and our ongoing technical advisory groups, but
 23 also welcoming Dr. Heslin to not only the room, but
 24 to the group and to the conversation.
 25 And we stand poised to take on this

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 charge, provide the information on which the original
 3 decisions were made and work towards a resolution so
 4 that everyone can feel better about it. And more
 5 importantly, it serves the needs of the people of --
 6 of New York.
 7 That being said, we don't have any
 8 seconded motions. The biggest thing that I would
 9 report is from Chief Chesney at the division's
 10 education arm, gave a report of calendar year 2025.
 11 There's currently been filed nine hundred and fifty
 12 E.M.S. courses of all levels across New York State.
 13 So that's a pretty big number.
 14 But I bring that up not just to
 15 illustrate the work, the good work that's being done
 16 out there, to not only refresh our current providers,
 17 but also provide newer people with opportunities for
 18 the betterment of patient care.
 19 But also, to bring to the attention if
 20 you are in an area that you have challenges for
 21 travel or finances or whatever the challenge is that
 22 may be precluding you from taking an E.M.T. class, or
 23 -- or the like, please reach out to your region.
 24 Reach out to myself, reach out to the
 25 division so that as best as possible, we may be able

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 to address those challenges. So, we want new blood,
 3 we need new blood. Sometimes they have the best
 4 ideas sparked by questions like, hey, why do you do
 5 it this way? So, we're here, we need you, so reach
 6 out. Thank you.
 7 **CHAIR VIOLANTE:** All right. Thanks,
 8 Don. Any questions for Don in Education and
 9 Training? All right. Great. Moving on to finance
 10 with Steve.
 11 **MR. KROLL:** Good afternoon. The
 12 finance committee received a number of reports and we
 13 do have two seconded motions. The first report was
 14 given by the Director of the Bureau on division, on -
 15 - just an update on hospital offload time delays.
 16 And he reported that the number of
 17 hospitals in the second quarter that had ambulance
 18 offload times of greater than forty-five minutes,
 19 more than ten percent of the time, dropped from six
 20 down to two.
 21 He also shared that there has been a
 22 declining number of reports of long offload delays,
 23 reported to the Department of Health. So, this has
 24 been an episodic problem around the State. Over time
 25 it seems that there may be some improvements and

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 that's a region by region sort of consideration for
 3 each of us.
 4 We continue to encourage regions to
 5 look at their -- their offload times through the
 6 mechanisms like Nassau County has done. And share
 7 any data they have. And we are still looking for an
 8 opportunity to collaborate with the hospital field,
 9 perhaps through liaison to the Public Health and
 10 Planning Council. That is still work in progress.
 11 And -- but it does seem like the data
 12 shows that things are a little bit better in the
 13 second quarter than the first, and we've seen some
 14 progress. Next topic we talked about is the State
 15 plan amendment to implement the new State Medicaid
 16 payment for treat in place.
 17 This was legislation signed into law
 18 by Governor Hochul in 2024. That law requires that
 19 Federal financial participation be obtained for the
 20 law to take effect. And when that law takes effect,
 21 that means that E.M.S. agencies will be able to pay -
 22 - get paid by Medicaid for treatment in place.
 23 And just to review for everybody, we
 24 all know that our Medicaid payment rate is lower than
 25 the cost of actually delivering the service, but for

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 a certain segment of the Medicaid patients, we see
 3 the payment rate is actually zero.
 4 And so that will take your aggregate
 5 rate even lower. And so, this was seen as a way to
 6 see us being reimbursed for things like a diabetic
 7 who is treated in the home. And so, it takes
 8 intravenous medication, it takes our time, it takes
 9 our assessment ability.
 10 But then ref -- decides not to go to
 11 the hospital because this is a diabetic who has, you
 12 know, had low blood sugar incidents many times
 13 perhaps, or several times. And after we, you know,
 14 talk with medical direction, they decide to stay
 15 home.
 16 We use our time, we use our resources,
 17 but we get paid zero. So, we're grateful the
 18 legislature passed that law and that the governor
 19 signed it. But we do need permission from C.M.S. to
 20 implement it.
 21 And so, it is part of a package of
 22 State plan amendments that the State sends into
 23 Washington D.C. periodically for changes in the
 24 Medicaid program. As you might guess, the regulatory
 25 environment at the federal level is quite tumultuous

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 right now.
 3 So, the State plan amendment's been
 4 submitted, but we have not received any feedback.
 5 Other than, we know it's been received. So, the
 6 finance committee did put forward a motion, I'd like
 7 to bring here.
 8 In order to keep this high on the
 9 priority list, the motion is that SEMSCO will write
 10 Commissioner of Health McDonald reinforcing the value
 11 of implementing Medicaid payment for treat in place
 12 and transport to alternate destinations expressing
 13 support for continued efforts towards its expeditious
 14 implementation.
 15 In short, a reminder to the
 16 Commissioner that this is a very important thing.
 17 We're glad that he's working on it. Here is some of
 18 the benefits that it will have for patients in the
 19 State, and just to keep this issue moving forward.
 20 So, certainly open to any discussion
 21 on this. And then, a vote on this and putting that
 22 letter together.
 23 **CHAIR VIOLANTE:** Okay. Any
 24 discussions with Steve? Any questions, thoughts,
 25 concerns? Okay. So, we -- this comes as a seconded

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 motion, so we'll put this as a vote. This is a
 3 letter to the Commissioner, so all those in favor,
 4 please raise your hand?
 5 All those opposed, please raise your
 6 hand? Anybody that abstains, please raise your hand.
 7 Okay, looks like it passes.
 8 **MR. KROLL:** Thank you. Our next
 9 seconded motion has to do with the federal O.B.B.B.A.
 10 or H.R. One legislation that passed in Washington
 11 D.C. since our last meeting that makes major changes
 12 to the Medicaid program.
 13 This will have a major impact on
 14 states all across the country. New York State has
 15 already begin to assess it, how it will change our
 16 Medicaid program. The governor has released some
 17 information on what it does to the State budget.
 18 Impact of about seven hundred and
 19 fifty million dollars in the existing fiscal year,
 20 impact of about three billion dollars in the next
 21 fiscal year. And that number builds over time. This
 22 is rolling out in -- in waves, so to speak. It
 23 doesn't have any specific provisions that are
 24 specific to E.M.S.
 25 But it does change the amount of

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 resources the federal government will put into the
 3 Medicaid program the State will have available both
 4 in the area of coverage of people, the people that
 5 can be covered, but also in the amount of monies that
 6 the State is able to obtain to implement that
 7 coverage.
 8 And so, I think we'll hear a lot about
 9 this over the next several years. It will certainly
 10 be a very hot topic in the next legislative session
 11 in -- and of course, being in -- in New York, we --
 12 we have many populations that we provide coverage to
 13 that will no longer be favored.
 14 That we will provide coverage to as a
 15 constitutional mandate because the New York State
 16 Constitution entitles those people to coverage. And
 17 so, our State will have to figure out how to
 18 calibrate that.
 19 There is a summary of this document
 20 that was put together by the National Association of
 21 E.M.T.s. that's on the table out -- outside for
 22 anybody who hasn't picked it up but it's in the
 23 packet for everybody that is on the SEMSCO and SEMAC.
 24 But we do have one issue in that
 25 legislation that is an opportunity for healthcare,

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 and that is a rural healthcare transformation
 3 program. As part of the negotiations to get the
 4 votes to pass this legislation that reduces Medicaid
 5 spending, a fifty-billion-dollar fund was established
 6 that will be allocated to states between 2026 and
 7 2030.
 8 That will allow states to apply for
 9 monies for rural healthcare transformation programs.
 10 And we know that states are now putting together
 11 their applications to apply for this money, New York
 12 included.
 13 And it's an opportunity to advance
 14 healthcare programs that will transition to a more
 15 efficient healthcare system that will -- will -- and
 16 there's, if you want to go and look at it on the
 17 C.M.S. website there's a rural healthcare
 18 transformation website.
 19 And it talks about the ten different
 20 possible uses of those funds. A lot of those are in
 21 line with the types of things we are trying to do as
 22 E.M.S. in our communities to make the healthcare
 23 system more efficient, to make sure that care gets to
 24 the right people.
 25 So, New York State has a group that is

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 working on putting together their application. The
 3 federal government has given a very short timeline
 4 for this application. It's got to be done in just a
 5 short matter of months.
 6 When we talked about it, Executive
 7 Deputy Commissioner Heslin gave a suggestion to us
 8 that we reach out to the Office of Rural Health and
 9 offer to engage with them in giving input for how
 10 E.M.S. can collaborate with hospitals and other
 11 healthcare providers to maybe use some of these funds
 12 in a way that makes the healthcare system more
 13 accessible to people, more efficient.
 14 So, we bring forward the following
 15 motion that the SEMSCO will write to the Commissioner
 16 of Health McDonald, reinforcing how E.M.S. could
 17 contribute to the New York State Rural Transformation
 18 Funding Application.
 19 And have a workgroup reach out to the
 20 director of the New York State Department of Health,
 21 Office of Rural Health to facilitate the integration
 22 of E.M.S. representatives into the application
 23 development process.
 24 We have identified a few people that
 25 would be part of that reach- out group. We're

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 talking about Michael Benanti, who is the vice chair
 3 of the State's Rural Health E.M.S. Task Force, Aidan
 4 O'Connor, also present here today, who is a member of
 5 that task force. And myself would reach out to the
 6 Office of Rural Health Offering.
 7 I mean, we'll -- we'll do it tomorrow.
 8 Really, it's on a very tight timeframe to say that
 9 we'd like to represent the E.M.S. field and bring
 10 information on how perhaps we can collaborate. So,
 11 that is a seconded motion.
 12 **CHAIR VIOLANTE:** So, Steve, I just
 13 want to unpack that a smidge. You have a motion, you
 14 have two things. You have a motion and the creation
 15 of a TAG to do that work, yes?
 16 **MR. KROLL:** If you would like to do it
 17 that way, yes. I am -- I was assuming that the work
 18 group was not an official TAG, but if you'd like to
 19 make it one, I -- and make that a -- a subsequent
 20 motion, that would also be awesome.
 21 **CHAIR VIOLANTE:** I just wanted to make
 22 sure all those things were inclusive in the motion.
 23 **MR. KROLL:** Yes.
 24 **CHAIR VIOLANTE:** They are? Okay. So,
 25 a motion for what is up on the screen and what Steve

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 has read for all of that, Mike Benanti, Aidan
 3 O'Connor. Are you guys amenable to this? Yes, and
 4 yes. Wonderful. All right. So, there's a seconded
 5 motion with all that from Steve.
 6 Any discussion, any other questions
 7 for him on this? Okay. All those in favor, raise
 8 your hand. Anybody opposed, raise your hand? And
 9 any abstentions, raise your hand. Okay, great. So
 10 that passes. Thank you.
 11 **MR. KROLL:** Oh, thank you very much.
 12 Couple other quick things. The committee has
 13 finished its work on the budget recommendations to be
 14 submitted for next year's New York State budget for
 15 the Aid to Localities funding.
 16 The number, the -- the amount of money
 17 was -- was voted on at the last SEMSCO meeting. The
 18 document with the writeup is, I'm waiting for final
 19 comments to fine tune it from members of the
 20 committee and will be submitted probably either on
 21 Friday or Monday of next week.
 22 So, we made it on time this year.
 23 We've been trying to get the right timing and that
 24 will be given to the Department of Health with our
 25 recommendations at the very beginning of the State

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 budget process.
 3 Ryan already spoke about the
 4 importance of the -- the getting the contracts in
 5 place for the program agencies in order to utilize
 6 the special funding for recruitment and retention and
 7 for the paramedic scholarships.
 8 We have asked the regions that have
 9 been able to use the money this year to do little
 10 case studies for us that we can bring forward and use
 11 as examples to -- for other regions to use. So, at
 12 the next meeting of the committee, we'll look at how
 13 people have successfully used these monies for rural
 14 -- rural.
 15 I'm sorry for recruitment and
 16 retention, and for paramedic scholarships. So,
 17 that's a positive to see this starting to move
 18 forward.
 19 The last thing I do want to mention is
 20 something that's happening at the federal level that
 21 I think everybody should be watching, the current
 22 Medicare add-on payments to the ambulance rate expire
 23 on September 30th, 2025.
 24 Without extension of these ground
 25 ambulance payment add-ons on October 1, urban

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 ambulance services will see a two percent Medicare
 3 cut. Rural ambulance services will see a three
 4 percent Medicare cut and super rural ambulance
 5 services will receive a twenty-two-point six percent
 6 Medicare cut.
 7 You've heard this from me before
 8 because we fought this battle in the spring and
 9 Congress renewed the funding for several months
 10 through the end of the State fiscal year.
 11 This is part of a package of Medicare
 12 programs that expire, that has been a hot potato in
 13 renewed the Medicare dependent hospital program. For
 14 example, telemedicine flexibilities. Those are all
 15 going to be before Congress.
 16 And if you watch what's happening in
 17 the media, you know that the funding of the federal
 18 government ends on September 30th. They have to pass
 19 legislation to move this forward. They could pass
 20 short-term legislation, they could pass long-term
 21 legislation.
 22 I think it's not -- it's common
 23 knowledge that not everyone in Congress is aligned
 24 with each other on how to deal with fiscal issues.
 25 And so, it's very important that they remember that

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 while they're doing battle on these bigger issues
 3 that have nothing to do with E.M.S., that our
 4 payments need to get extended.
 5 So, I would ask anybody who is
 6 interested to go to the N.A.E.M.T. website and under
 7 the advocacy tab, there is what is called the online
 8 legislative service, takes you three clicks to get
 9 there. N.A.E.M.T., advocacy and Online Legislative
 10 Service.
 11 And if you go to the Protecting Access
 12 to Ground Ambulance Medical Services Act, you can
 13 send a letter to your member of Congress in less than
 14 two minutes, that is providing your support for that
 15 legislation.
 16 We're trying to get as many people to
 17 communicate to Congress that while you fight out your
 18 big battles about how the federal governments can be
 19 funded, don't cut ambulance providers.
 20 And what is happening here is, if they
 21 -- if they forget about this because they're busy
 22 doing something else, we will actually see our
 23 Medicaid rates, Medicare rates drop October 1. And
 24 of course, for most of us, Medicare is one of our
 25 biggest payers.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 So, please if you're willing to take
 3 the five minutes to do that, that'd be -- great.
 4 Last thing, Ryan, you didn't talk about the SUNY
 5 Reconnect program. Would you like to -- me to do
 6 that, or you want to talk a little bit about that?
 7 **DIRECTOR GREENBERG:** I was going to
 8 read the letter from one of our program agencies and
 9 talk about Reconnect.
 10 **MR. KROLL:** Okay. So, I'm finished,
 11 and Ryan is going to talk about Reconnect. At our
 12 last meeting, we looked at how paramedic students
 13 were paying for paramedic class. And we were
 14 surprised with the result.
 15 We found that seventy-two-point four
 16 percent of paramedic students in New York State self-
 17 finance their classes. And then about twenty-five
 18 percent were getting either some support from their
 19 employer or their employer was paying for it.
 20 And we thought, what are we going to
 21 do with that information? How is that relevant to
 22 our workforce shortage? And Ryan can tell you about
 23 one of the things that's being done.
 24 **DIRECTOR GREENBERG:** So, as we
 25 mentioned before, those program agencies that are in

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 contract, which is about nine of -- nine of them have
 3 the ability to submit for a paramedic grant. The
 4 grant is for twenty thousand dollars to fund at least
 5 two paramedics within their region to go to paramedic
 6 school.
 7 There are two E.M.T.s to go to
 8 paramedic school. One of our -- our program agencies
 9 started this last year, and actually was able to fund
 10 three of their paramedic students because of what
 11 paramedic school costs in that region.
 12 And so that's pretty exciting, and
 13 actually received a letter recently. So, I'm just
 14 going to read part of it. I'm writing you to
 15 sincerely thank you for the scholarship you awarded
 16 me.
 17 As a paramedic student, this support
 18 not only eases the financial burden of my education,
 19 but also fuels my motivation to make a difference in
 20 our community. This scholarship is more than just
 21 funding, it's an investment in my future. Thank you
 22 so much for your generosity.
 23 And so, just a little bit of, you
 24 know, this is a brand new program and to see this
 25 type of response already. I just want to say thank

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 you to -- to everyone around the room and the program
 3 agencies and REMSCOs that, you know, are working to
 4 get this funding out to, you know, really provide
 5 paramedic funding for thirty-six to possibly even
 6 more paramedics each year.
 7 So, thank you for that and thank you
 8 for the work that you're doing on that. In addition
 9 to that, funding thirty-six paramedics is exciting.
 10 The ability to fund more is even more exciting.
 11 And so, there is a governor's program
 12 that was released earlier this year called the SUNY
 13 Reconnect Program. This program is designed for
 14 individuals who are ages twenty-five to fifty-five
 15 who don't have a college degree already and is
 16 interested in going back for a degree at a local
 17 community college, a SUNY community college.
 18 And this program is really focused on
 19 areas where we are -- the workforce is in need of
 20 providers. And so, there's a number of different
 21 things in information technology and nursing. And,
 22 you know, it was included for paramedics.
 23 Paramedics that want to go, or
 24 E.M.T.s. that want to go back to paramedics to gain
 25 their paramedic certification, as well as their

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 eligible for this opportunity. So, just wanted to
 3 say, you know, we're excited about that, more
 4 information to come. We'll be working on those
 5 guidance documents along with our leadership.
 6 There are very helpful websites out
 7 there right now. If you Google SUNY Reconnect, it
 8 will come up. You know, there's a global one for the
 9 Statewide, and then I believe many of the colleges
 10 individually have created webpages on their own.
 11 So, just want to say thank you on that
 12 one. Happy to take any comments or questions and I
 13 think Sally --
 14 **MS. DRESLIN:** Just on that, I think
 15 CUNY's participating as well so in the city.
 16 **DIRECTOR GREENBERG:** Yes. So, thank
 17 you for that. So, that was one of the situations
 18 where at first, we did not see CUNY and it come to
 19 find out that we didn't, and actually the division
 20 has had a meeting with CUNY to talk about that and
 21 what the opportunities are.
 22 As well as, you know, the opportunity
 23 to do some joint collaboration again, on getting the
 24 right message out. So, all three of our paramedic
 25 programs in New York City are eligible for the

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 degree because you do have to gain your degree. This
 3 program allows you to go back and have it be funded
 4 for.
 5 And so, it's really exciting to -- to
 6 see this program being rolled out. It's exciting
 7 that they included E.M.S. in this program and really
 8 broadens and opens the door for many. Twelve of our
 9 twenty-four paramedic programs are in community
 10 colleges. So, twelve of our twenty-four programs are
 11 eligible to participate in this program.
 12 And so, again, you know, exciting to
 13 see this -- the division of State E.M.S. is actually
 14 working with -- with our leadership and with the
 15 governor's office to work on informational documents
 16 that are specific for E.M.S., specific for E.M.S.
 17 providers to help them navigate, you know, how to
 18 find out if they're eligible or things like that.
 19 Like we said, you do have to be age
 20 twenty-five to fifty-five. What we thought was about
 21 thirty percent of our paramedics in school. In that
 22 age bracket, we actually were off. It is fifty to
 23 sixty percent of our paramedics are in that age
 24 bracket.
 25 And so again, even more that might be

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 Reconnect Program.
 3 **CHAIR VIOLANTE:** All right, great.
 4 Thank you, everybody. Any comments, questions,
 5 suggestions for Steve and/or Ryan about any of that?
 6 Okay, great.
 7 **MS. DRESLIN:** I have a question.
 8 **CHAIR VIOLANTE:** I'm sorry, go ahead.
 9 **MS. DRESLIN:** Sorry.
 10 **CHAIR VIOLANTE:** No worries.
 11 **MS. DRESLIN:** Just on the reduction in
 12 offload times, I'm just curious if we know what's
 13 driving those changes or agencies or hospitals doing
 14 some interventions so we can like, what's up?
 15 **DIRECTOR GREENBERG:** Yeah, I would
 16 love to say that it was, you know, the innovate --
 17 interventions of everything that's happened. You
 18 know, one of the things that we committed when we
 19 first started looking at it was really just to take a
 20 conversational approach on some of it, to have a
 21 conversation with, you know, the E.R.s.
 22 Is there anything we can do from an
 23 E.M.S. point of view? We were waiting for a quarter
 24 or two to pass and, you know, to really stem and
 25 start getting those sort of very few conversations.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 On our second quarter, it dropped.
 3 So, I think it was just the mere
 4 presence of the opportunity to have a discussion has
 5 led to the drastic reduction. But it's going to be
 6 something that we'll continue to watch and, you know,
 7 foster from just a positive collaboration point of
 8 view.
 9 **CHAIR VIOLANTE:** Okay. Anything else?
 10 All right, great. Moving on to Systems with Mark.
 11 Mark Deavers.
 12 **MR. DEAVERS:** Thank you, Mr. Chair.
 13 Systems has been meeting, has a couple of TAGs
 14 running that have been meeting at least on a monthly
 15 cadence right now. The first one that's been
 16 longstanding formally when I did the agenda it was
 17 still called the O six O six rewrite.
 18 You know, it is now on Boardable,
 19 something along the lines of C.O.N. update or future
 20 of C.O.N. or something like that. One of the things
 21 we found as we were meeting is we always came back to
 22 this twenty-page packet called O six O six.
 23 When really the goal of the whole
 24 thing was to take that packet, put it in the
 25 shredder, come up with our own way to do C.O.N.s, and

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 then write another version of O six O six, that would
 3 be like twenty-six O six or something like that.
 4 But we kept reverting back to the
 5 original document that has created us many nightmares
 6 over the past. So, where we're going to be moving in
 7 the for -- in the future is to give Gina and George
 8 ten to fifteen points to let them turn into a C.O.N.
 9 process, regu -- regulations.
 10 At which time we will then draft, or
 11 somebody will draft twenty-six O six or whatever it
 12 ends up being. Performance standards are still in
 13 draft form and they will be coming at some point in
 14 time.
 15 Low acuity calls, we've met a few
 16 times. One of the things we definitely identified is
 17 there's no way to stop that initial encounter and we
 18 kind of went with the best idea, at least, initially.
 19 Or at least our plan is to knock down
 20 the silos and interact with other members of the
 21 healthcare system. You know, if they can't get out
 22 of their car because they've got steps and they can't
 23 get up the steps.
 24 You know, what can we do to facilitate
 25 getting a ramp built for them, or whatever the case

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 may be. And also, who could have been an alternative
 3 responder be in that case? So, we will be -- we'd
 4 have more on that.
 5 Hopefully at least a draft document or
 6 a draft flow chart or a draft something for the
 7 December meeting.
 8 **CHAIR VIOLANTE:** All right, great.
 9 Thank you so much, mark. Any questions for Mark and
 10 Systems? Okay. Moving on to Legislative with Tim.
 11 **MR. EGAN:** Good afternoon and thank
 12 you, Mr. Chairman. Since our last meeting in May,
 13 we've had a robust meeting schedule. We've been
 14 meeting at least monthly, sometimes bimonthly, or
 15 excuse me, biweekly. And our focus has been in
 16 anticipation of bills that have been passed in the
 17 legislature that have not yet been signed by the
 18 governor.
 19 But the goal of our committee has been
 20 to come up with guidance for counties, cities,
 21 villages, and towns to prepare for the creation of a
 22 comprehensive plan for each of those areas, for each
 23 of those counties.
 24 And what we're doing is, is working on
 25 a collection of bullet points to facilitate that

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 process. We hope to have more for that at the
 3 December meeting, perhaps a document of some type.
 4 And yesterday -- yesterday we had our
 5 legislative committee meeting and we also discussed
 6 regulatory packet updates, one of which we'll be
 7 voting on later today. That would be the equipment
 8 and vehicle standards.
 9 So, that's coming all the way through
 10 the process and is ready to be voted on. And we had
 11 George, from the policy shop at the division give us
 12 an update on the other regulations that are going
 13 through the process.
 14 And that was pretty much it. We have
 15 no seconded motions to vote on today from the
 16 Legislative and Regulation Subcommittee, so that's
 17 really it.
 18 **CHAIR VIOLANTE:** All right.
 19 Excellent. Thank you so much, Tim. Any questions
 20 for Tim and for Legislative Regulation? Okay.
 21 Moving on to Safety with Andrew Knoell.
 22 **MR. KNOELL:** Good afternoon. Thank
 23 you, Mr. Chairman. First, I just want to say thank
 24 you to everybody who's worked on the equipment and
 25 vehicle regs over the last eight plus years. A

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 special thanks to the committee that started out on
 3 that.
 4 I'm not going to remember everyone's
 5 name, so I'm not going to mention and not hurt their
 6 feelings. But a special thank you to George and Gina
 7 to help get a -- get this over the finish line for
 8 us. So, thank you to them.
 9 We have no seconded motions. Just a
 10 couple brief updates that we talked about. We've
 11 been meeting for a couple TAGs on a biweekly cadence
 12 or a monthly cadence for some of them. A couple of
 13 them have kind of fallen off, but we're going to
 14 reinvigorate those here in the fall.
 15 We have a hazardous response plan that
 16 we're incorporating Ed Major and Rich Parish is going
 17 to be the co-chair with Carol. So, continue to work
 18 on that.
 19 The restraint policy will have a draft
 20 document for December's meeting. Stretcher
 21 operations has taken some unique twist and some buy-
 22 in from some big-time manufacturers as it relates to
 23 with Stryker Inferno and meeting with some of their
 24 engineers.
 25 And Scott Clark gave us an update on

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 the red lights and sirens TAG, and we'll continue to
 3 work on that. And then we're going to have a
 4 tabletop exercise for December's meeting.
 5 **CHAIR VIOLANTE:** Okay. Great. Thanks
 6 so much, Andy. Any questions for Andy and for the
 7 Safety committee? Wonderful. Moving on to Quality
 8 Metrics with Beth McGown.
 9 **MS. MCGOWN:** Good morning, Mr. -- good
 10 afternoon, Mr. Chair. We have no seconded motions.
 11 Our committee has met every month during the summer.
 12 Couple things of note. Our regulations packets of
 13 the documentation, regulations, and the performance
 14 standards are still being worked on.
 15 We are working with the Quality Metric
 16 survey to be a survey that sent out as part of the
 17 agency's self-assessment before regulatory compliance
 18 inspection. We have a first draft of the survey
 19 product, and Ed and Peter are working on the internal
 20 steps to facilitate that rollout.
 21 We have a bunch of quality metrics
 22 education coming up during the Vital Signs Pre-
 23 Conference. We have the N.A.E.M.S.P. Quality
 24 Improvement Workshop. And during the conference
 25 itself, Measure What Matters, Taking the Vital Signs

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 of your E.M.S. systems will be Saturday at one
 3 o'clock and New York City will be offering a one-day
 4 course very similar to the Vital Signs Pre-Conference
 5 on October 15th.
 6 In the handouts, you saw a package
 7 from Muru showing the statistics and analytics for
 8 use of the app, for looking up searches, protocol
 9 updates, regional updates, and that was distributed
 10 both electronically and through Boardable. End of
 11 report.
 12 **CHAIR VIOLANTE:** Great. Thanks so
 13 much, Beth. On that Muru app, you know, looking for
 14 some of the higher searches that are on there, the
 15 things most searched that can give folks and agencies
 16 and regions a -- a good glance of maybe those are
 17 areas that need to have some education or take a look
 18 at those things.
 19 Why are they the most searched, are
 20 the most complex or what is it? And also, for
 21 anybody interested, I'll continue to plug the Quality
 22 Metrics Committee work providing the quality
 23 improvement manual that's on the website.
 24 Please go take a look at that. It's
 25 an easy process. Please reach out with any questions

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 on any of that process. There's a quick start guide
 3 there. This is something that's really good for
 4 agencies that you can look at your own data and for
 5 regions and program agencies as well that can look at
 6 regional data and do some regional education.
 7 And/or regional impacts to their
 8 systems based on what they're finding. So, a lot of
 9 good work by that committee previously and continued
 10 in looking at data and what that data means and looks
 11 like. So, thanks so much, Beth. Any questions for
 12 Beth? Yes, Andy.
 13 **MR. KNOELL:** No comm -- or no
 14 question, just a comment.
 15 **CHAIR VIOLANTE:** Yes.
 16 **MR. KNOELL:** I did appreciate the
 17 people in our region and the agency leaders did
 18 appreciate the Muru update that we submitted out
 19 there, and they found it to be useful, so thank you
 20 for that.
 21 **CHAIR VIOLANTE:** Wonderful. And whose
 22 next. Okay. No other questions for Beth, then
 23 Innovations and Research, Dr. Redlener.
 24 **MR. REDLENER:** Hi. Good afternoon,
 25 everyone. The E.M.S. Innovations and Research

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 Committee does not have any seconded motions from our
 3 work. There's several updates related to the work
 4 streams that we have been involved with.
 5 The first is related to our behavioral
 6 health work group with Dr. Jen Goldman. We've -- we
 7 are working on finalizing documents for guidance to
 8 regions for the interaction between E.M.S. and the
 9 crisis stabilization centers. That work is coming
 10 along.
 11 There'll be some great kind of
 12 guidance about what those crisis stabilization
 13 centers are and how some best practices around
 14 coordinating E.M.S. with those crisis stabilization
 15 centers.
 16 The second part to that is that we're
 17 working -- we'll be working on a -- an educational
 18 plan to support this effort. There's a lot of great
 19 existing training around mental health and behavioral
 20 health that we'd like to incorporate and help support
 21 this effort.
 22 The second work stream is from the
 23 research work group. Thanks again to -- to the team
 24 at the -- at the division who are working to help us
 25 finalize the research and pilot project pathway which

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 is -- will be a policy that will help guide research
 3 and pilot projects in New York State in E.M.S. So,
 4 thanks to -- thanks to that group.
 5 And the second one, I would just like
 6 to reiterate what Director Greenberg had said, which
 7 the pre-hospital research forum of this past June was
 8 an incredible success.
 9 And, you know, it's an amazing thing
 10 to see that -- that the work from that workshop is
 11 already engaging folks who didn't have research
 12 experience before and elevating research in New York
 13 State to E.M.S. Expo and other -- and other forums.
 14 So, I'm happy to see that that has
 15 been a success, and I understand that there's more
 16 planned in the future. So, we'll -- we'll be talking
 17 about that hopefully more.
 18 Third one is the SEMSCO Wadsworth
 19 collaboration -- Wadsworth labs collaboration, the
 20 phase one of this project is almost complete. It's a
 21 resource document for E.M.S. around the CLIA-waived
 22 labs that are currently available.
 23 It's actually in the research for the
 24 project, there is a lot more that we can do with a
 25 simple CLIA-waived status. And so, we hope to make

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 that a resource for projects and -- and programs that
 3 are looking to do more labs in the field.
 4 It -- it really runs, you know, in
 5 support of community paramedicine as it develops, and
 6 we think it's a great -- great effort. The second
 7 phase which we'll be working on is really for the
 8 moderately complex tests.
 9 It requires a whole system of -- of
 10 development for many --that's beyond many E.M.S.
 11 agencies capabilities. We'll be looking at policy
 12 recommendations to help improve access to -- to labs
 13 that are not currently CLIA-waived.
 14 The -- and the last work stream that
 15 I'll mention is the artificial intelligence work
 16 group that has been working to -- working to
 17 articulate some challenges in -- in A.I. and -- and
 18 also give a bigger kind of perspective on the
 19 opportunities for A.I. in E.M.S.
 20 And thanks to Dr. Heslin for his
 21 leadership on kind of connecting with the broader
 22 A.I. work group in Department of Health, that is, we
 23 want to make sure that we're aligned with that work.
 24 And so, we -- we appreciate their
 25 guidance on how to approach this. The main -- the

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 primary output that I think is, will be in -- in the
 3 next several weeks is really an advisory to the
 4 E.M.S. community.
 5 And the use of generative A.I.
 6 documentation tools. Just ensuring that it's in line
 7 with HIPAA, that we are you know, practicing you
 8 know, with HIPAA in mind, when we use tools that are
 9 available to us.
 10 You know, as we -- as I understand it,
 11 there is current use of these tools in practice. And
 12 so I think all agencies, this is a reminder to all
 13 agencies that this is -- is -- is a serious issue
 14 that, you know, deserves the highest level of
 15 attention.
 16 So, yeah. We are also working in
 17 support of the plans for counties related to E -- the
 18 E.M.S. plans, as well as we -- we stand by to support
 19 the community paramedicine efforts. So, thanks.
 20 Thanks a lot.
 21 **CHAIR VIOLANTE:** Wonderful. Just a
 22 ton of work being done by the committee, a lot of
 23 great work especially with all the A.I. and
 24 everything happening in -- in that particular field.
 25 So, watch your A.I. and what's going on out there.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 Any questions for Dr. Redlener?
 3 (off the record 2:39 p.m.)
 4 (On the record: (2:39 p.m.)
 5 **CHAIR VIOLANTE:** Okay, great. Those
 6 are -- let me see, E.M.S.C. Amy Eisenhauer, sorry.
 7 **MS. EISENHAUER:** Hi, Amy Eisenhauer
 8 E.M.S. for Children Program Manager. So, Dr. Cooper
 9 had to leave to go back early for some work at his
 10 hospital, and I will be giving our report.
 11 Over the past few years, we've been
 12 working on some pediatric agitation videos to go
 13 along with the updated protocols that these
 14 committees have passed for education for E.M.S.
 15 providers, I'm happy to say that those have been
 16 recorded and they are in the process of being edited.
 17 Our hope is to have the completed
 18 content for our December meeting, which is before
 19 this meeting. So, hopefully we will have more on
 20 that at our next joining.
 21 We also talked in depth about
 22 procedural comfort for pediatric patients. We were
 23 calling it procedural sedation, but through
 24 discussion we found that procedural sedation is more
 25 associated with being anesthetized in hospital. This

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 is more for when children need to be de-escalated,
 3 maybe they're going to get an I.V. or an examination.
 4 Or they have to get some other
 5 procedure that doesn't require anesthesia in hospital
 6 but is scary to them and probably to many of us. So,
 7 we were talking more about their comfort and how to
 8 make that happen, and what process we should take.
 9 So I believe the next step will be a
 10 survey and that will be built by the next time we
 11 meet in December. And the idea is that we will
 12 disseminate that to our Always Ready For Children
 13 hospitals and those pediatric emergency care
 14 coordinators in those facilities, which at this point
 15 is probably about a hundred, so we do have a good
 16 sampling, if your hospital is interested in joining
 17 Always Ready for Children and being recognized for
 18 your pediatric readiness or interested in pediatric
 19 readiness, I'm happy to chat with you about that
 20 program.
 21 Also, I'm excited to announce under
 22 the larger federal E.M.S. for Children umbrella
 23 during COVID something was born called the Pediatric
 24 Pandemic Network. And initially, obviously many of
 25 us here are familiar that COVID was not a good time.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 And so, the P.P.N. came about during
 3 COVID when we recognized that children see many
 4 different illnesses and ailments, and that they were
 5 definitely affected by COVID. But that later -- in
 6 later years when we had the tripledemic and the quad-
 7 demic related to a bunch of pandemic different
 8 illnesses.
 9 So, here in New York State, Cohen's
 10 Children's and Dr. Matthew Harris were recently
 11 awarded to be the P.P.N. node for FEMA region two.
 12 They just had some kickoff meetings a few months ago
 13 that we went to and we're very excited to have them
 14 here in New York State and to work with them as we
 15 expand our pediatric preparedness.
 16 Also, Dr. Cooper had mentioned
 17 earlier, but if you weren't here for that part, this
 18 winter the N.P.R.P. will be launched again. So, it
 19 is the assessment for hospitals to look at their
 20 pediatric readiness.
 21 Obviously, we do it here in New York
 22 State on a Statewide basis, you will hear me soon
 23 say, please complete your surveys, I will be emailing
 24 and calling you if you work at a hospital. But it's
 25 a national survey so that we can have a larger

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 picture on pediatric readiness across the United
 3 States and our territories.
 4 So that will be coming out this
 5 winter. More information will be out in the next few
 6 months, like when it starts, what the dates are and
 7 my team will be reaching out to you.
 8 Also, I'm very excited about P.C.R.F.
 9 as Dr. Redlener mentioned, kind of, our launch to
 10 research at Vital Signs. I did want to give kind of
 11 a -- an honorable mention, two of the abstracts that
 12 came out of P.C.R.F. are in the top eight at E.M.S.
 13 world for their research awards.
 14 And one of them is a pediatric
 15 abstract called documentation of weight in pediatric
 16 911 responses with administration of weight-based
 17 medications. And this is also a NEMSQUA quality
 18 measure, I believe it's Three B. Awesome, Three B.
 19 So I -- very excited that pediatric
 20 research is ongoing and is being noticed not just
 21 here in New York State, but at the national level.
 22 And then of course Vital Signs is coming and I'm
 23 biased, but there are some pediatric classes there,
 24 or pediatrics included in those classes.
 25 There will be an airway house of

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 horrors because it'll be just after Halloween, so
 3 that's appropriate. But thanks to Air Methods for
 4 working with us to put that together. So, Air
 5 Methods is putting on an airway course and some of
 6 that content will be, of course, inclusive of
 7 pediatrics, including pediatric SALAD mannequins and
 8 other SALAD mannequins.
 9 We will also have some classes during
 10 the main conference A&P of pregnancy, planned at home
 11 birth, a class on neonates, and then a class on basic
 12 pediatric assessment. So, we're excited to have
 13 pediatrics included throughout New York State.
 14 **CHAIR VIOLANTE:** Wonderful. Thank you
 15 so much, Amy. Any questions for Amy? All right,
 16 very good. We do not have a STAC update and so we'll
 17 move to old business. And Ryan, any update on the
 18 Rural Ambulance Services Task Force Report?
 19 **DIRECTOR GREENBERG:** No update at this
 20 time.
 21 **CHAIR VIOLANTE:** Okay. If there's
 22 anybody in the room that could help facilitate that,
 23 that would be wonderful. New business, we move on to
 24 the regulation --
 25 **MR. MCEVOY:** Mr. Chair?

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 **CHAIR VIOLANTE:** Yes, sir.
 3 **MR. MCEVOY:** I -- I do have an old
 4 business item.
 5 **CHAIR VIOLANTE:** Okay.
 6 **MR. MCEVOY:** About a year ago several
 7 of us met with TPIC to talk about APOT, Ambulance
 8 Patient Offload Times, and we're aware that they had
 9 written a report on that. And a couple meetings ago
 10 we asked if we could get our hands on that report, so
 11 I just want to see what the status of that is.
 12 **DIRECTOR GREENBERG:** I don't know the
 13 report was released from TPIC yet on that. I think
 14 they were working on a report, but I don't know that
 15 they've released a report.
 16 **MR. HESLIN:** That report was actually
 17 never completed.
 18 **CHAIR VIOLANTE:** Okay. Thanks, Mike,
 19 Dr. Haslin, and Ryan. Onto the regulation update,
 20 Ryan, do you want to do this?
 21 **DIRECTOR GREENBERG:** So, I am going to
 22 have George do this one, but this -- this is the
 23 exciting part so, this is multiple years in the
 24 making. We're really excited to be here related to
 25 this, again, thank you to everybody who helped get us

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 to this point in modernizing our equipment
 3 regulations and -- and what this has for the future.
 4 And -- and again, just thank you. So, George.
 5 **MR. STUHMILLER:** Thank you. And
 6 before I begin, I just want to take a moment to
 7 acknowledge the efforts of my colleague, Gina -- Gina
 8 because without her diligence and perseverance, we
 9 probably would not be voting on this regulation
 10 today.
 11 So, with that said the proposed
 12 regulation and the change log were offered here at
 13 the table at the front. So with that, I will just
 14 say that the New York State Department of Health
 15 published a notice of proposed rulemaking in the
 16 State register on July 10th, 2024, regarding
 17 amendments to Part 800 of -- Part 800 of ten of New
 18 York codes, rules and regulations pertaining to
 19 vehicle and equipment regulations for ambulances,
 20 emergency ambulance, services vehicles, and advanced
 21 life support first response services.
 22 The department received several
 23 comments from individuals, professional
 24 organizations, and members of both regional and State
 25 emergency medical services councils during the

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 initial comment period, which required substantive
 3 changes to the proposed rulemaking.
 4 The New York State Department of
 5 Health subsequently published a notice of revised
 6 rulemaking in the State register on June 25th, 2025,
 7 with revisions made to address the comments received
 8 during the initial comment period.
 9 The Department received thirteen
 10 public comments from individuals, professional
 11 organizations, and members of both regional and State
 12 Emergency Medical Services Councils. The comments
 13 led to none -- non-substantive clarifications.
 14 At this time, the regulatory package
 15 has been shared with members of the SEMSCO and it is
 16 ready to be voted on by the council for adoption.
 17 **CHAIR VIOLANTE:** Okay, great. Thanks
 18 so much, George. Again, this has been posted,
 19 reviewed, commented, and is back and has been posted.
 20 And so, it is time now for us to vote since this is a
 21 regulatory change, we'll need a roll call vote for
 22 this. So, Amanda, if you could present that.
 23 **SECRETARY SHULTZ:** Stephen Cady?
 24 **MR. CADY:** Stephen Cady, yes.
 25 **SECRETARY SHULTZ:** Scott Clark?

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 **MR. CLARK:** Scott Clark, yes.
 3 **SECRETARY SHULTZ:** Dr. Crupi?
 4 **MR. CRUPI:** Dr. Crupi, yes.
 5 **SECRETARY SHULTZ:** Mark Deavers?
 6 **MR. DEAVERS:** Mark Deavers, yes.
 7 **SECRETARY SHULTZ:** Sally Dreslin?
 8 **MS. DRESLIN:** Dreslin, yes.
 9 **SECRETARY SHULTZ:** Donald Du Vall?
 10 **MR. DUVALL:** DuVall, yes.
 11 **SECRETARY SHULTZ:** Timothy Egan?
 12 **MR. EGAN:** Tim Egan, yes.
 13 **SECRETARY SHULTZ:** Mickey Forness?
 14 **MS. FORNESS:** Mickey Forness, yes.
 15 **SECRETARY SHULTZ:** Carl Gandolfo?
 16 **MR. GANDOLFO:** Carl Gandolfo, finally,
 17 yes.
 18 **SECRETARY SHULTZ:** Gregory Gill?
 19 **MR. GILL:** Greg Gill, yes.
 20 **SECRETARY SHULTZ:** Teresa Hamilton?
 21 **MS. HAMILTON:** Teresa Hamilton, yes.
 22 **SECRETARY SHULTZ:** Donald Hudson?
 23 **MR. HUDSON:** Hudson, yes.
 24 **SECRETARY SHULTZ:** Dr. Isaacs?
 25 **MR. ISAACS:** Isaacs, yes.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 **SECRETARY SHULTZ:** Alfred Kim?
 3 **MR. KIM:** Al Kim, yes.
 4 **SECRETARY SHULTZ:** Steve Kroll?
 5 **MR. KROLL:** Steve Kroll, yes.
 6 **SECRETARY SHULTZ:** Andrew Knoell?
 7 **MR. KNOELL:** Knoell, yes.
 8 **SECRETARY SHULTZ:** Jared Kutzin?
 9 **MR. KUTZIN:** Kutzin, yes.
 10 **SECRETARY SHULTZ:** Michael McEvoy?
 11 **MR. MCEVOY:** McEvoy, yes.
 12 **SECRETARY SHULTZ:** Elizabeth McGown?
 13 **MS. MCGOWN:** McGown, yes.
 14 **SECRETARY SHULTZ:** Maryanne Portoro?
 15 **MS. PORTORO:** Maryanne Portoro, yes.
 16 **SECRETARY SHULTZ:** Dr. Rabrich?
 17 **MR. RABRICH:** Rabrich, yes.
 18 **SECRETARY SHULTZ:** Dr. Redlener?
 19 **MR. REDLENER:** Redlener, yes.
 20 **SECRETARY SHULTZ:** Erin Reese?
 21 **MS. REESE:** Reese, yes.
 22 **SECRETARY SHULTZ:** David Simmons?
 23 **MR. SIMMONS:** Simmons, yes.
 24 **SECRETARY SHULTZ:** Carla Simpson?
 25 **MS. SIMPSON:** Carla Simpson, yes.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 **SECRETARY SHULTZ:** Christopher Smith?
 3 **MR. SMITH:** Chris Smith, yes.
 4 **SECRETARY SHULTZ:** Chad Smith?
 5 **MR. SMITH:** Chad Smith, yes.
 6 **SECRETARY SHULTZ:** David Violante?
 7 **CHAIR VIOLANTE:** Violante, yes.
 8 **SECRETARY SHULTZ:** It passes.
 9 **CHAIR VIOLANTE:** Wonderful,
 10 congratulations. [Applause]
 11 **DIRECTOR GREENBERG:** Again, thank you
 12 everyone for your help on that one. Just a little
 13 bit of understanding on, you know, what happens next,
 14 so it, you know, kind of moves forward in the
 15 department right now, the final approval processes
 16 and then my guess is about three to six weeks to get
 17 through that final components where it gets posted in
 18 the regulatory set.
 19 And then in that process, when it's
 20 posted, it will post we -- you will see both sets of
 21 regulations for a period of time so the regs that are
 22 currently in place and below it will be the regs that
 23 will go into place and the date that they will become
 24 effective -- sorry, the date they will -- they become
 25 effective on the date that they post, but they go

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 into -- I'm switching the terminology here, I
 3 apologize, feel free.
 4 **MS. DRESLIN:** So, they get adopted and
 5 then they become effective?
 6 **DIRECTOR GREENBERG:** Thank you. The
 7 date they get adopted and the date they become
 8 effective, it's been a long day, long couple of days.
 9 So, you'll see both on there for a period of time,
 10 and then they will publish at the date that they get
 11 -- go into effect then the other regs will come down,
 12 so.
 13 Just a little bit of timeframe, it's
 14 not something you'll see, you know, in a week it
 15 takes a couple weeks for it to get through those, you
 16 know, final components. But again, thank you and --
 17 and excellent work to everybody involved.
 18 **CHAIR VIOLANTE:** All right. Thank you
 19 everybody.
 20 **MS. MCGOWN:** Ryan, I have a question.
 21 **DIRECTOR GREENBERG:** Uh-huh.
 22 **MS. MCGOWN:** How will that then be
 23 disseminated to all the agencies?
 24 **DIRECTOR GREENBERG:** So, we can work
 25 on a communication related to going all the agencies,

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 we'll get that out to the program agencies and the
 3 program agencies can get out to the individual
 4 agencies. Once -- once that is up -- we'll wait for
 5 that to be up and posted and at that point we will
 6 send out the communication.
 7 **MR. HUDSON:** And what's the gap
 8 anticipated, six months or three months, one month?
 9 **DIRECTOR GREENBERG:** Yeah, it's six
 10 months from the date that it's adopted to the date
 11 that it goes into effect.
 12 **MR. HUDSON:** And there's no training
 13 and education component to that, correct?
 14 **DIRECTOR GREENBERG:** We have -- we're
 15 going to make an ask to Training and Education to
 16 make an extremely long PowerPoint presentation.
 17 **MR. KIM:** Director Ryan, I would
 18 recommend as the new Part 800 does roll out, there's
 19 a -- a technology component to it because so many
 20 people are using software-based vehicle and
 21 inspection programs that are based on the old.
 22 So, I -- I don't know what the
 23 implication is to -- to make sure that software
 24 companies and, you know, technology components of it
 25 are -- are looked at.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 **DIRECTOR GREENBERG:** So that -- that
 3 is part of the reason for the six months is to
 4 prepare for those adopted changes. In addition to
 5 agencies using technology to do their Part 800, we
 6 use technology to do our spot inspections and things
 7 of that.
 8 So, we had to start those
 9 conversations even with internal I.T. to say, this is
 10 where it is, you can't update it till this date, and
 11 you know where will that transition to. I would
 12 encourage people, you know, if not already, because
 13 everything that -- that is going to be posted has
 14 been posted before.
 15 And -- and actually you have a copy
 16 right here to start on that process now, so that when
 17 it does, you know, go into effect that you've given
 18 the leeway and the time that is needed.
 19 **CHAIR VIOLANTE:** Okay. Any other
 20 questions for Ryan related to this regulation update?
 21 **MR. CADY:** Steve Cady, I would just
 22 like to say one thing. I started way back when this
 23 started and I would like to say this is great that
 24 it's gone through. I will not be here in thirty
 25 years, but I don't want to see this go another thirty

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 years without an update.
 3 We are now looking at five plus years
 4 since we've sent this to this committee originally,
 5 it probably needs to be looked at starting now again.
 6 **DIRECTOR GREENBERG:** Now that it's
 7 passed, I can say, well, I'm happy that -- to see
 8 this pass. I -- I completely agree, and I think
 9 that's the case in a lot of situations that we're
 10 dealing with right now, which is because we've waited
 11 so long, they become very large, very challenging
 12 regulatory updates to make.
 13 The amount of changes that need to
 14 happen here, the formatting and everything else that
 15 comes with it. Where if this was, you know, in --
 16 crazy as it sounds, if in two years from now the
 17 safety committee was to start to look at this and
 18 say, are there any smaller changes?
 19 It is a lot more reasonable, flexible,
 20 and less time consuming to make some smaller changes
 21 than to make larger changes like what you saw today.
 22 So, I would concur and I agree with you, and I
 23 encourage the committee to maybe put that on the --
 24 the timeline of somewhere when -- when to look at it.
 25 **MR. HUDSON:** So, if I can on the

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 discussion, learning from some of our recent
 3 victories and processes, albeit difficult and too
 4 long. And based on what the Deputy Commissioner
 5 suggested this morning for future regulation, is this
 6 an opportunity where it would be broadly enough to
 7 say that the SEMSCO shall promulgate equipment
 8 regulations and then allow it to then filter down to
 9 policy, which as we know is a lot more easily changed
 10 than regulation.
 11 Should we have how many four by fours
 12 in law and regulation, or could that be handled at a
 13 lower, more fluid level?
 14 **DIRECTOR GREENBERG:** That was --
 15 believe it or not, it was one of the situations that
 16 was looked at in this case. And when legal had
 17 looked at it in this particular case, this was not
 18 one of the things where it was able to come down to a
 19 policy.
 20 There are maybe some components that
 21 could have, but the actual detail of what it was in
 22 order for it to be enforceable needed to -- to live
 23 the way that it is. But you're on the right track of
 24 --
 25 **MR. HUDSON:** I know.

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 **DIRECTOR GREENBERG:** -- a nice try
 3 would've done nicely, thank you.
 4 **MR. HUDSON:** Yes.
 5 **CHAIR VIOLANTE:** Are there any other
 6 pieces of new business anybody would like to bring
 7 before the council? Going once. Okay. I would like
 8 to thank our team here at the Hilton Garden in Troy.
 9 I want to thank our technology team at the other end
 10 of the room for all of their support.
 11 Again, the division and everybody
 12 here, and I will take a motion to adjourn.
 13 **MR. GANDOLFO:** Carl Gandolfo, I'll
 14 make that motion.
 15 **MR. CADY:** Steve Cady, second.
 16 **CHAIR VIOLANTE:** Wonderful. All in
 17 favor? All right. See you all in December, see you
 18 all in Vital Signs.
 19 **MR. CADY:** Safe travels everyone.
 20 Yeah, don't forget about Vital Signs.
 21 (The meeting concluded at 2:57 p.m.)
 22
 23
 24
 25

1 9/10/2025 – SEMSCO Meeting – Troy, N.Y.
 2 STATE OF NEW YORK
 3 I, DANIELLE CHRISTIAN, do hereby certify that the
 4 foregoing was reported by me, in the cause, at the time
 5 and place, as stated in the caption hereto, at Page 1
 6 hereof; that the foregoing typewritten transcription,
 7 consisting of pages number 1 to 81, inclusive, is a true
 8 record prepared by Associated Reporters Int'l., Inc. from
 9 materials provided by me.
 10 IN WITNESS WHEREOF, I have hereunto
 11 subscribed my name, this the 25th day of September, 2025.
 12
 13 DANIELLE CHRISTIAN, Reporter
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25

| A | |
|--|---|
| A&P 69:10 | agencies 13:14,19 14:5,18 26:9 26:13 35:21 44:5 47:8,25 48:8 49:3 52:13 59:15 60:4,5 63:11 64:12,13 76:23,25 77:2,3,4 78:5 |
| A.I 63:17,19,22 64:5,23,25 | agency 13:15,25 19:3,24 32:6 60:17 |
| A.L.S 26:12,12 | agency's 58:17 |
| ability 15:9 36:9 48:3 49:10 | agenda 53:16 |
| able 11:17 15:9,18,19,22 16:9 19:24 26:25 28:17,25 33:25 35:21 39:6 44:9 48:9 80:18 | ages 49:14 |
| aboard 3:13 | aggregate 36:4 |
| absolutely 7:11 | aggressive 10:10 |
| abstaining 6:24 | agitation 65:12 |
| abstains 38:6 | ago 67:12 70:6,9 |
| abstentions 43:9 | agree 79:8,22 |
| abstract 68:15 | agreeing 29:15 |
| abstracts 68:11 | ahead 52:8 |
| accept 6:16 11:24 12:4,8,11 | Aid 43:15 |
| accepted 12:10 | Aidan 42:3 43:2 |
| access 46:11 63:12 | ailments 67:4 |
| accessible 41:13 | Air 69:3,4 |
| accurate 15:15 | airway 26:2 27:9 68:25 69:5 |
| acknowledge 71:7 | Al 11:13 12:9 74:3 |
| acknowledgment 10:8 | albeit 80:3 |
| Act 46:12 | Alfred 2:3 5:6 74:2 |
| actionable 29:2 | aligned 45:23 63:23 |
| actual 80:21 | allegiance 3:7,19 |
| acuity 54:15 | allocated 40:6 |
| add 31:13 | allow 15:3,17 29:22 40:8 80:8 |
| add-on 44:22 | allows 50:3 |
| add-ons 44:25 | alternate 37:12 |
| added 26:15 | alternative 15:3,20,24 16:8 55:2 |
| adding 29:18 | Amanda 2:3 3:23 72:22 |
| addition 7:6 17:3 19:12 29:20 49:8 78:4 | amazing 62:9 |
| additional 16:23,25 | ambulance 18:21 21:17,18 34:17 44:22,25 45:2,3,4 46:12,19 69:18 70:7 71:20 |
| Additionally 27:6 | ambulances 71:19 |
| address 34:2 72:7 | amenable 43:3 |
| adjourn 81:12 | amendment 35:15 |
| administration 18:23 68:16 | amendment's 37:3 |
| administrative 13:14 | amendments 36:22 71:17 |
| adopted 76:4,7 77:10 78:4 | America 3:20 |
| adoption 72:16 | American 16:15 |
| advance 40:13 | amount 22:18 38:25 39:5 43:16 79:13 |
| advanced 71:20 | Amy 2:4 65:6,7 69:15,15 |
| advantage 14:13 | analytics 59:7 |
| advisor 31:22 | and/or 52:5 60:7 |
| advisory 32:22 64:3 | |
| advocacy 46:7,9 | |
| afternoon 9:9 13:2 34:11 55:11 56:22 58:10 60:24 | |
| age 50:19,22,23 | |

| | |
|---|--|
| <p> Andrew 2:4 5:10,11 56:21 74:6 Andy 58:6,6 60:12 anesthesia 66:5 anesthetized 65:25 Ann 2:14 5:18,19 announce 66:21 answer 16:11 anticipated 77:8 anticipation 55:16 anybody 6:24 16:3,10 38:6 39:22 43:8 46:5 59:21 69:22 81:6 apologize 21:8 76:3 APOT 70:7 app 59:8,13 APPEARANCES 2:2 Applause 75:10 application 41:2,4,18,22 applications 40:11 apply 40:8,11 appreciate 7:17,23,24 12:16 21:7 24:18,22 60:16,18 63:24 approach 52:20 63:25 appropriate 30:4 69:3 appropriately 26:7 27:2 approval 75:15 area 33:20 39:4 areas 49:19 55:22 59:17 arm 33:10 articulate 63:17 artificial 63:15 asked 24:2 44:8 70:10 assess 38:15 assessment 36:9 67:19 69:12 assigned 19:8 Associate's 7:10 associated 65:25 82:8 Association 39:20 assuming 42:17 attempt 28:23 attend 17:24 attended 20:18 attention 33:19 64:15 August 3:13 9:14 11:3 available 39:3 62:22 64:9 awarded 48:15 67:11 awards 68:13 aware 70:8 awesome 42:20 68:18 </p> | <p> B 68:18,18 B.L.S 26:2,8,12,15 27:2 B.M.C.C 7:3 back 21:17 23:4,11 30:3 32:15 49:16,24 50:3 53:21 54:4 65:9 72:19 78:22 background 31:5,6 balanced 29:19,23 barriers 15:8 based 17:11 60:8 77:21 80:4 baseline 29:8 basic 69:11 basically 27:8 basis 16:6 67:22 battle 45:8 46:2 battles 46:18 beautiful 3:5 beginning 43:25 behavioral 61:5,19 believe 18:3 27:20 51:9 66:9 68:18 80:15 Benanti 42:2 43:2 beneficial 29:22 benefits 37:18 best 8:16 28:9,10 30:11,13 33:25 34:3 54:18 61:13 Beth 58:8 59:13 60:11,12,22 better 22:22 32:8 33:4 35:12 betterment 33:18 beyond 63:10 biased 68:23 big 33:13 46:18 big-time 57:22 bigger 7:6 46:2 63:18 biggest 33:8 46:25 billion 38:20 bills 55:16 bimonthly 55:14 birth 69:11 bit 17:10 35:12 47:6 48:23 75:13 76:13 biweekly 55:15 57:11 blood 18:23 28:4 29:21 34:2,3 36:12 board 21:17 Boardable 53:18 59:10 born 66:23 bracket 50:22,24 brand 48:24 brief 11:23 30:7 57:10 </p> |
| B | |

bring 17:22 25:20 33:14,19 37:7
41:14 42:9 44:10 81:6
bringing 19:23
broadens 50:8
broader 63:21
broadly 80:6
brought 28:22 30:3
budget 38:17 43:13,14 44:2
Buffalo 20:8
builds 18:21 38:21
built 54:25 66:10
bullet 55:25
bunch 58:21 67:7
burden 48:18
bureau 26:21 34:14
business 69:17,23 70:4 81:6
busy 46:21
buy- 57:21
bylaws 9:13,24

C

C.I.C.s 29:12
C.M.S 36:19 40:17
C.O.N 53:19,20 54:8
C.O.N.s 53:25
cadence 32:17 53:15 57:11,12
Cady 2:19 3:25 4:2,2 72:23,24
72:24 78:21,21 81:15,15,19
calendar 9:15,18,19 33:10
calibrate 39:18
call 3:5,24 72:21
called 46:7 49:12 53:17,22
66:23 68:15
calling 65:23 67:24
calls 54:15
candidate 17:5
capabilities 63:11
caption 82:5
car 54:22
card 15:23 16:2
care 20:6 25:13 30:6,13,16
33:18 40:23 66:13
career 17:13,15
careers 7:11
caring 21:23
Carl 2:5 4:19,20 6:18 73:15,16
81:13
Carla 2:5 6:5,6 74:24,25
Carol 57:17
case 10:24 44:10 54:25 55:3

79:9 80:16,17
cases 27:16,18
category 23:21
cater 17:14
cause 82:4
centers 61:9,13,15
certain 36:2
certainly 7:17 8:12 11:15 12:17
25:5 31:6 37:20 39:9
certification 49:25
certifications 7:9
certify 82:3
Chad 2:6 6:9,10 75:4,5
chair 1:10 3:3,23 6:13,15,19,22
9:7,10 10:6,21 11:9,10,11,12
11:13,25 12:5,6,9,15,19,21
24:17 27:14 30:8,17,17,20,24
31:8 32:10 34:7 37:23 42:2,12
42:21,24 52:3,8,10 53:9,12
55:8 56:18 58:5,10 59:12
60:15,21 64:21 65:5 69:14,21
69:25 70:2,5,18 72:17 75:7,9
76:18 78:19 81:5,16
Chairman 10:3,9 55:12 56:23
chairperson 9:20,21,21
chairperson's 7:15 9:4
chairs 8:2
challenge 33:21
challenges 33:20 34:2 63:17
challenging 79:11
change 26:18 29:25 38:15,25
71:12 72:21
changed 80:9
changes 36:23 38:11 52:13 72:3
78:4 79:13,18,20,21
charge 33:2
chart 55:6
chat 66:19
Chesney 33:9
Chief 21:10 33:9
children 16:19 17:4 65:8 66:2
66:12,17,22 67:3
Children's 67:10
Chris 6:8 75:3
CHRISTIAN 82:3,13
Christopher 2:6 6:7 75:2
cities 55:20
city 51:15,25 59:3
clarifications 72:13
Clark 2:18 4:3,5,5 57:25 72:25

| | |
|--|---|
| <p>73:2,2 class 15:16 33:22 47:13 69:11 69:11 classes 47:17 68:23,24 69:9 clear 29:5 CLIA-waived 62:21,25 63:13 clicks 46:8 clinical 28:13 close 11:6,19 12:18 co-chair 57:17 codes 71:18 Cohen's 67:9 collaborate 35:8 41:10 42:10 collaboration 51:23 53:7 62:19 62:19 collaborative 30:2 colleague 71:7 collected 27:8 collection 55:25 collective 7:4 college 16:15 49:15,17,17 colleges 50:10 51:9 come 9:17 11:25 18:10 19:16 20:7 21:21 23:4 26:22 32:3,7 51:4,8,18 53:25 55:20 76:11 80:18 comes 15:15 37:25 79:15 comfort 65:22 66:7 coming 9:12 17:22 20:13,23 23:9 27:23 29:21 54:13 56:9 58:22 61:9 68:4,22 comm 60:13 commenced 3:2 comment 18:22 26:7 60:14 72:2,8 commented 72:19 comments 43:19 51:12 52:4 71:23 72:7,10,12 Commissioner 21:10,12 22:10 23:11 37:10,16 38:3 41:7,15 80:4 Commissioner's 21:4 committed 52:18 committee 8:14,15 23:11 32:13 34:12 37:6 43:12,20 44:12 55:19 56:5 57:2 58:7,11 59:22 60:9 61:2 64:22 79:4,17,23 committees 7:13,25 8:5,6,11,13 8:21,25 25:15 65:14 common 45:22 commonly 28:21</p> | <p>communicate 46:17 communication 16:5 76:25 77:6 communities 7:24 40:22 community 17:18 19:6 48:20 49:17,17 50:9 63:5 64:4,19 companies 77:24 competition 20:15,16 competitions 20:20 complete 15:16 26:4 28:17 62:20 67:23 completed 13:17,19,20 65:17 70:17 completely 79:8 complex 59:20 63:8 complexities 15:7 compliance 58:17 component 77:13,19 components 75:17 76:16 77:24 80:20 comprehensive 55:22 compromise 32:2 concerns 37:25 concluded 81:21 concludes 30:23 conclusions 22:20 concur 79:22 conference 17:10 58:23,24 69:10 congratulations 7:10,13 75:10 Congress 45:9,15,23 46:13,17 conjunction 8:6 25:9 connected 30:18 connecting 63:21 consensus 10:19 26:24 consider 8:8,10 25:4 consideration 35:2 consisting 82:7 constituents 8:8 Constitution 39:16 constitutional 39:15 consuming 79:20 contact 11:17 content 65:18 69:6 continue 23:16 24:15 25:7 35:4 53:6 57:17 58:2 59:21 continued 23:21 27:8 32:19 37:13 60:9 continues 24:9 contract 13:25 14:12 48:2 contracting 13:16,19,21 14:4 contracts 13:15,15,17 44:4</p> |
|--|---|

contribute 41:17
conversation 22:16 32:24 52:21
conversational 52:20
conversations 7:4 52:25 78:9
Cooper 65:8 67:16
cooperation 25:10
coordinating 61:14
coordinators 66:14
copy 78:15
correct 77:13
correspondence 7:2
cost 35:25
costs 48:11
council 1:6 9:12,14,25 10:16
 18:8 35:10 72:16 81:7
councils 71:25 72:12
counties 55:20,23 64:17
country 38:14
County 35:6
couple 13:8 18:9 20:24 22:7
 43:12 53:13 57:10,11,12 58:12
 70:9 76:8,15
course 22:16 39:11 46:24 59:4
 68:22 69:5,6
courses 33:12
coverage 39:4,7,12,14,16
covered 39:5
COVID 66:23,25 67:3,5
crazy 79:16
create 25:12
created 15:8 51:10 54:5
creating 20:9
creation 42:14 55:21
credentialing 29:4
crisis 61:9,12,14
critical 25:13
Crupi 2:16 4:7,8,8 73:3,4,4
crystalloid 29:19,23
CUNY 51:18,20
CUNY's 51:15
curious 52:12
current 9:23 10:14 33:16 44:21
 64:11
currently 10:3 11:8,22 33:11
 62:22 63:13 75:22
cut 45:3,4,6 46:19
cycle 30:5

D

D.C 36:23 38:11

D.L.A 32:7
Dailey 28:9 32:7
DANIELLE 82:3,13
data 15:14 27:7 28:13,15,15,16
 28:17,19,24,24 29:2 35:7,11
 60:4,6,10,10
date 1:8 14:16,23 17:19 18:7
 22:12 75:23,24,25 76:7,7,10
 77:10,10 78:10
dates 18:10 19:20 20:23 68:6
Dave 25:19 31:25
David 2:7,7 6:3,11 10:13 74:22
 75:6
day 7:20 9:14 76:8 82:11
days 22:7,18 76:8
de-escalated 66:2
deal 45:24
dealing 79:10
Deavers 2:13 4:9,10 11:23 12:12
 53:11,12 73:5,6,6
December 11:8,18,19 12:18 20:21
 55:7 56:3 65:18 66:11 81:17
December's 57:20 58:4
decide 8:15 36:14
decides 36:10
decision 22:10
decisions 33:3
declining 34:22
dedicated 14:7
dedication 25:11
deeply 22:5
definitely 54:16 67:5
definitions 28:15,19,21
degradation 27:10
degree 49:15,16 50:2,2
degrees 7:10
delays 34:15,22
deliver 23:24 24:2
delivering 35:25
delivery 24:11
demic 67:7
department 1:3 21:11 26:12 27:3
 34:23 41:20 43:24 63:22 71:14
 71:22 72:4,9 75:15
dependent 45:13
depth 65:21
Deputy 21:10 41:7 80:4
deserves 64:14
designed 49:13
desire 10:25

destinations 37:12
detail 80:21
details 27:13
develop 25:7 26:17
development 41:23 63:10
develops 63:5
diabetic 36:6,11
dialogue 23:14,15
Diaz 21:18
didactic 29:9
difference 48:19
different 13:13 17:10,12,16
 26:19 40:19 49:20 67:4,7
difficult 80:3
diligence 71:8
direction 36:14
directly 15:24
director 12:24,25 21:20 23:2
 31:10,14 32:6 34:14 41:20
 47:7,24 51:16 52:15 62:6
 69:19 70:12,21 75:11 76:6,21
 76:24 77:9,14,17 78:2 79:6
 80:14 81:2
director's 22:24
discuss 9:22 10:25
discussed 26:21 56:5
discussion 10:16 25:25 26:8,14
 28:4 29:3,7,18 31:25 32:5,19
 32:20 37:20 43:6 53:4 65:24
 80:2
discussions 22:17 37:24
disseminate 66:12
disseminated 76:23
distributed 26:6 59:9
distribution 27:16
district 21:19
division 25:2 33:25 34:14 50:13
 51:19 56:11 61:24 81:11
division's 33:9
document 39:19 43:18 54:5 55:5
 56:3 57:20 62:21
documentation 58:13 64:6 68:15
documents 50:15 51:5 61:7
doing 8:25 16:16 18:17 19:17
 24:14 26:16 46:2,22 49:8
 52:13 55:24
dollars 14:6,10,18,21,22 38:19
 38:20 48:4
Don 9:8,10 11:11,25,25 12:7,18
 12:22 32:11,12 34:8,8

Donald 1:10 2:8,8,9 4:13 5:2
 32:14 73:9,22
door 50:8
DOUGLAS 2:9
downtown 3:5
Doynow 1:10 2:8 25:18,19 31:9
 31:24
Dr 4:3,6,8 5:4,21,23 21:4 24:18
 24:24 25:14,18,20 28:9,9 32:7
 32:23 60:23 61:6 63:20 65:2,8
 67:10,16 68:9 70:19 73:3,4,24
 74:16,18
draft 54:10,11,13 55:5,6,6
 57:19 58:18
drafting 19:3,7
drastic 53:5
Dreslin 2:17 4:11,12 51:14 52:7
 52:9,11 73:7,8,8 76:4
driving 52:13
drop 46:23
dropped 34:19 53:2
dropping 28:25
Duvall 2:8 4:13,14 73:9,10,10

E

E 64:17
E.M.S 12:23 14:21 16:19 17:4,17
 17:19,21 19:24 20:12 21:20
 22:4 24:3,9 25:2 31:22 33:12
 35:21 38:24 40:22 41:10,16,22
 42:3,9 46:3 50:7,13,16,16
 52:23 59:2 60:25 61:8,14 62:3
 62:13,21 63:10,19 64:4,18
 65:8,14 66:22 68:12
E.M.S.C 65:6
E.M.T 26:15 33:22
E.M.T.C.C 22:12
E.M.T.s 26:25 39:21 48:7 49:24
E.R.s 52:21
earlier 49:12 67:17
early 13:22 18:6 65:9
eases 48:18
easily 80:9
easy 59:25
echo 31:2
Ed 25:15 29:14 32:16 57:16
 58:19
edited 65:16
education 8:17 14:21,21,24
 23:12 29:13 32:14 33:10 34:8

48:18 58:22 59:17 60:6 65:14
77:13,15
educational 61:17
educator 3:15
effect 35:20,20 76:11 77:11
78:17
effective 75:24,25 76:5,8
efficient 40:15,23 41:13
effort 61:18,21 63:6
efforts 37:13 64:19 71:7
Egan 2:20 4:15,16 11:12 12:7,8
55:11 73:11,12,12
eight 27:17 56:25 68:12
eight- 15:21
eighteen 7:8 8:22,23
Eisenhauer 2:4 65:6,7,7
either 12:22 43:20 47:18
election 9:12 11:7
electronically 59:10
elevating 62:12
eligible 50:11,18 51:2,25
Elizabeth 2:10 5:16 6:21 74:12
emailing 67:23
emergency 1:5 29:25 66:13 71:20
71:25 72:12
employee 17:3
employer 47:19,19
encounter 54:17
encourage 35:4 78:12 79:23
ends 45:18 54:12
enforceable 80:22
engage 41:9
engaging 62:11
engineers 57:24
enjoy 21:16
ensuring 64:6
entire 8:8 24:10
entitles 39:16
environment 36:25
episodic 34:24
equally 20:2
equipment 18:16,19 56:7,24 71:2
71:19 80:7
Erin 2:10 5:25 30:21,24 74:20
errors 28:24
especially 8:20 64:23
established 40:5
ethos 23:6
Eugene 21:9
event 17:24

everybody 3:4,8 8:12,25 9:10
13:2 18:12,14 21:9 24:25
27:24 28:2 35:23 39:23 44:21
52:4 56:24 70:25 76:17,19
81:11
everyone's 57:4
exam 15:25 16:9
examination 66:3
example 45:14
examples 44:11
excellent 56:19 76:17
excited 13:13 14:15 16:17,22
19:10 20:13 51:3 66:21 67:13
68:8,19 69:12 70:24
exciting 48:12 49:9,10 50:5,6
50:12 70:23
exclude 25:5
excuse 55:15
Executive 41:6
exercise 58:4
existing 38:19 61:19
expand 67:15
expeditious 37:13
experience 24:19 62:12
expertise 30:16
experts 19:23
expire 44:22 45:12
explained 28:14
Expo 62:13
expressing 37:12
extended 46:4
extension 44:24
extremely 77:16

F

facilitate 41:21 54:24 55:25
58:20 69:22
facilities 66:14
fact 21:22
fair 12:15
fall 57:14
fallen 57:13
falls 9:11
familiar 66:25
family 21:13
fantastic 27:23,24
far 26:19 31:3,4
favor 6:23 38:3 43:7 81:17
favored 39:13
federal 35:19 36:25 38:9 39:2

| | |
|--|--|
| 41:3 44:20 45:17 46:18 66:22 | force 19:7 42:3,5 69:18 |
| feedback 17:11 37:4 | foregoing 82:4,6 |
| feel 33:4 76:3 | forget 46:21 81:20 |
| feelings 57:6 | form 54:13 |
| fellows 19:16 | formally 53:16 |
| fellowship 19:14 | formatting 79:14 |
| FEMA 67:11 | formulary 29:19 |
| field 22:3 35:8 42:9 63:3 64:24 | Forness 2:15 4:17,18,18 73:13 |
| fifteen 14:10 54:8 | 73:14,14 |
| fifty 33:11 38:19 50:22 | forth 9:17 |
| fifty-billion-dollar 40:5 | forty- 27:15 |
| fifty-five 49:14 50:20 | forty-five 20:7 34:18 |
| fight 46:17 | forty-one 27:18 |
| figure 19:25 23:16 27:4 39:17 | forum 20:6,18 62:7 |
| filed 33:11 | forums 62:13 |
| filter 80:8 | forward 7:12 14:15 16:18 19:11 |
| final 10:2,2 18:18 23:22 43:18 | 24:9 25:8,13,17,20 27:23 |
| 75:15,17 76:16 | 30:19 31:17 37:6,19 41:14 |
| finalize 61:25 | 44:10,18 45:19 75:14 |
| finalizing 61:7 | foster 25:7 53:7 |
| finally 73:16 | fought 45:8 |
| finance 8:17 34:9,12 37:6 47:17 | found 28:22 47:15 53:21 60:19 |
| finances 33:21 | 65:24 |
| financial 35:19 48:18 | four 15:21 22:13 27:15 47:15 |
| find 50:18 51:19 | 80:11 |
| finding 60:8 | fours 80:11 |
| fine 43:19 | free 76:3 |
| Finger 19:22 | fresh 13:4 |
| finish 57:7 | Friday 17:11 43:21 |
| finished 43:13 47:10 | friend 3:16 |
| Fire 17:21,22 18:2 | front 7:7 8:3 18:13 19:10 71:13 |
| first 8:15 9:3,13,14,20 10:5,15 | fuels 48:19 |
| 11:3 20:14 21:10 26:8,13,15 | fund 40:5 48:4,9 49:10 |
| 27:2,14 34:13 35:13 51:18 | funded 46:19 50:3 |
| 52:19 53:15 56:23 58:18 61:5 | funding 16:23,25,25 41:18 43:15 |
| 71:21 | 44:6 45:9,17 48:21 49:4,5,9 |
| fiscal 14:16 38:19,21 45:10,24 | funds 40:20 41:11 |
| five 27:16 47:3 79:3 | further 27:13 |
| Flag 3:19 | future 7:12 26:22 48:21 53:19 |
| flexibilities 45:14 | 54:7 62:16 71:3 80:5 |
| flexible 79:19 | |
| flight 3:12 | G |
| floor 9:17 11:6 12:22 | gain 49:24 50:2 |
| flow 55:6 | Gandolfo 2:5 4:19,20,20 6:18,18 |
| fluid 80:13 | 73:15,16,16 81:13,13 |
| focus 55:15 | gap 77:7 |
| focused 49:18 | Garden 1:11 81:8 |
| folks 7:18,19 59:15 62:11 | GENE 2:11 |
| following 41:14 | generative 64:5 |
| fondly 3:15 | generosity 48:22 |

George 2:11 54:7 56:11 57:6
 70:22 71:4 72:18
getting 13:13,16,16 30:9 44:4
 47:18 51:23 52:25 54:25
Gill 2:12 4:21,22,22 73:18,19
 73:19
Gina 54:7 57:6 71:7,7
give 25:21 27:12 54:7 56:11
 59:15 63:18 68:10
given 34:14 41:3 43:24 78:17
giving 41:9 65:10
glad 37:17
glance 59:16
global 51:8
go 15:11 17:9 23:11 27:4 36:10
 40:16 46:6,11 48:5,7 49:23,24
 50:3 52:8 59:24 65:9,12 75:23
 75:25 76:11 78:17,25
goal 30:10 53:23 55:19
God 3:21
goes 77:11
going 3:6 8:14 9:23 11:11 14:25
 16:15,20 18:2,13,17 19:9,15
 22:3,11,15 23:22 24:2,6 26:21
 27:3 30:8 32:7 45:15 47:7,11
 47:20 48:14 49:16 53:5 54:6
 56:12 57:4,5,13,16 58:3 64:25
 66:3 70:21 76:25 77:15 78:13
 81:7
Goldman 61:6
good 7:11 9:2,9 10:19 13:2 17:5
 22:8 25:16,24 26:13 27:9 29:8
 33:15 34:11 55:11 56:22 58:9
 58:9 59:16 60:3,9,24 66:15,25
 69:16
Google 51:7
gotten 16:23
government 39:2 41:3 45:18
governments 46:18
governor 35:18 36:18 38:16
 55:18
governor's 49:11 50:15
gracious 29:14
graduating 7:8
grant 48:3,4
grateful 22:5 36:17
great 6:25 7:22,22 14:2 21:20
 24:21 28:3 30:24 31:5,8 32:10
 32:13,19 34:9 43:9 47:3 52:3
 52:6 53:10 55:8 58:5 59:12

61:11,18 63:6,6 64:23 65:5
 72:17 78:23
greater 9:2 34:18
Greenberg 2:16 12:24,25 31:14
 47:7,24 51:16 52:15 62:6
 69:19 70:12,21 75:11 76:6,21
 76:24 77:9,14 78:2 79:6 80:14
 81:2
Greg 73:19
Gregory 2:12 4:21 73:18
ground 28:5 44:24 46:12
group 23:16 25:4 26:17 28:8
 30:2 31:5 32:24 40:25 41:25
 42:18 61:6,23 62:4 63:16,22
groups 32:22
grow 24:10
guess 11:21 36:24 75:16
guidance 51:5 55:20 61:7,12
 63:25
guide 60:2 62:2
guys 43:3

H

H.R 31:16 38:10
half 13:18,20,21 14:17
Halloween 69:2
Hamilton 2:19 4:23,24,24 9:5
 10:6 73:20,21,21
hand 6:23 38:4,6,6 43:8,8,9
handled 80:12
handouts 59:6
hands 70:10
hanging 7:20
happen 16:21 18:15 27:5 66:8
 79:14
happened 52:17
happening 44:20 45:16 46:20
 64:24
happens 18:19 75:13
happy 16:7,11 18:7 51:12 62:14
 65:15 66:19 79:7
hard 14:14
Harris 67:10
Haslin 2:11 70:19
hazardous 57:15
health 1:3 19:13 21:11 34:23
 35:9 37:10 41:8,16,20,21 42:3
 42:6 43:24 61:6,19,20 63:22
 71:14 72:5
healthcare 24:11 39:25 40:2,9

| | |
|--|---------------------------------------|
| 40:14,15,17,22 41:11,12 54:21 | hundred 14:22 17:25 27:15,18 |
| hear 39:8 67:22 | 33:11 38:18 66:15 |
| heard 13:3 21:8 22:14 29:11 | hurt 57:5 |
| 45:7 | |
| Hearing 12:23 32:13 | I |
| hello 32:16 | I.T 78:9 |
| help 13:25 24:8 50:17 57:7 | I.V 66:3 |
| 61:20,24 62:2 63:12 69:22 | I'm 68:22 |
| 75:12 | idea 29:16 32:8 54:18 66:11 |
| helped 22:21 70:25 | ideal 10:20 |
| helpful 8:24 51:6 | ideas 34:4 |
| helping 21:19 | identified 41:24 54:16 |
| hereof 82:6 | illnesses 67:4,8 |
| hereto 82:5 | illustrate 33:15 |
| hereunto 82:10 | immediately 15:25 |
| Heslin 21:4,6,9 24:18,24 25:14 | impact 38:13,18,20 |
| 32:23 41:7 63:20 70:16 | impacts 60:7 |
| hey 34:4 | implement 35:15 36:20 39:6 |
| Hi 60:24 65:7 | implementation 26:3 28:4,11 |
| high 37:8 | 37:14 |
| higher 59:14 | implementing 37:11 |
| highest 18:3 64:14 | implication 77:23 |
| Hilton 1:11 81:8 | importance 44:4 |
| HIPAA 64:7,8 | important 20:2 24:11 37:16 |
| hired 13:7 | 45:25 |
| hiring 17:3 | importantly 33:5 |
| history 10:16 | improve 63:12 |
| Hochul 35:18 | improvement 58:24 59:23 |
| hold 11:20 | improvements 34:25 |
| home 18:12 21:25 36:7,15 69:10 | in-person 32:18 |
| honest 21:15 | inception 18:4 |
| honor 21:4 | incidents 36:12 |
| honorable 68:11 | included 26:9 29:9,12 40:12 |
| honorably 12:4 | 49:22 50:7 68:24 69:13 |
| Hoosick 1:12 | including 69:7 |
| hope 56:2 62:25 65:17 | inclusive 42:22 69:6 82:7 |
| hopefully 20:19 31:12 32:3 55:5 | incoming 10:23 |
| 62:17 65:19 | incorporate 61:20 |
| horrors 69:2 | incorporating 57:16 |
| hospital 34:15 35:8 36:11 45:13 | incredible 62:8 |
| 65:10,25 66:5,16 67:24 | individual 77:3 |
| hospitals 16:16 34:17 41:10 | individually 51:10 |
| 52:13 66:13 67:19 | individuals 49:14 71:23 72:10 |
| hot 39:10 45:12 | indivisible 3:21 |
| house 68:25 | Inferno 57:23 |
| Hudson 2:9 5:2,3,3 9:9,10 11:11 | influential 7:5 |
| 11:21 12:3,13,20 27:7 32:15 | information 15:9,10,18,23 28:6 |
| 73:22,23,23 77:7,12 79:25 | 28:12 31:11 33:2 38:17 42:10 |
| 80:25 81:4 | 47:21 49:21 51:4 68:5 |
| humbly 12:4,10 | informational 50:15 |

inhaler 19:9
initial 28:14 29:12 54:17 72:2
 72:8
initially 54:18 66:24
Inn 1:11
innovate 52:16
innovations 8:19 60:23,25
input 30:9,14 41:9
inspection 58:18 77:21
inspections 78:6
inspiring 7:5
Int'l 82:8
integrated 24:10
integration 41:21
integrity 28:13
intelligence 63:15
interact 54:20
interaction 61:8
interest 30:15
interested 31:4,7,12,22 46:6
 49:16 59:21 66:16,18
internal 58:19 78:9
interventions 52:14,17
intravenous 36:8
introduce 13:11
introduced 21:24 22:6
introduction 20:24 30:7
intubation 29:4
investigator 13:9
investigators 13:7
investment 48:21
involve 25:14
involved 7:23 8:9,10 21:18 24:3
 24:6 25:16 61:4 76:17
involvement 7:5
involving 32:21
ISAAC 5:5
Isaacs 2:9 5:4,5 28:9 73:24,25
 73:25
Island 19:21
issue 15:23 22:22 23:13 32:3
 37:19 39:24 64:13
issues 15:13 31:9 45:24 46:2
it'll 19:19 26:6 69:2
item 70:4
items 8:3 10:21 25:25 32:22

J

Jared 2:12 5:12,13 74:8
JEFFREY 2:13

Jen 61:6
job 25:6
jobs 31:18
joining 8:10 65:20 66:16
joint 51:23
JR 2:8
July 15:5 71:16
June 19:13 20:6 62:7 72:6
justice 3:22

K

keep 10:12,21 20:3 37:8,19
keeps 21:15
kept 54:4
Kevin 3:9,11
kickoff 19:14 67:12
Kim 2:3 5:6,7 11:13 12:9,10
 74:2,3,3 77:17
kind 20:13 21:25 26:10 30:7
 54:18 57:13 61:11 63:18,21
 68:9,10 75:14
knock 54:19
Knoell 2:4 5:10,11,11 56:21,22
 60:13,16 74:6,7,7
know 3:11 12:3 14:2,14 15:2,14
 17:5,6,12,14 19:24 20:9,12,13
 20:17 22:2 27:12 29:20 30:12
 31:14,16,21 35:24 36:12,13
 37:5 40:10 45:17 48:24 49:3,4
 49:22 50:12,17 51:3,8,22
 52:12,16,18,21,24 53:6,18
 54:21,24 59:13 62:9 63:4 64:7
 64:8,10,14 70:12,14 75:13,14
 76:14,16 77:22,24 78:11,12,17
 79:15 80:9,25
knowledge 24:19 45:23
Kroll 2:18 5:8,9,9 34:11 38:8
 42:16,23 43:11 47:10 74:4,5,5
Kutzin 2:12 5:12,13,13 74:8,9,9

L

labs 62:19,22 63:3,12
lack 28:18
Lakes 19:22
large 79:11
larger 66:22 67:25 79:21
launch 68:9
launched 67:18
law 35:17,18,20,20 36:18 80:12
leaders 19:24 60:17

leadership 50:14 51:5 63:21
learn 20:8,8 23:6,10
learned 23:5
learning 22:7 23:9 80:2
leave 65:9
led 26:8,13 53:5 72:13
leeway 78:18
legal 80:16
legislation 35:17 38:10 39:25
 40:4 45:19,20,21 46:15
legislative 8:18 39:10 46:8,9
 55:10 56:5,16,20
legislature 36:18 55:17
letter 37:22 38:3 46:13 47:8
 48:13
level 26:15 36:25 44:20 64:14
 68:21 80:13
levels 33:12
liaison 35:9
liberty 3:22
license 23:21
licensure 15:6
life 71:21
LifeNet 3:13
lights 58:2
limits 31:25
line 40:21 57:7 64:6
lines 53:19
list 28:20 37:9
little 17:10 20:5 35:12 44:9
 47:6 48:23 75:12 76:13
live 80:22
local 49:16
Localities 43:15
LOCATION 1:11
locations 19:20
log 71:12
long 19:21 23:17 24:14 34:22
 76:8,8 77:16 79:11 80:4
long-term 45:20
longer 14:11 39:13
longstanding 53:16
look 7:11 17:9 26:17,21 27:23
 29:15 35:5 40:16 44:12 59:17
 59:24 60:4,5 67:19 79:17,24
looked 23:2 47:12 77:25 79:5
 80:16,17
looking 17:18 23:20,22 28:15
 30:8,9,14,19 31:3 35:7 52:19
 59:8,13 60:10 63:3,11 79:3

looks 38:7 60:10
lot 8:2 13:8,12,13 17:12 18:12
 19:9 23:12,13 28:14,16 39:8
 40:20 60:8 61:18 62:24 64:20
 64:22 79:9,19 80:9
Lots 17:15
love 13:22 52:16
low 36:12 54:15
lower 35:24 36:5 80:13
luck 7:11

M

M. I 3:12
main 63:25 69:10
major 38:11,13 57:16
making 18:14 27:5 70:24
manage 30:13
Manager 65:8
mandate 39:15
mannequins 69:7,8
manual 59:23
manufacturers 57:22
mapping 28:17,24
mark 2:13 4:9 12:3 53:10,11
 55:9,9 73:5,6
Mary 2:14 5:18,19
Maryanne 74:14,15
MASTERTON 2:20
matches 29:10
materials 82:9
matter 19:23 41:5
Matters 58:25
Matthew 67:10
McDonald 37:10 41:16
McEvoy 2:14 5:14,15 69:25 70:3
 70:6 74:10,11,11
McEvoy's 5:15
McGown 2:10 5:16,17,17 6:21,21
 58:8,9 74:12,13,13 76:20,22
mean 25:5 42:7
meaning 10:13
means 35:21 60:10
measure 58:25 68:18
measures 19:5
mechanisms 35:6
Med 25:21,22 30:23 32:12
media 45:17
Medicaid 35:15,22,24 36:2,24
 37:11 38:12,16 39:3 40:4
 46:23

medical 1:5 8:21 21:10,20 31:10
 32:6 36:14 46:12 71:25 72:12
Medicare 44:22 45:2,4,6,11,13
 46:23,24
medication 36:8
medications 68:17
meet 17:17 19:15 22:3 66:11
meeting 1:1,6 2:1 3:1,2,6 4:1
 5:1 6:1,17 7:1,4 8:1 9:1,13
 10:1 11:1,3,7,19 12:1 13:1
 14:1 15:1 16:1,13 17:1 18:1
 19:1 20:1,21,23 21:1 22:1,2
 22:23 23:1,8,9 24:1 25:1 26:1
 26:23 27:1 28:1 29:1 30:1
 31:1 32:1,4,17 33:1 34:1 35:1
 36:1 37:1 38:1,11 39:1 40:1
 41:1 42:1 43:1,17 44:1,12
 45:1 46:1 47:1,12 48:1 49:1
 50:1 51:1,20 52:1 53:1,13,14
 53:21 54:1 55:1,7,12,13,14
 56:1,3,5 57:1,11,20,23 58:1,4
 59:1 60:1 61:1 62:1 63:1 64:1
 65:1,18,19 66:1 67:1 68:1
 69:1 70:1 71:1 72:1 73:1 74:1
 75:1 76:1 77:1 78:1 79:1 80:1
 81:1,21 82:1
meetings 24:5 32:18,18 67:12
 70:9
member 9:25 42:4 46:13
members 7:13 8:23 17:15 25:3
 43:19 54:20 71:24 72:11,15
memorial 17:19,21 18:2,5
mental 19:12 61:19
mention 44:19 57:5 63:15 68:11
mentioned 47:25 67:16 68:9
mentor 3:15
mere 53:3
message 23:24,25 51:24
met 25:23 32:18 54:15 58:11
 70:7
Methods 69:3,5
Metric 58:15
metrics 8:19 58:8,21 59:22
Michael 2:14,15,20 5:14 42:2
 74:10
MICHELE 2:15
Mickey 4:17,18 73:13,14
micro 25:12
Mike 43:2 70:18
million 14:18,21 38:19

mind 64:8
mindful 10:10
minimum 29:8
minutes 6:16 34:18 46:14 47:3
mission 24:9
modeling 7:5
moderately 63:8
modernized 18:19
modernizing 71:2
moment 3:8,18 9:22 71:6
momentum 10:21
Monday 43:21
money 40:11 43:16 44:9
monies 39:5 40:9 44:13
month 22:24 58:11 77:8
monthly 19:16 32:17 53:14 55:14
 57:12
months 8:2 13:8 41:5 45:9 67:12
 68:6 77:8,8,10 78:3
morning 58:9 80:5
motion 6:16,18 37:6,9 38:2,9
 41:15 42:11,13,14,20,22,25
 43:5 81:12,14
motions 25:20,23 33:8 34:13
 56:15 57:9 58:10 61:2
motivation 48:19
move 7:15 9:3 12:23 14:15 19:11
 24:9 25:8 31:17 32:13 44:17
 45:19 69:17,23
moved 27:20
movement 25:13
moves 75:14
moving 10:21 16:12,17 25:17
 34:9 37:19 53:10 54:6 55:10
 56:21 58:7
multiple 70:23
Muru 59:7,13 60:18

N

N.A.E.M.S.P 58:23
N.A.E.M.T 46:6,9
N.P.R.P 67:18
N.Y 1:1 2:1 3:1 4:1 5:1 6:1 7:1
 8:1 9:1 10:1 11:1 12:1 13:1
 14:1 15:1 16:1 17:1 18:1 19:1
 20:1 21:1 22:1 23:1 24:1 25:1
 26:1 27:1 28:1 29:1 30:1 31:1
 32:1 33:1 34:1 35:1 36:1 37:1
 38:1 39:1 40:1 41:1 42:1 43:1
 44:1 45:1 46:1 47:1 48:1 49:1

| | |
|--|--|
| 50:1 51:1 52:1 53:1 54:1 55:1 | notice 71:15 72:5 |
| 56:1 57:1 58:1 59:1 60:1 61:1 | noticed 68:20 |
| 62:1 63:1 64:1 65:1 66:1 67:1 | nuances 22:22 23:6 24:7 |
| 68:1 69:1 70:1 71:1 72:1 73:1 | number 18:3 25:25 26:14 31:12 |
| 74:1 75:1 76:1 77:1 78:1 79:1 | 33:13 34:12,16,22 38:21 43:16 |
| 80:1 81:1 82:1 | 49:20 82:7 |
| name 57:5 82:11 | numbers 27:23 |
| names 18:2,4 | nursing 49:21 |
| Nassau 35:6 | |
| nation 3:21 | <hr/> O <hr/> |
| national 7:9 15:2,4,5,20 20:20 | O 53:17,17,22,22 54:2,2,3,11 |
| 39:20 67:25 68:21 | o'clock 59:3 |
| nature 20:10 | O'Connor 42:4 43:3 |
| navigate 50:17 | O.B.B.B.A 38:9 |
| necessarily 23:21 | obtain 39:6 |
| need 6:16 18:8 24:15 26:18,19 | obtained 35:19 |
| 34:3,5 36:19 46:4 49:19 59:17 | obviously 66:24 67:21 |
| 66:2 72:21 79:13 | occasionally 21:14 |
| needed 20:12 29:23 78:18 80:22 | October 16:13 17:22 18:7,9 |
| needs 17:14,17 33:5 79:5 | 44:25 46:23 59:5 |
| neglected 24:25 | offer 41:9 |
| negotiations 40:3 | offered 71:12 |
| NEMSQUA 68:17 | offering 42:6 59:3 |
| neonates 69:11 | office 21:5,11,21,23 22:24 24:8 |
| Network 66:24 | 41:8,21 42:6 50:15 |
| never 22:2 70:17 | officer 9:25 10:5,22 21:11 |
| new 1:2,13 10:22 13:7,12 15:23 | officers 9:18,19 10:23 |
| 15:25 16:2,8,9 17:8 19:25,25 | offices 10:17 |
| 23:17 33:6,12 34:2,3 35:15 | official 42:18 |
| 38:14 39:11,15 40:11,25 41:17 | offload 34:15,18,22 35:5 52:12 |
| 41:20 43:14 47:16 48:24 51:25 | 70:8 |
| 59:3 62:3,12 67:9,14,21 68:21 | Oh 43:11 |
| 69:13,23 71:14,17 72:4 77:18 | Okay 3:3 6:23,24 12:6,21,22 |
| 81:6 82:2 | 24:24 31:9 32:12 37:23,25 |
| newer 33:17 | 38:7 42:24 43:7,9 47:10 52:6 |
| newest 19:17 | 53:9 55:10 56:20 58:5 60:22 |
| nice 27:6 81:2 | 65:5 69:21 70:5,18 72:17 |
| nicely 81:3 | 78:19 81:7 |
| nightmares 54:5 | old 21:25 69:17 70:3 77:21 |
| nine 33:11 48:2,2 | once 10:17 77:4,4 81:7 |
| ninety-four 27:21 | one-day 19:19 59:3 |
| ninety-three 27:21 | ones 24:14 28:21 |
| node 67:11 | ongoing 28:20 32:22 68:20 |
| nomination 11:11,18 12:5,8 | online 18:11 46:7,9 |
| nominations 9:11,17 11:2,4,5,14 | open 10:21 11:2,4,6,16 17:8 |
| 11:16,19,22,24 12:17 | 32:21 37:20 |
| nominee 12:10 | opens 50:8 |
| non-substantive 72:13 | operation 13:6 |
| normal 29:20 | operations 18:8 57:21 |
| note 58:12 | opportunities 19:23 33:17 51:21 |

63:19
opportunity 17:23 35:8 39:25
 40:13 51:2,22 53:4 80:6
opposed 6:24 38:5 43:8
option 8:16 29:22
order 3:6 11:23 37:8 44:5 80:22
organization 20:2,4 23:6 24:8
organizations 71:24 72:11
original 33:2 54:5
originally 79:4
output 64:2
outs 16:21
outside 39:21

P

P.C.R.F 68:8,12
p.m 1:9,9 3:2 65:3,4 81:21
P.P.N 67:2,11
package 36:21 45:11 59:6 72:14
packet 39:23 53:22,24 56:6
packets 19:2 58:12
Page 82:5
pages 82:7
paid 14:17,17,20 35:22 36:17
pandemic 66:24 67:7
paperwork 31:15
paramedic 3:12,14 29:11,13 44:7
 44:16 47:12,13,16 48:3,5,8,10
 48:11,17 49:5,25 50:9 51:24
paramedicine 19:6 63:5 64:19
paramedics 14:6,7 48:5 49:6,9
 49:22,23,24 50:21,23
parameters 27:10
Parish 57:16
part 16:21 19:13 23:25 24:7,20
 25:4 31:15 36:21 40:3 41:25
 45:11 48:14 58:16 61:16 67:17
 70:23 71:17,17 77:18 78:3,5
part-time 17:3
participate 50:11
participating 51:15
participation 26:20 31:3 35:19
particular 30:15 64:24 80:17
pass 40:4 45:18,19,20 52:24
 79:8
passed 6:25 36:18 38:10 55:16
 65:14 79:7
passes 38:7 43:10 75:8
passion 7:6 23:13
pathway 15:3,20 16:8 61:25

patient 3:13 7:7 21:14 33:18
 70:8
patients 21:16,23 36:2 37:18
 65:22
pause 16:2
pay 14:8 35:21
payers 46:25
paying 47:13,19
payment 35:16,24 36:3 37:11
 44:25
payments 44:22 46:4
pediatric 65:12,22 66:13,18,18
 66:23 67:15,20 68:2,14,15,19
 68:23 69:7,12
pediatrics 68:24 69:7,13
people 14:8,9 15:19 18:7 19:25
 20:7 21:22 22:2,6,14,17 23:17
 24:13 31:12 33:5,17 39:4,4,16
 40:24 41:13,24 44:13 46:16
 60:17 77:20 78:12
percent 27:21,21 34:19 45:2,4,5
 47:16,18 50:21,23
performance 19:4 54:12 58:13
period 14:4 23:18 72:2,8 75:21
 76:9
periodically 36:23
permission 36:19
perseverance 71:8
person 15:16 22:3
perspective 63:18
pertaining 71:18
Peter 58:19
phase 23:23 62:20 63:7
physicians 8:20,23 26:24
picked 39:22
picture 7:6 68:2
piece 19:7 23:23
pieces 81:6
pilot 61:25 62:3
place 13:25 30:4 35:16,22 37:11
 44:5 75:22,23 82:5
plan 35:15 36:22 37:3 54:19
 55:22 57:15 61:18
planned 62:16 69:10
planning 10:11 35:10
plans 64:17,18
platform 15:7
please 3:8,18,24 6:23 8:10,15
 13:11 17:6,9 30:16 33:23 38:4
 38:5,6 47:2 59:24,25 67:23

pledge 3:6,7,17,19
plug 59:21
plus 56:25 79:3
point 11:23 14:20 17:23 27:17
 29:9 31:20 52:23 53:7 54:13
 66:14 71:2 77:5
pointed 22:23
points 54:8 55:25
poised 32:25
policy 26:4,6 56:11 57:19 62:2
 63:11 80:9,19
populations 39:12
Portoro 2:14 5:18,19,19 74:14
 74:15,15
position 10:14 11:12,13 12:19
positions 9:20
positive 27:19 44:17 53:7
possible 13:23 33:25 40:20
possibly 49:5
post 18:11,22,24 20:9 75:20,25
posted 17:5,20 31:18,18 72:18
 72:19 75:17,20 77:5 78:13,14
poster 20:8,15,16
posters 20:9
potato 45:12
potential 10:15
potentially 26:16
PowerPoint 77:16
practice 30:12,13 64:11
practices 28:9,11 61:13
practicing 64:7
practitioner 21:13
Pre- 58:22
Pre-Conference 59:4
pre-hospital 20:6 62:7
precluding 33:22
PRECONS 17:15,16
pregnancy 69:10
prepare 55:21 78:4
prepared 82:8
preparedness 67:15
presence 24:18 53:4
present 4:2,5,8,10,12,20,22,25
 5:3,5,9,11,13,15,17,20,22,24
 6:2,4,6,8,10,13 42:4 72:22
presentation 77:16
presented 27:15
pretty 14:3 15:8,11 27:22 31:5
 33:13 48:12 56:14
previously 60:9

primary 64:2
priority 37:9
probably 8:16 10:15,20 18:10
 24:4 43:20 66:6,15 71:9 79:5
problem 34:24
problems 22:25 28:16
procedural 65:22,23,24
procedure 66:5
process 13:16,19,21 16:17 22:20
 29:5 30:3 41:23 44:2 54:9
 56:2,10,13 59:25 60:2 65:16
 66:8 75:19 78:16
processes 31:16 75:15 80:3
produce 30:10
product 58:19
professional 71:23 72:10
program 13:15,18,24 14:5,18
 17:4 19:14 22:12,25 29:6
 36:24 38:12,16 39:3 40:3 44:5
 45:13 47:5,8,25 48:8,24 49:2
 49:11,13,13,18 50:3,6,7,11
 52:2 60:5 65:8 66:20 77:2,3
programs 28:11 40:9,14 45:12
 50:9,10 51:25 63:2 77:21
progress 8:7 28:5 35:10,14
project 20:18 61:25 62:20,24
projects 17:2 62:3 63:2
promise 31:15
promises 31:11
promising 27:25
promulgate 80:7
proposed 9:23,24 71:11,15 72:3
prospective 9:11 10:22
Protecting 46:11
protocol 30:3,12 59:8
protocols 30:4 65:13
provide 33:2,17 39:12,14 49:4
provided 82:9
provider 3:15
providers 17:12 33:16 41:11
 46:19 49:20 50:17 65:15
providing 46:14 59:22
provisions 38:23
public 18:22 35:9 72:10
publish 76:10
published 71:15 72:5
pull 18:8
put 10:24 37:6 38:2 39:2,20
 53:24 69:4 79:23
putting 37:21 40:10 41:2 69:5

| | |
|---|--|
| puzzle 23:23 | recommendations 26:18 28:10 29:16,17 30:11 43:13,25 63:12 |
| <hr/> | Reconnect 47:5,9,11 49:13 51:7 52:2 |
| Q | record 65:3,4 82:8 |
| quad- 67:6 | recorded 65:16 |
| qualification 10:4 | recruit 19:25 |
| quality 8:19 19:5 58:7,15,21,23 59:21,22 68:17 | recruitment 14:11 19:18,22 44:6 44:15 |
| quarter 34:17 35:13 52:23 53:2 | red 58:2 |
| question 52:7 60:14 76:20 | Redlener 2:15 5:23,24,24 60:23 60:24 65:2 68:9 74:18,19,19 |
| questions 10:25 12:21 16:4,10 20:25 24:23 32:11 34:4,8 37:24 43:6 51:12 52:4 55:9 56:19 58:6 59:25 60:11,22 65:2 69:15 78:20 | reduces 40:4 |
| quick 13:23 43:12 60:2 | reduction 52:11 53:5 |
| quite 19:15 21:15 22:2 36:25 | Reese 2:10 5:25 6:2,2 30:21 31:2 74:20,21,21 |
| quorum 6:14 | ref 36:10 |
| <hr/> | referred 29:25 |
| R | refresh 33:16 |
| R.S.I 29:17 | regarding 71:16 |
| Rabrich 2:13 5:21,22,22 25:21 25:22 28:3 30:22 74:16,17,17 | region 8:23,24 14:9 27:7 29:22 33:23 35:2,2 48:5,11 60:17 67:11 |
| raise 6:23 38:4,5,6 43:7,8,9 | regional 28:11 59:9 60:6,6,7 71:24 72:11 |
| ramp 54:25 | regions 35:4 44:8,11 59:16 60:5 61:8 |
| ranks 10:22 | register 71:16 72:6 |
| rapid 29:3 | registration 17:8 |
| rate 35:24 36:3,5 44:22 | registry 7:9 15:2,4,5,20 16:6 |
| rates 46:23,23 | regs 18:16 56:25 75:21,22 76:11 |
| reach 30:16 33:23,24,24 34:5 41:8,19 42:5 59:25 | regu 54:9 |
| reach- 41:25 | regular 9:13 11:7 16:6 |
| reaching 68:7 | regulated 26:11 |
| read 43:2 47:8 48:14 | regulation 8:18 26:19 56:16,20 69:24 70:19 71:9,12 78:20 80:5,10,12 |
| readiness 66:18,19 67:20 68:2 | regulations 18:22,24 28:6 54:9 56:12 58:12,13 71:3,18,19 75:21 80:8 |
| ready 26:5 56:10 66:12,17 72:16 | regulatory 18:13 19:10 36:24 56:6 58:17 72:14,21 75:18 79:12 |
| realized 21:24 | reimbursed 36:6 |
| really 7:23,25 13:12 19:15 20:10 22:8 24:18 30:11 42:8 49:4,18 50:5,7 52:19,24 53:23 56:17 60:3 63:4,7 64:3 70:24 | reimbursements 14:19 |
| reason 28:16 78:3 | reinforcing 37:10 41:16 |
| reasonable 79:19 | reinvigorate 57:14 |
| reasons 29:5,21 | reiterate 62:6 |
| receive 7:2 45:5 | related 19:3,4,9,18,22 20:25 61:3,5 64:17 67:7 70:24 76:25 |
| received 16:24 34:12 37:4,5 48:13 71:22 72:7,9 | |
| receiving 7:3 | |
| recognized 66:17 67:3 | |
| recommend 77:18 | |
| recommendation 22:11 | |

78:20
relates 57:22
relationship 25:7
release 26:5
released 26:6 38:16 49:12 70:13
 70:15
relevant 47:21
remain 3:8 11:5
remember 45:25 57:4
remembered 3:14
remembrance 3:9
reminder 9:12 37:15 64:12
REMSCO 13:15,20,24
REMSCOs 14:18 49:3
renewed 45:9,13
report 7:16 8:4 9:4 12:24 13:4
 16:20,21 25:21 30:23 32:9
 33:9,10 34:13 59:11 65:10
 69:18 70:9,10,13,14,15,16
reported 34:16,23 82:4
Reporter 82:13
Reporters 82:8
reports 32:14 34:12,22
represent 42:9
representation 8:22 25:17
representatives 41:22
Republic 3:20
requested 25:14
require 66:5
required 72:2
requires 35:18 63:9
rescue 19:9
research 8:19 20:6,8,9,12,15
 60:23,25 61:23,25 62:2,7,11
 62:12,23 68:10,13,20
residency 22:24 23:2
resident 22:23
resolution 33:3
resolve 16:7 32:3
resource 62:21 63:2
resources 36:16 39:2
responder 55:3
response 26:8,13,16 27:3 48:25
 57:15 71:21
responses 68:16
rest 16:24
restraint 57:19
result 47:14
retain 20:3
retention 14:11 19:18,22 44:6

44:16
reverting 54:4
review 26:7 28:20,22 35:23
reviewed 27:11 72:19
revised 72:5
revisions 72:7
rewrite 53:17
Rich 57:16
right 9:7 10:13 11:6 12:16 13:4
 13:9 14:25 16:11,12 21:3 23:3
 23:4 24:12 32:10 34:7,9 37:2
 40:24 43:4,23 51:7,24 52:3
 53:10,15 55:8 56:18 69:15
 75:15 76:18 78:16 79:10 80:23
 81:17
Robert 2:16 3:10
robust 25:24 29:6 31:5 55:13
roll 3:24 72:21 77:18
rolled 50:6
rolling 38:22
rollout 58:20
room 7:21 21:23 22:13 32:23
 49:2 69:22 81:10
rulemaking 71:15 72:3,6
rules 71:18
run 17:21 21:9
running 53:14
runs 63:4
rural 40:2,9,17 41:8,17,21 42:3
 42:6 44:13,14 45:3,4 69:18
Ryan 2:16 21:6 31:10,13,24 44:3
 47:4,11,22 52:5 69:17 70:19
 70:20 76:20 77:17 78:20

S

S.C.T 30:25
S.E.T 32:12
Safe 81:19
safety 8:18 56:21 58:7 79:17
SALAD 69:7,8
saline 29:20
Sally 2:17 4:11 51:13 73:7
Sam 6:11
sampling 66:16
SAMUEL 2:17
Saturday 17:11 59:2
Saugerties 21:14
saw 59:6 79:21
scary 66:6
schedule 11:8 55:13

| | |
|--|--|
| <p>scholarship 14:5,7 48:15,20 scholarships 14:13 44:7,16 school 48:6,8,11 50:21 Scott 2:18 4:3,5 57:25 72:25 73:2 screen 42:25 searched 59:15,19 searches 59:8,14 seat 10:5,6 second 6:20,21 7:20 9:8,10,21 11:13 12:19 16:3 19:5 23:8,25 34:17 35:13 53:2 61:16,22 62:5 63:6 81:15 seconded 25:23 33:8 34:13 37:25 38:9 42:11 43:4 56:15 57:9 58:10 61:2 SECRETARY 3:25 4:3,6,9,11,13,15 4:17,19,21,23 5:2,4,6,8,10,12 5:14,16,18,21,23,25 6:3,5,7,9 6:11,14 72:23,25 73:3,5,7,9 73:11,13,15,18,20,22,24 74:2 74:4,6,8,10,12,14,16,18,20,22 74:24 75:2,4,6,8 sedation 65:23,24 see 7:6 8:14 13:8,13 14:15 16:3 16:17 18:10 19:10 20:13 21:14 24:4,21 36:2,6 44:17 45:2,3 46:22 48:24 50:6,13 51:18 62:10,14 65:6 67:3 70:11 75:20 76:9,14 78:25 79:7 81:17,17 seeing 7:12 21:16 seen 35:13 36:5 segment 36:2 self- 47:16 self-assessment 58:17 SEMASC 8:21 22:23 25:18 31:10,19 32:12 39:23 SEMSCO 1:1 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1,9 24:1 25:1 26:1 27:1 28:1 29:1 30:1,17 31:1,20 32:1 33:1 34:1 35:1 36:1 37:1,9 38:1 39:1,23 40:1 41:1,15 42:1 43:1,17 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1,18 63:1 64:1</p> | <p>65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1,15 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1,7 81:1 82:1 send 46:13 77:6 sends 36:22 sent 58:16 79:4 separate 19:20 September 1:8 9:16 44:23 45:18 82:11 sequence 29:4 series 15:17 16:14 serious 64:13 serve 9:18,19,25 served 21:17 23:17 serves 33:5 service 35:25 46:8,10 services 1:6 45:2,3,5 46:12 69:18 71:20,21,25 72:12 session 39:10 set 30:11 75:18 sets 75:20 seven 17:16 38:18 seventy-two-point 47:15 share 18:7 31:19 35:6 shared 34:21 72:15 shop 56:11 short 37:15 41:3,5 short-term 45:20 shortage 47:22 shortly 17:20 show 15:15 showing 27:8,25 59:7 shows 35:12 shredder 53:25 SHULTZ 2:3 3:25 4:3,6,9,11,13 4:15,17,19,21,23 5:2,4,6,8,10 5:12,14,16,18,21,23,25 6:3,5 6:7,9,11,14 72:23,25 73:3,5,7 73:9,11,13,15,18,20,22,24 74:2,4,6,8,10,12,14,16,18,20 74:22,24 75:2,4,6,8 side 13:6,14 15:14 20:5 sign 6:24 signed 35:17 36:19 55:17 significant 14:3,25 15:8 Signs 17:7,7 20:14,19 58:22,25 59:4 68:10,22 81:18,20 silence 3:9,18 silos 54:20</p> |
|--|--|

| | |
|---|---|
| <p> similar 59:4 Simmons 2:7 6:3,4,4 74:22,23,23 simple 62:25 Simpson 2:5 6:5,6,6 74:24,25,25 sincerely 48:15 sir 70:2 sirens 58:2 site 16:15 sits 28:5 situations 51:17 79:9 80:15 six 34:19 45:5 53:17,17,22,22 54:2,2,3,11 75:16 77:8,9 78:3 sixty 50:23 skills 26:14 27:2 smaller 79:18,20 smidge 42:13 Smith 2:6,6 6:7,8,8,9,10,10 75:2,3,3,4,5,5 software 15:6 77:23 software-based 77:20 solutions 29:19 somebody 54:11 soon 26:5 28:7,22 31:11 67:22 sorry 44:15 52:8,9 65:6 75:24 sort 12:11 13:14 26:20 35:2 52:25 sounds 79:16 sparked 34:4 speak 38:22 special 44:6 57:2,6 specialty 30:6,13,16 specific 27:13 30:12 38:23,24 50:16,16 spending 40:5 spent 8:2 spoke 44:3 spot 78:6 spring 45:8 stabilization 61:9,12,14 STAC 69:16 staff 12:23 13:4,12 20:3,3 stages 13:22 stand 32:25 64:18 standard 29:8 standardization 28:18 standardize 28:23 standards 8:21 18:20,21 19:4 25:21,23 30:23 32:12 54:12 56:8 58:14 standing 3:8 </p> | <p> stands 3:21 start 3:17 52:25 60:2 78:8,16 79:17 started 30:9 48:9 52:19 57:2 78:22,23 starting 15:5 44:17 79:5 starts 68:6 state 1:2,5 7:9 9:13,14 15:2,23 15:25 16:2,8,9 17:22 29:10 31:10,18 33:12 34:24 35:14,15 36:22,22 37:3,19 38:14,17 39:3,6,15,17 40:25 41:17,20 43:14,25 45:10 47:16 50:13 62:3,13 67:9,14,22 68:21 69:13 71:14,16,24 72:4,6,11 82:2 State's 42:3 stated 82:5 states 3:20 9:24 38:14 40:6,8 40:10 68:3 Statewide 51:9 67:22 statistics 59:7 status 62:25 70:11 stay 7:19 10:13,14 20:4 36:14 stem 52:24 step 23:18 66:9 Stephen 2:19 3:25 4:2 72:23,24 steps 27:4 54:22,23 58:20 Steve 5:8,9 34:10 37:24 42:12 42:25 43:5 52:5 74:4,5 78:21 81:15 STEVEN 2:18 stop 24:16 54:17 stream 61:22 63:14 streams 61:4 Street 1:12 stress 20:11 Stretcher 57:20 strongly 24:15 structure 9:23 Stryker 57:23 student 48:17 students 7:3 47:12,16 48:10 studies 44:10 stuff 29:10 STUHMILLER 2:11 STUHMILLER 71:5 Subcommittee 56:16 subject 19:23 submit 20:19 48:3 </p> |
|---|---|

submitted 31:16 37:4 43:14,20
 60:18
subscribed 82:11
subsequent 42:19
subsequently 72:5
substantive 72:2
success 27:20 62:8,15
successful 20:10
successfully 44:13
succession 10:11
suffered 3:12
sugar 36:12
suggested 80:5
suggestion 41:7
suggestions 52:5
summary 39:19
summer 58:11
sunset 22:12
SUNY 47:4 49:12,17 51:7
super 8:24 45:4
support 22:11 24:8,15 37:13
 46:14 47:18 48:17 61:18,20
 63:5 64:17,18 71:21 81:10
supposed 23:24
supraglottic 26:2 27:9
sure 13:11 21:15 27:14 30:18
 31:19 40:23 42:22 63:23 77:23
Surgeons 16:15
surprised 47:14
survey 58:16,16,18 66:10 67:25
surveys 67:23
switching 76:2
symposium 19:13,17,19,19
system 8:8 19:3,5 24:11 40:15
 40:23 41:12 54:21 63:9
systems 8:18 19:4 53:10,13
 55:10 59:2 60:8

T

tab 46:7
table 7:19 8:13 16:3 18:14
 24:13 25:2 39:21 71:13
tabletop 58:4
TAG 25:13 28:13 30:6,8,8,18,25
 42:15,18 58:2
TAGs 53:13 57:11
take 9:22 12:17 14:12 15:20,25
 16:9 17:9 23:16 26:17 29:15
 32:7,25 35:20 36:4 47:2 51:12
 52:19 53:24 59:17,24 66:8

71:6 81:12
taken 57:21
takes 35:20 36:7,8,8 46:8 76:15
talk 18:18 36:14 47:4,6,9,11
 51:20 70:7
talked 10:19 35:14 41:6 57:10
 65:21
talking 18:17 42:2 62:16 66:7
talks 40:19
task 19:7 42:3,5 69:18
taxing 21:19
team 61:23 68:7 81:8,9
teams 13:9
technical 32:22
technology 49:21 77:19,24 78:5
 78:6 81:9
telemedicine 45:14
tell 47:22
ten 34:19 40:19 54:8 71:17
Teresa 2:19 4:23,24 73:20,21
term 10:2 16:12,13 31:25
terminology 76:2
terms 10:13
terrific 16:12 21:3 31:23
territories 68:3
Terry 9:8 10:13 12:22
test 15:17
tests 63:8
thank 3:4,23 4:6 6:15,19,25
 7:13,16,25 9:2,5,6,7 11:10
 12:4,6,9,16,25 18:13 24:17,21
 25:2,10,19,22 28:3 31:24
 32:11 34:6 38:8 43:10,11
 48:15,21,25 49:7,7 51:11,16
 52:4 53:12 55:9,11 56:19,22
 56:23 57:6,8 60:19 69:14
 70:25 71:4,5 75:11 76:6,16,18
 81:3,8,9
thanking 7:3 24:25
thanks 6:22 21:6 31:8 34:7 57:2
 58:5 59:12 60:11 61:23 62:4,4
 63:20 64:19,20 69:3 70:18
 72:17
that'd 31:22 47:3
There's 33:11
thing 10:19 12:11 14:25 16:22
 33:8 37:16 44:19 47:4 53:24
 62:9 78:22
things 8:3 10:12 14:3 15:17
 20:10 22:9 23:7,10 24:24

35:12 36:6 40:21 42:14,22
 43:12 47:23 49:21 50:18 52:18
 53:20 54:16 58:12 59:15,18
 78:6 80:18
think 12:2 16:19 17:16 22:14
 39:8 44:21 45:22 51:13,14
 53:3 63:6 64:2,12 70:13 79:8
Third 62:18
thirteen 72:9
thirty 3:14 50:21 78:24,25
thirty-six 49:5,9
tho 22:19
thought 47:20 50:20
thoughtful 8:7 22:19 23:13
thoughts 24:23 37:24
thousand 14:6,10,22 48:4
three 10:16 23:4 38:20 45:3
 46:8 48:10 51:24 68:18,18
 75:16 77:8
tight 42:8
till 7:19 78:10
Tim 12:7 55:10 56:19,20 73:12
time 1:9 9:6 10:4,15 11:4 15:22
 23:18 24:14 34:15,19,24 36:8
 36:16 38:21 43:22 54:10,14
 66:10,25 69:20 72:14,20 75:21
 76:9 78:18 79:20 82:4
timeframe 42:8 76:13
timeline 41:3 79:24
times 10:6 22:13 34:18 35:5
 36:12,13 52:12 54:16 70:8
timing 10:7 43:23
Timothy 2:20 4:15 11:12 73:11
Tinelli 2:17 6:11
today 7:8 11:17 18:17 21:7 22:6
 22:10 25:23 42:4 56:7,15
 71:10 79:21
told 22:25
tomorrow 42:7
ton 64:22
tool 27:25
tools 64:6,8,11
top 68:12
topic 35:14 39:10
total 27:16,17
towns 55:21
TPIC 70:7,13
track 80:23
train 14:7
trainee 13:10
trainer 13:10
training 8:18 14:8,22 21:13
 23:12 25:15 29:4,9,14,17
 32:14,16 34:9 61:19 77:12,15
transcription 82:6
transferring 3:13
transformation 40:2,9,18 41:17
transition 15:6,7,13 23:19
 40:14 78:11
transparent 15:12
transport 30:6,14,16 37:12
travel 33:21
travels 81:19
treat 35:16 37:11
treated 36:7
treatment 35:22
tremendous 22:18 25:6 27:22
tried 12:3
triple 67:6
Troy 1:1,13 2:1 3:1,5 4:1 5:1
 6:1 7:1 8:1 9:1 10:1 11:1
 12:1 13:1 14:1 15:1 16:1 17:1
 18:1 19:1 20:1,22 21:1 22:1
 23:1 24:1 25:1 26:1 27:1 28:1
 29:1 30:1 31:1 32:1 33:1 34:1
 35:1 36:1 37:1 38:1 39:1 40:1
 41:1 42:1 43:1 44:1 45:1 46:1
 47:1 48:1 49:1 50:1 51:1 52:1
 53:1 54:1 55:1 56:1 57:1 58:1
 59:1 60:1 61:1 62:1 63:1 64:1
 65:1 66:1 67:1 68:1 69:1 70:1
 71:1 72:1 73:1 74:1 75:1 76:1
 77:1 78:1 79:1 80:1 81:1,8
 82:1
true 82:7
truly 8:7 21:3 25:2
try 10:20 16:7 81:2
trying 17:14,17 40:21 43:23
 46:16
tumultuous 36:25
tune 43:19
turn 54:8
turnaround 15:22
twelve 50:8,10
twenty 14:6 48:4
twenty-five 47:17 49:14 50:20
twenty-four 50:9,10
twenty-page 53:22
twenty-seven 17:25
twenty-six 54:3,11

twenty-two-point 45:5
twist 57:21
two 8:13 10:5 14:8,8,20,22
 19:20,20 34:13,20 42:14 45:2
 46:14 48:5,7 52:24 67:11
 68:11 79:16
type 48:25 56:3
types 40:21
typewritten 82:6

U

Uh-huh 30:21 76:21
umbrella 66:22
understand 22:21 62:15 64:10
understanding 24:7 26:11 75:13
understood 22:18
unique 57:21
United 3:20 68:2
units 28:5
unpack 42:13
update 20:5 26:2 27:7 34:15
 53:19 56:12 57:25 60:18 69:16
 69:17,19 70:19 78:10,20 79:2
updated 65:13
updates 56:6 57:10 59:9,9 61:3
 79:12
urban 44:25
usage 27:9
use 15:19 27:24 28:25 36:16,16
 41:11 44:9,10,11 59:8 64:5,8
 64:11 78:6
useful 60:19
uses 40:20
usual 30:2
utilize 44:5

V

vacate 10:17
Valley 27:7
value 37:10
variety 31:6
vehement 10:9
vehicle 18:16 56:8,25 71:19
 77:20
vehicles 71:20
verify 15:9,18,22
version 54:2
vice 9:3,8,10,20,21 10:6 11:12
 11:13 12:19 42:2
victories 80:3

videos 65:12
view 29:10 52:23 53:8
viewed 10:18
villages 55:21
Violante 2:7 3:3,23 6:12,13,13
 6:15,19,22 9:7 10:3,9 11:10
 11:25 12:6,9,15,21 24:17
 27:14 30:20,24 31:8 32:2,10
 34:7 37:23 42:12,21,24 52:3,8
 52:10 53:9 55:8 56:18 58:5
 59:12 60:15,21 64:21 65:5
 69:14,21 70:2,5,18 72:17 75:6
 75:7,7,9 76:18 78:19 81:5,16
virtually 32:17
visits 16:15
Vital 17:7,7 20:14,19 58:22,25
 59:4 68:10,22 81:18,20
voice 25:17
voluntary 26:20
volunteer 8:14
volunteers 17:13,15
voluntold 12:11
vote 11:20 18:18 37:21 38:2
 56:15 72:20,21
voted 43:17 56:10 72:16
votes 40:4
voting 56:7 71:9

W

Wadsworth 62:18,19
wait 77:4
waited 79:10
waiting 31:17 43:18 52:23
want 7:25 8:20 10:25 15:10,21
 20:4 27:12 30:25 31:13 34:2
 40:16 42:13 44:19 47:6 48:25
 49:23,24 51:11 56:23 63:23
 68:10 70:11,20 71:6 78:25
 81:9
wanted 42:21 51:2
wants 23:11
Washington 36:23 38:10
watch 17:4 45:16 53:6 64:25
watching 13:3 18:12 44:21
waves 38:22
way 10:12 26:12 34:5 36:5 41:12
 42:17 53:25 54:17 56:9 78:22
 80:23
ways 19:25
we'll 3:17 7:15 11:19 12:17

| | |
|--|--|
| 17:3 18:11 25:12 31:19 32:13 38:2 39:8 42:7,7 44:12 51:4 53:6 56:6 58:2 61:17 62:16,16 63:7,11 69:16 72:21 77:2,4 we're 3:6 9:16 13:12 15:2 16:17 16:22 18:16 19:10,17 23:22 24:6 27:3 30:18 31:17 34:5 36:17 37:17 41:25 46:16 51:3 54:6 55:24 57:13,16 58:3 61:16 63:23 67:13 69:12 70:24 77:14 79:9 we've 10:19 14:14,17,20 16:22 16:24 31:4 35:13 43:23 54:15 55:13,13 57:10 61:6 65:11 79:4,10 we're 70:8 webpages 51:10 website 15:11 17:8 31:18 40:17 40:18 46:6 59:23 websites 51:6 week 15:22 17:21 22:2 43:21 76:14 weeks 18:9 20:24 64:3 75:16 76:15 weight 68:15 weight-based 68:16 welcome 3:3 8:20 11:15 21:4 31:6 welcoming 32:23 wellbeing 19:13 went 15:6 22:24 54:18 67:13 weren't 67:17 WHEREOF 82:10 widely 26:6 WILLIAM 2:20 willing 47:2 winter 67:18 68:5 WITNESS 82:10 wonderful 6:15 17:24 43:4 58:7 60:21 64:21 69:14,23 75:9 81:16 work 7:17 8:25 22:19 25:11 27:3 28:14 30:2,19 33:3,15,15 35:10 42:15,17 43:13 49:8 50:15 57:17 58:3 59:22 60:9 61:3,3,6,9,22,23 62:10 63:14 63:15,22,23 64:22,23 65:9 67:14,24 76:17,24 worked 14:14 56:24 58:14 workforce 47:22 49:19 | workgroup 41:19 working 8:2 16:6 17:2 19:7 20:18 25:6 28:9,10 32:2 37:17 41:2 49:3 50:14 51:4 55:24 58:15,19 61:7,17,17,24 63:7 63:16,16 64:16 65:12 69:4 70:14 workshop 58:24 62:10 world 68:13 worries 52:10 would've 81:3 write 37:9 41:15 54:2 writeup 43:18 writing 48:14 written 70:9 <hr/> <p style="text-align: center;">X</p> <hr/> <p style="text-align: center;">Y</p> <hr/> yeah 12:12 52:15 64:16 77:9 81:20 year 9:15,18,19 10:2,4,6,7 14:16,16,23,23 17:10,16,20 18:2,23,25 20:14,15 33:10 38:19,21 43:22 44:9 45:10 48:9 49:6,12 70:6 year's 43:14 years 3:14 10:5 16:25 23:4 39:9 56:25 65:11 67:6 70:23 78:25 79:2,3,16 yesterday 32:19 56:4,4 yield 15:21 York 1:2,13 15:23,25 16:2,8,9 23:17 33:6,12 38:14 39:11,15 40:11,25 41:17,20 43:14 47:16 51:25 59:3 62:3,12 67:9,14,21 68:21 69:13 71:14,18 72:4 82:2 Yup 30:22 <hr/> <p style="text-align: center;">Z</p> <hr/> zero 36:3,17 <hr/> <p style="text-align: center;">0</p> <hr/> 09/11 3:9 <hr/> <p style="text-align: center;">1</p> <hr/> 1 44:25 46:23 82:5,7 1:31 1:9 3:2 10 1:8 |
|--|--|

| | |
|---|---|
| <p>10th 20:22 71:16 15th 59:5 1992 21:18 1996 21:18 1st 18:9</p> <hr/> <p style="text-align: center;">2</p> <hr/> <p>2:39 65:3,4 2:57 1:9 81:21 2024 28:15 35:18 71:16 2025 1:8 33:10 44:23 72:6 82:11 2026 9:19 18:10 20:23 40:6 2030 40:7 235 1:12 24 27:16 25 27:17 25th 72:6 82:11 27th 3:13</p> <hr/> <p style="text-align: center;">3</p> <hr/> <p>30th 44:23 45:18</p> <hr/> <p style="text-align: center;">4</p> <hr/> <p>4th 20:6</p> <hr/> <p style="text-align: center;">5</p> <hr/> <p style="text-align: center;">6</p> <hr/> <p>6th 20:7</p> <hr/> <p style="text-align: center;">7</p> <hr/> <p>7th 6:17</p> <hr/> <p style="text-align: center;">8</p> <hr/> <p>800 71:17,17 77:18 78:5 81 82:7</p> <hr/> <p style="text-align: center;">9</p> <hr/> <p>9/10/2025 1:1 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1</p> | <p>78:1 79:1 80:1 81:1 82:1 911 68:16 9th 20:21</p> |
|---|---|