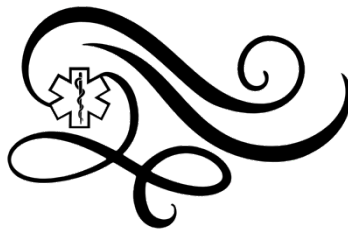


Chapter Preview

Leadership in Action: The Wisdom and Stories of EMS Innovators



*A Collection of Leadership Stories and Wisdom from
Emergency Medical Services Leaders Who Shaped the Profession*

Edited and Compiled By
DONNIE R WOODYARD, JR

Foreword by Leon E. Panetta

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The experiences and opinions shared reflect the unique perspectives of the contributors and may not align with every reader's context or experience. This book is not intended to provide operational, clinical, or administrative guidance for emergency medical services. Readers should consult their organization's policies, guidelines, and professional experts when making decisions related to EMS leadership or operations.

Every effort has been made to verify the accuracy of the information presented and provide proper citations to prior works. However, the authors and publisher assume no responsibility for errors, omissions, or inaccuracies in the content. Readers are encouraged to critically evaluate the content of this book and consider its applicability to their unique circumstances. Practices and knowledge discussed in this book reflect the time of writing and may evolve over time. Editing tools, including Grammarly, ChatGPT, and Microsoft Word AI (Microsoft CoPilot), were lightly utilized in the editing portions of this book to enhance clarity, grammar, and style while preserving the authentic voices of the authors.

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Chapter Preview



Thank you for making a difference.

After covering production expenses, ~80% of the royalties from this book will be donated to national EMS charities including the National EMS Museum Foundation. By purchasing this book, you are directly supporting causes that make a difference in the EMS community.

Founded in 2006, The National Emergency Medical Services Museum, Inc. is a registered 501(c)(3) nonprofit organization (EIN: 20-5848176) and has been tax-exempt since August 2007. The museum opened its virtual doors with exhibits showcasing the organizations, individuals, and artifacts that highlight the development of Emergency Medical Services in the United States. Dedicated to preserving and commemorating the history of EMS, the museum also houses a comprehensive library and archives that document the evolution of the profession. Beyond preserving history, the museum is a storyteller—honoring the past, celebrating the present, and inspiring the future of EMS. Through its exhibits, research collections, and annual publication, *The EMS Historian*, the museum brings to life the stories of EMS clinicians, innovations, and pivotal moments that have shaped the profession. Today, the National EMS Museum thrives as a hub for EMS history enthusiasts and continues to seek out new treasures to expand its collection. To learn more about EMS history, as well as the museum’s mission and programs, visit:

www.emsmuseum.org

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LEADERSHIP LESSONS FROM THE STREETS

NITIN NATARAJAN, MA, EMT-P(RETD)

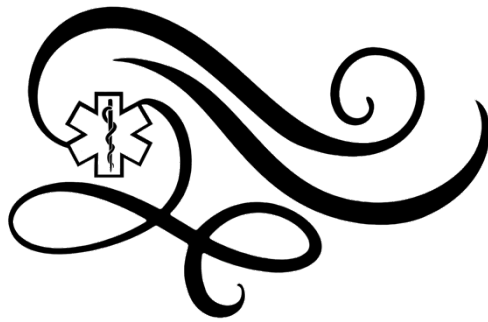
While my time in EMS was shorter than many —just 13 years—the lessons I learned have stayed with me throughout my career. In those formidable years, I had the opportunity to serve as an EMT and paramedic in rural and urban settings, as the Commander of a Disaster Medical Assistance Team, paramedic instructor, and ultimately as a flight paramedic. To this day, the lessons I learned continue to shape my approach to leadership, and I suspect they will until I retire.

Sadly, not all of us are able to spend our careers in the field and for those of you who do move on, I encourage you to take some time to think about the skills and experiences you have developed over the years, as they are directly applicable to many government and private sector roles beyond clinical care.

Through my experiences in the public and private sectors, I have observed three common leadership challenges: adaptive leadership styles, decision making, and prioritization. While all leaders make mistakes, and most are better for having made them and not repeating them, being paralyzed by these issues or not learning from them can create an environment that is not conducive to success in any organization.

Chapter Preview

WORDS THAT DEFINE OUR JOURNEY





CONTRIBUTING AUTHORS

The following section provides a brief introduction to each contributing author. A more detailed biography can be found at the end of their respective chapter(s).

Zach Alvey, EMT Chapter 28

Zach Alvey is an EMT with Ute Pass Ambulance Service in Woodland Park, Colorado. In 2024, he was honored as the National EMT of the Year by the National Association of EMTs. Recognized for his leadership and dedication to prehospital care, Zach was appointed by the Governor of Colorado to the state’s Emergency Medical Practice Advisory Council. He is committed to advancing EMS education, clinician well-being, and patient care.



Alan J. Arguello, MBA, PMP, NRP, ICE-CCP Chapter 12

Alan J. Arguello is the Chief Operating Officer of the National Registry of Emergency Medical Technicians, where he oversees the organizations’s operations, including risk management, strategic and operational planning, performance monitoring, and business continuity preparedness. A former EMS clinician, now a national leader in health care credentialing, Alan is driven by a deep commitment to advancing emergency medical services through competent, confident clinicians.



Jeanne-Marie Bakehouse, BA Chapter 23

Jeanne-Marie Bakehouse has over two decades of experience in EMS leadership, including her role as Emergency Medical and Trauma Services Branch Chief at the Colorado Department of Public Health and Environment. She is a dedicated advocate for EMS and trauma systems, having worked nationally with the National Association of State EMS Officials. Since retiring, Jeanne-Marie has returned to her family farm, embracing regenerative agriculture practices.



John Barrett, DNP Chapter 20



Dr. John Barrett began his career as a firefighter/EMT in Indiana and has since become a pioneering leader in emergency medicine. He is recognized as the first Nurse Practitioner in the United States to hold the title of Point of Care Ultrasound Scholar. Currently a consultant for GE Health care, John’s career spans EMS, policy, and emergency medicine. He holds a Doctor of Nursing Practice and a Master’s in Communication Studies. As a passionate educator, John inspires others in their leadership journeys.

John Becknell, PhD Chapters 32, 33, 34



Dr. John Becknell is an organizational psychologist and former paramedic with over 40 years in EMS leadership, psychology, and workforce development. He has authored numerous books and articles on emergency services administration and leadership. As a sought-after educator and facilitator, John focuses on leadership development, peer support, and fostering resilient EMS teams.

Maria Beermann-Foat, PhD, MBA, NRP Chapter 22



Dr. Maria Beermann-Foat has dedicated over 25 years to EMS, serving in private, hospital-based, and county systems. Recently appointed as Virginia’s State EMS Director, she previously served as EMS Training Coordinator for Eugene Springfield Fire in Oregon and retired as Battalion Chief of Operations at Johnson County MED-ACT in Kansas. A former At-Large Director for the NAEMT Board of Directors, she is a national leader in EMS education, research, and workforce development. She holds a Ph.D. in Organization Management, an MBA, and a City and County Management certificate. A sought-after speaker and instructor, she received the 2019 Fitch & Associates Emerging Leader Award.

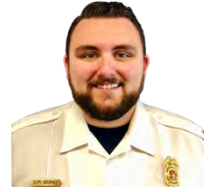
William J. Bullock, MPA, EMT-P Chapter 22



William J. Bullock has been with the San Antonio Fire Department over 23 years in which time he has worked as a firefighter, paramedic, EMS supervisor and educator. He serves as the SAFD Blood Program Team Lead and also works at Biobridge Global, South Texas Blood & Tissue as a Specialized Program Coordinator. Having transfused over 100 units of prehospital blood, Bullock fully appreciates the life saving capability of this intervention while advocating for donor education and program improvement

Daniel P. Burke, MBA, NRP Chapter 45

Dan Burke is the Emergency Medical Services Director at The Center for Patient Safety, bringing over a decade of experience in EMS operations, policy, quality improvement, public health, and regulation. A Nationally Registered Paramedic, he has held leadership roles across volunteer, municipal, interfacility, and critical care transport EMS systems, including serving as the State EMS Director for Washington, D.C. Passionate about systems improvement and patient safety, Dan actively contributes to the EMS community through volunteer leadership, serving on the executive board of his county firefighter’s association and as Chief of his hometown ambulance service in Maryland. Residing near Washington, D.C., he continues to advocate for high-quality, data-driven EMS system improvements at local, state, and national levels.



Sean Caffrey, MBA, BS, NRP Chapter 11

Sean Caffrey is the CEO of the Crested Butte Fire Protection District in Colorado, leading an independent fire-based EMS agency covering 220 square miles. With over 35 years in EMS, Sean has managed statewide pediatric emergency programs at the University of Colorado Anschutz Medical Campus and directed Summit County EMS. A past president of the EMS Association of Colorado and the National EMS Management Association, he advocates for EMS system sustainability, leadership development, and rural EMS advancement.



Brandon Chambers, NRP Chapter 25

Brandon Chambers has been an EMS leader for over three decades, working across rural and frontier EMS systems. He is the Southern and Southeastern Colorado RETAC Coordinator, a board member of the Emergency Medical Services Association of Colorado, and a previous Governor appointee to the State Emergency Medical and Trauma Services Advisory Council.. Passionate about EMS advocacy and rural health care, Brandon champions EMS system improvements.



Gayan Chaturanga, MSc, EMT Chapter 21

Gayan Chaturanga is a pioneer in the development of Sri Lanka’s EMS system, serving as one of the country’s first EMTs and first EMT instructors. With over 15 years of experience, he has been at the forefront of establishing emergency medical services in Sri Lanka, playing a key role in the founding and leadership of the "1990 Suwa Seriya Foundation," the national ambulance service. Gayan’s contributions include training and educating thousands of EMTs and co-authoring Sri Lanka’s first native-language EMT textbooks, laying the foundation for a robust and accessible EMS education framework. With a background in disaster management and business, he has been pivotal in advancing emergency health care in South Asia.



Fred Claridge, BA, EMT-P (RETD) Chapter 9



Fred Claridge retired after 41 years in EMS and emergency management. He served as a paramedic, EMS administrator, and emergency planner. He was a paramedic responder to the Loma Prieta Earthquake and coordinated the EMS response to the COVID-19 pandemic in Monterey County, California. Now, Fred dedicates his time to preserving EMS history as Vice President of the National EMS Museum and editor of *The EMS Historian*. He is also an active battlefield tour guide and historian, sharing his passion for public service and education with the next generation.

John R. Clark, JD, MBA, CMTE, NRP, FP-C, CCP-C, WP-C Chapter 6



John Clark has over 30 years of experience in critical care transport, blending clinical excellence with strategic leadership. He has served as Vice Chairman of the International Board of Specialty Certification (IBSC), Past President of the International College of Advanced Practice Paramedics (ICAPP), as a Board Member of the National Registry of Emergency Medical Technicians (NREMT), and Executive Dean of the College of Remote and Offshore Medicine (CoROM). John holds a JD from the University of New Hampshire School of Law and an Executive MBA from Madison University. His expertise in EMS law, compliance, and education positions him as a thought leader advocating for professional growth and regulatory improvements in critical care transport.

Bruce Evans, MPA, CFO, NRP Chapter 46



Chief Bruce Evans is the Fire Chief of the Upper Pine River Fire Protection District in Colorado and a nationally recognized leader in EMS and fire service. With over 40 years of experience, he has served as EMS Chief and Assistant Chief at the North Las Vegas Fire Department and as a Fire/EMS Captain at Henderson Fire Department. He is the Immediate Past President of the National Association of EMTs (NAEMT), represents NAEMT on NFPA® 2400, and serves on the National Academy of Sciences and National Academy of Medicine’s Preparedness Committee and Traumatic Brain Injury Forum. A dedicated educator, he spent 21 years as a faculty member at the College of Southern Nevada and has co-authored multiple EMS textbooks. His contributions to EMS leadership, safety, and education earned him the James O. Page Award for Leadership in EMS and induction into the Iowa EMS Hall of Fame.

Leroy M. Garcia, MA, NRP..... Chapter 5

Leroy M. Garcia is the former Colorado Senate President with extensive experience in public service, emergency medical services, and military leadership. Most recently, he served as a Presidential Appointee and Chief of Staff for Rural Business-Cooperative Services at the U.S. Department of Agriculture and as a Special Assistant to the Assistant Secretary of the Navy for Manpower and Reserve Affairs at the Pentagon. A Marine Corps veteran who deployed to Iraq as a mortuary affairs specialist, Leroy has championed initiatives supporting veterans, rural communities, and emergency responders. He previously taught EMS at Pueblo Community College and worked with American Medical Response. Leroy holds a master’s degree in organizational management from Ashford University, a bachelor’s in management from the University of Phoenix, and an associate degree in emergency medical services from Pueblo Community College.



Daniel Gerard, MS, RN, NRP..... Chapter 14

Daniel Gerard is a nationally recognized EMS system designer and the Immediate Past President of the International Association of EMS Chiefs. As EMS Coordinator for the Alameda Fire Department, he leads Community Paramedicine and Mobile Crisis Team initiatives. Daniel has consulted for the Pan American Health Organization, redesigned Hong Kong’s ambulance system, and collaborated with federal agencies on EMS policy and reimbursement. A published author and speaker, he influences the integration of EMS within broader health care systems.



Shannon L. Gollnick, DBA, NRP, FP-C..... Chapter 10

Dr. Shannon L. Gollnick is an experienced EMS leader and consultant specializing in organizational strategy, burnout prevention, and EMS operations. With over 20 years in the field, he has held executive roles in ground and air EMS, including Director of Ambulance Operations at North Memorial Health. Shannon holds a Doctorate in Business Administration from Saint Mary’s University of Minnesota and a postgraduate certificate in LEAN Six Sigma from Villanova University. His work focuses on improving EMS workforce sustainability, leadership development, and operational efficiency.



Kraig Kinney, JD, EMT-P..... Chapter 19

Kraig Kinney is the Indiana State EMS Director and a veteran EMS educator, legal expert, and leader in regulatory affairs. He chairs the United States EMS Compact and serves on the boards of the National Registry of EMTs and the National Association of State EMS Officials. Kraig’s expertise in EMS law and education drives his commitment to enhancing EMS systems and policies.



Skip Kirkwood, MS, JD, NRP(RETID) Chapter 30, 40



Skip Kirkwood is a retired EMS Chief, attorney, and national EMS leader with a five-decade career in prehospital care. He was a founding director of the National EMS Management Association (NEMSMA) and played a key role in developing EMS leadership education. As Oregon’s State EMS Director, Skip expanded EMS training for rural providers. He holds a JD from Rutgers University and remains a respected mentor and advocate for EMS professionalism and leadership.

Jon R. Krohmer, MD, FACEP, FAEMS Chapter 17



Dr. Jon Krohmer is the Principal of EMSMD, PLLC and a dedicated volunteer with the National EMS Museum. He serves on the Panel of Commissioners for the Commission on Accreditation of Ambulance Services, the Board of Directors for Velico Medical, and as an EMS Subject Matter Expert for Cambridge Consulting Group. He is an Adjunct Associate Professor at Michigan State University College of Human Medicine and an Adjunct Clinical Associate Professor at Western Michigan University. Dr. Krohmer retired as Director of the NHTSA Office of EMS and previously served as Principal Deputy Assistant Secretary for the DHS Office of Health Affairs and Acting Chief Medical Officer for DHS. Before his federal service, he was an EMS director and attending physician in Grand Rapids, MI. Board-certified in emergency medicine and EMS, he continues to shape EMS education and policy through leadership, teaching, and consulting.

Douglas Kupas, MD, FAEMS, FACEP, NRP Chapter 13, 38



Dr. Doug Kupas is the director of Mobile Integrated Healthcare for Geisinger Health System and a national leader in EMS medical direction and patient care advocacy. As President of the National Association of EMS Physicians (NAEMSP) and an emergency physician at Geisinger Health, he has advanced resuscitation science, airway management, and EMS clinician safety. Former Commonwealth EMS Medical Director for Pennsylvania,

Doug helped shape EMS protocols and education at both state and national levels. He is a board-certified emergency physician and paramedic, uniquely blending clinical expertise with frontline EMS experience.

Randy Leshner, BA, EMT-P(RETID) Chapter 48



Randy Leshner is a retired EMS chief and industry leader with over five decades of experience in emergency medical services. As the former Chief of Thompson Valley EMS in Colorado, he led significant system growth and innovation, including expanding workforce capacity and advancing community paramedicine. A respected advocate, he has served as president of the EMS Association of Colorado and on the State Emergency Medical and Trauma Services Advisory Council. Randy has been recognized for his leadership, policy contributions, and dedication to EMS advancement, earning a Lifetime Achievement Award for his impact on the profession.

Alex (Sandy) MacQuarrie, PhD, MBA, RP Chapter 41

Dr. Alex (Sandy) MacQuarrie is a paramedic, educator, and researcher with over 30 years in EMS leadership and education. He has served in academic roles at Griffith University and Charles Sturt University, specializing in paramedicine and interprofessional education. Former Director of Educational Services at Medavie EMS and Deputy Chief at Ottawa Paramedic Service, Sandy’s career encompasses frontline EMS, flight paramedicine, and high-fidelity simulation training. His research focuses on EMS workforce well-being and leadership development, making him a key contributor to EMS education and professional growth worldwide.



Gregg Margolis, PhD, NRP Chapter 37

Dr. Gregg Margolis is the Director of Health Policy Fellowships at the National Academy of Medicine and a leading voice in EMS policy and workforce development. Former Associate Director at the National Registry of EMTs and Director of the Division of Health System Policy at HHS, Gregg has influenced national discussions on EMS integration and patient care. With over 20 years of clinical experience, he remains a pivotal figure in EMS advocacy, research, and policy innovation.



Deb McDonald, RN, BSN Chapter 49

Deb McDonald is a health care leader with nearly 50 years of experience in critical care, home health, and college health nursing. As Director of Student Health at Cedarville University, she has mentored generations of student EMS clinicians, fostering collaboration between campus EMS, local hospitals, and emergency services. Her background in intensive care and community health has shaped her leadership in EMS education, where she continues to advocate for mentorship, team building, and system development in EMS and nursing.



Mike McEvoy, PhD, NRP, RN, CCRN..... Chapter 26

Dr. Mike McEvoy is a critical care transport expert and EMS educator with a background in emergency medicine, firefighting, and nursing. He serves as the EMS Coordinator for Saratoga County, New York, and chairs the National Registry of EMTs board of directors. A past chair of the International Association of Fire Chiefs EMS Section, Mike is a prolific author and educator who has significantly contributed to EMS education, quality improvement, and patient safety initiatives.



John Moon, EMT-P (RETD) Chapter 2



John Moon is a pioneer in modern emergency medical services and a retired Assistant Chief of Pittsburgh EMS. Beginning his career in 1972 with Freedom House Ambulance Service—America’s first advanced EMS system—he became one of the nation’s first paramedics, personally trained by Dr. Peter Safar and Dr. Nancy Caroline. Throughout his five-decade career, John played a critical role in advancing EMS education, workforce diversity, and leadership development. A steadfast advocate for mentorship and community investment, he continues to preserve the legacy of Freedom House while inspiring the next generation of EMS leaders.

Asbel Montes, BS..... Chapter 35



Asbel Montes is a nationally recognized expert in EMS finance, reimbursement policy, and health care advocacy. He serves on multiple federal advisory committees, including the Ground Ambulance and Patient Billing Advisory Committee, working to improve EMS funding and regulatory policies. A frequent speaker on EMS revenue cycle management, Asbel continues to shape industry discussions on financial sustainability in EMS.

Nitin Natarajan, MA..... Chapter 4



Nitin Natarajan is the former Deputy Director of the Cybersecurity and Infrastructure Security Agency (CISA) at the U.S. Department of Homeland Security, where he led national efforts in cybersecurity, critical infrastructure resilience, and emergency communications. He has held senior roles at the White House/National Security Council, the U.S. Environmental Protection Agency, and the U.S. Department of Health and Human Services. He spent 13 years in EMS in New York and served as a flight paramedic and the Commander of a federal medical response team, deploying to major disasters nationwide. Nitin holds degrees from SUNY and the Naval Postgraduate School and is a recognized expert in cybersecurity, homeland security, and emergency management.

Hon. Leon E. Panetta.....Foreword



The Honorable Leon E. Panetta is an American statesman and public servant with a distinguished career spanning over five decades in government, intelligence, and national security. He served as the 23rd U.S. Secretary of Defense (2011–2013), Director of the CIA (2009–2011), White House Chief of Staff (1994–1997), and U.S. Representative from California (1977–1993). A champion of fiscal responsibility and bipartisanship, he also served as Director of the Office of Management and Budget and was instrumental in budget negotiations during his tenure in Congress. After leaving public office, he co-founded the Panetta Institute for Public Policy, dedicated to developing future leaders.

Tad Rhodes, BSc, BA Chapter 16

Tad Rhodes is an experienced Chief Information Officer who modernized IT systems and cybersecurity at the National Registry of EMTs. With expertise in process optimization and risk management, Tad has improved EMS technology infrastructure nationwide. He holds a Bachelor of Science in Computer Science and a Bachelor of Arts in Interdepartmental Studies from West Virginia University. An advocate for team development and innovation, Tad fosters collaborative environments that enhance productivity and data security across the EMS community.



Justin Romanello, MA, NRP Chapter 15

Justin Romanello is the Chief of the Bureau of EMS in a northeastern U.S. state, bringing nearly 30 years of experience in EMS and public safety. His career includes leadership roles in 911 systems, critical care transport, military medical operations, and global security. Justin holds a Master's in Homeland Security and Emergency Management and has provided medical support worldwide, including in conflict zones. As a member of the National EMS Advisory Council, he advocates for EMS workforce development, leadership training, and sustainable EMS system funding.



John Sammons, AAS, NRP Chapter 51

John Sammons is an Advanced Practice Paramedic with Wake County EMS in North Carolina, bringing over two decades of experience to the field. He has served as a Field Training Officer, Firefighter, and Relief District Chief, earning a reputation for leadership and mentorship. As a dedicated educator and advocate, John mentors in the NAEMT Lighthouse Leadership Program and is an active member of the Wake County EMS Peer Support Team. Founder of the *Patient Centered Paramedic* blog and podcast, he fosters conversations on leadership, mental fitness, and improving EMS culture.



Joseph Schmider, EMT Chapter 21

Joseph Schmider has dedicated over fifty years to EMS, public safety, and workforce development. Currently serving as the Texas State EMS Director, he previously held the same position in Pennsylvania. Joe was the first elected Chair of the United States EMS Compact's Interstate Commission for EMS Personnel Practice, playing a pivotal role in its implementation. A dedicated advocate for EMS mobility and professionalization, he continues to serve on the Commission's Executive Committee, focusing on policy development and operational improvements to enhance EMS systems nationwide.



Jay M. Scott, MBA, NRP Chapter 42



Jay Scott is the Executive Director of the Commission on Accreditation for Prehospital Continuing Education (CAPCE), where he leads efforts to improve EMS continuing education standards. A career paramedic and educator, Jay has been instrumental in EMS training and professional development. Holding an MBA in Strategic Management, he is committed to advancing EMS education and accreditation at the national level.

Randy Stair, MSN Ed., MA, RN, NRP Chapter 36

Randy Stair is a seasoned leader in emergency services and nursing education, currently serving as the Supervisory Emergency Services Specialist for the United States Secret Service. With over 40 years of experience, he has played key roles in EMS education, critical care transport, and federal law enforcement medical training. Randy developed Maryland’s first Critical Care Transport program and authored *Law Enforcement Responder: Principles of Emergency Medicine, Rescue, and Force Protection*. He oversees paramedic training programs and serves as the Director of the Paramedic Program at Carroll Community College, remaining a dedicated mentor and educator.

Walt Stoy, PhD, EMT-P Chapter 39



Dr. Walt Stoy is a globally recognized EMS educator and the founding Director of the Emergency Medicine Program at the University of Pittsburgh. He played a pivotal role in developing the National Standard Curricula for EMS and has authored numerous textbooks on prehospital education. A past president of the National Association of EMS Educators (NAEMSE), Dr. Stoy has received lifetime achievement awards from NAEMSE and the National Association of EMTs. His work has shaped modern EMS training, and he continues to be a thought leader in the field.

Ryan Thorne, NRP Chapter 24



Ryan Thorne is the Founder and CEO of Thorne Ambulance Service in South Carolina and a dedicated leader in mobile medicine. With nearly two decades of health care experience and a decade in the fire service, his career began in the metro-Boston area, where he developed a strong commitment to EMS innovation. A conference presenter, writer, and industry advocate, Ryan shares his vision for the future of mobile health care and serves as a guest lecturer at the University of South Carolina. Outside of work, he enjoys time with his family on Lake Murray in Columbia, South Carolina.

Joshua Tromp, MA, EMT Chapter 31

Joshua Tromp began his EMS career as a student with Cedarville University EMS while pursuing a degree in Criminal Justice. He later became a paramedic, serving for a decade in high-volume EMS systems in Michigan before transitioning to local and federal law enforcement. His federal career took him to Washington, DC, where he held national leadership roles, earning multiple Exemplary Civilian Service Medals and a Distinguished Career Achievement Award. Now an EMT with a Colorado-based Mountain Search and Rescue team, Joshua also supports his agency's tactical EMS team. He holds a master's degree in Intelligence Operations from American Military University and a Graduate Certificate from the National Intelligence University. As an adjunct college professor, he shares his diverse experience to mentor the next generation of public safety professionals.

Keith Wages, BS Chapter 8

Keith Wages is the Associate Program Director at Emory University School of Medicine's Division of Prehospital and Disaster Medicine. With over 45 years of experience in EMS, public health, and emergency management, Keith has led major state and national EMS initiatives. As the former Georgia State EMS Director and President of the National Association of State EMS Officials, he has consulted for federal agencies such as DHS and HHS, contributing to disaster preparedness and emergency response strategies. Keith remains a dedicated leader in EMS education and system development.



Moriah Washington, MPA, EMT..... Chapter 27

Moriah is the Director of Community Engagement at New York City Emergency Management, leading efforts to collaborate with community and faith-based organizations on emergency preparedness and response. A graduate of the Naval Postgraduate School's Executive Leaders Program, she has over 20 years of experience in youth development, community organizing, and education. Moriah is an AmeriCorps alumna, a Returned Peace Corps Volunteer, and holds a Master of Public Administration from Baruch College. In her free time, she volunteers as an EMT, quilts, and travels.



Roger White, MD Chapter 1

Dr. Roger White is a pioneering anesthesiologist at the Mayo Clinic whose contributions have shaped modern prehospital cardiac care. As the longtime medical advisor to Gold Cross Ambulance Service, he led initiatives such as the first mobile coronary care unit in Minnesota and the introduction of IV therapy in the field. Dr. White's work on prehospital resuscitation protocols and CPR training programs has had national and international impact. A prolific researcher, he has authored over 150 peer-reviewed publications and played a key role in advancing EMS standards through the National Registry of EMTs and the American Heart Association.



Kenneth Williams, MD, FACEP, FAEMS Chapter 50



Dr. Kenneth Williams is a Professor of Emergency Medicine at the Warren Alpert Medical School of Brown University and a leader in EMS medical direction. He serves as EMS Division Director, Medical Director for LifePACT Critical Care Transport, and Chief Medical Officer for the RI-1 Disaster Medical Assistance Team. With over 27 years as Rhode Island’s State EMS Medical Director, he is one of the longest-serving state EMS medical directors in the U.S. Dr. Williams has held key leadership positions, including President of the Rhode Island Chapter of NAEMSP, Chair of the NASEMSO Medical Directors Council, and Past President of the Air Medical Physician Association. He earned his medical degree from UMass Medical School, completed his emergency medicine residency at the University of Pittsburgh, and served as Medical Director for UMASS Life Flight for a decade. Board-certified in Emergency Medicine and EMS, Dr. Williams has made significant contributions to EMS education, disaster medicine, and critical care transport.

Douglas Wolfberg, JD Chapter 3



Doug Wolfberg, JD, is an EMS attorney and a founder of Page, Wolfberg & Wirth. With over 45 years in EMS, he has served as a practitioner, county EMS director, and state and federal EMS official. A respected legal expert in EMS compliance and policy, Doug frequently speaks at national conferences and has authored numerous publications on EMS law. He holds a JD, magna cum laude, from Widener University Commonwealth Law School and serves as an adjunct professor at the University of Pittsburgh. Beyond EMS, Doug is a musician and the author of a book about the Beatles.

Dominique Wong, MD..... Chapter 29



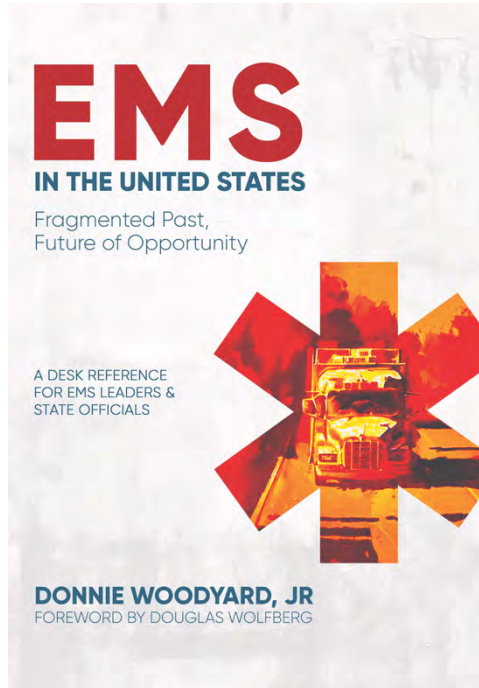
Dr. Dominique Wong is an emergency physician specializing in tactical, disaster, and event medicine. She has served as EMS Medical Director and led mass-gathering emergency responses, including international events like the World Scout Jamboree. As a leader in homeland security and emergency readiness, Dr. Wong has improved hospital disaster preparedness through innovative response procedures. She is a dedicated educator, training law enforcement officers and military personnel in tactical medicine and mass casualty response. Dr. Wong holds degrees from Cornell University and Ohio State University College of Medicine and co-facilitates the Executive Leaders Program at the Naval Postgraduate School.

Donnie Woodyard Jr., MAML, NRP, WP-C Chapters 18, 44, 48, 52

Donnie Woodyard Jr. is an EMS leader, author, and pilot with extensive experience in domestic and international EMS system development. As Executive Director of the United States EMS Compact, he oversees interstate EMS clinician mobility across 24 states. Previously, he served as State EMS Director in Louisiana and Colorado, and as Chief Operating Officer and Chief Information Officer at the National Registry of EMTs, leading innovations in EMS certification and technology. Internationally, he has supported EMS system development in Sri Lanka, Vietnam, Cambodia, and Bangladesh, as well as disaster response efforts, including the 2010 Haiti earthquake. A best-selling author, Donnie holds a Master of Arts in Management & Leadership, a certificate in Artificial Intelligence from Harvard Medical School, and is an alumnus of the Naval Postgraduate School's Executive Leaders Program. He also serves as Squadron Commander for the U.S. Air Force Auxiliary, Civil Air Patrol in Denver, Colorado.



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The Future of EMS: Artificial Intelligence, Technology & Innovation

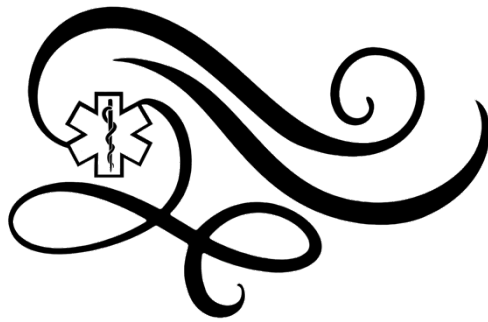
This book explores the transformative potential of artificial intelligence and technology within emergency medical services, offering a roadmap for leaders and professionals to harness these innovations for improved patient care and operational efficiency. Written by Donnie Woodyard, Jr., a visionary EMS leader with extensive state and national experience, the book examines AI's history, current applications in health care, and strategic frameworks from leading medical organizations. It addresses the technological, ethical, and regulatory challenges of AI integration, providing actionable insights for overcoming these barriers.

Grounded in the rich history of EMS and the pioneering spirit of its founders, the text highlights the attributes of early leaders—collaboration, resilience, and innovation—as a guiding framework for today's professionals. By reflecting on the past and learning from the successful integration of AI in other medical fields, EMS leaders can navigate challenges and leverage AI to build a more efficient and innovative system.

In an era where technology is reshaping health care, this book serves as an indispensable resource for EMS leaders and professionals, offering essential insights and practical strategies to embrace the power of AI and drive the profession forward.

Chapter Preview

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