



President-Elect Candidates



2026 President-Elect Candidates



Heidi C. Knowles, MS, MD, FACEP

- Written Questions
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- Endorsement
- Campaign Message
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- CV



Kristin B. McCabe-Kline, MD, FACEP

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James L. Shoemaker, Jr., MD, FACEP

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2026 PRESIDENT-ELECT CANDIDATE WRITTEN QUESTIONS

Heidi C. Knowles, MS, MD, FACEP

Question #1: How do you suggest ACEP navigate policy issues in a highly partisan political environment?

In the emergency department, I have never once asked patients who they voted for before I treated them. The person having a stroke, a heart attack, or a traumatic injury does not care whether the solution comes from the right or the left. They care about the outcome, and so should we.

That is why emergency medicine cannot afford to be a partisan specialty. We care for everyone who comes through our doors, regardless of politics, insurance status, geography, or circumstance. That gives us credibility that few others in healthcare can claim: our advocacy is grounded in patients, not ideology. It lets us say things others cannot and still be believed.

I would apply one test to every position ACEP takes: not whether it pleases a party, but whether it protects patients and the physicians caring for them. Emergency physicians are often the first to see the consequences of policy decisions and the last line of defense when those decisions fall short. That perspective should guide our advocacy.

Whether the issue is patient access, physician safety, reimbursement, or the sustainability of our specialty, ACEP should remain focused on solving problems rather than choosing sides. On issues like these, I would build coalitions with anyone willing to help solve them, as I have throughout my career working to reduce boarding, improve consultant responsiveness, and strengthen the voice of emergency physicians.

But nonpartisan does not mean passive. When the stakes are real, ACEP must speak clearly, advocate forcefully, and lead without apology. As President, I will ensure this College remains principled, focused, and unafraid, protecting our patients, supporting our physicians, and strengthening the specialty they both depend on, because emergency medicine is a profession worth fighting for, and our physicians are counting on us to do it.

Question #2: How would you allocate your time as president to advance ACEP's strategic priorities given the competing demands on finite resources?

As medical director of a large, complex emergency department, I learned that clarity under pressure is not optional. It is how teams survive, how decisions get made, and how trust is built. I also learned that not every problem can be the top priority. Organizations fail when everything becomes urgent.

I would start the way every shift starts: by understanding what is actually in front of us. The needs of a rural physician in Montana are not those of an academic physician in Boston or a community physician in Texas, and my job is not to assume I have the answers. It is to listen, and then to act.

As President, I would lead ACEP with disciplined focus, clear advocacy, and a constant test: does this make emergency medicine safer, more sustainable, and more professionally meaningful for our members? If it does, it earns our resources and my attention. If it does not, it should not crowd out the work that does, no matter how loud the demand or how long we have done it out of habit. Finite resources demand clear choices, and those choices should be guided by impact rather than tradition. Leadership is often the discipline of deciding what not to do. That focus is not mine to invent. The Board built our strategic plan with input from across the College, and its priorities, from advocacy to career fulfillment to practice innovation, define where we have agreed to put our weight. My responsibility is to execute on them with consistency, and to protect that focus from the urgent distractions that pull every organization off course.

Above all, I would measure success the way our members do: not by how many initiatives ACEP launches, but by whether an emergency physician can see and feel the difference in their own practice. That is the difference that matters most, and it is the one I would never lose sight of.

Question #3: What existential problems in emergency medicine keep you awake at night?

What keeps me awake at night is not any single crisis. It is the slow, steady transfer of risk, responsibility, and burden onto emergency physicians. We have become the default solution to every problem the rest of the healthcare system has failed to solve. We board patients for hours, sometimes days, because there are no inpatient beds. We manage behavioral health crises because there is nowhere else for those patients to go. We absorb the reimbursement cuts, rising violence, workforce shortages, unfunded mandates, and growing administrative load. And through all of it, the expectation somehow remains that we will simply be more resilient.

Resilience is not a strategy. Every system eventually reaches the limit of what one group of professionals can be asked to carry, and we are nearing that limit now. If we keep absorbing the failures no one else will fix, without the authority, the support, or the resources to meet them, *we risk turning emergency medicine from a profession into just a job*. That distinction may sound small, but it is the difference between the physicians who stay and the ones who walk away. People endure hard times for a profession they believe in. A job that has become this hard is one they leave.

This is where ACEP must lead, and we are not starting from zero. ACEP has already fought hard for workplace protections and payment reform, and that work matters. But progress is not the same as relief, and my job as President is to drive it until physicians feel the difference on shift. Our role is not to ask physicians to carry more. It is to stop normalizing this burden and start forcing the conversations that match the scale of the problem: pressing for the inpatient capacity and behavioral health resources that sit upstream of so much of the rest, and turning the protections and payment reform already underway into real weight lifted off our physicians' backs. Naming the crisis is not enough. ACEP's role is to make the rest of the system own its share of it.

Emergency medicine has always adapted, innovated, and answered the call, and I have no doubt it will keep doing so. But we cannot keep asking physicians to absorb every failure that lands at our doors and still expect the workforce to hold. And that should concern *all* of us.

CANDIDATE DATA SHEET

Heidi C. Knowles, MS, MD, FACEP

Contact Information

11901 Ridge Road
Forney, Texas 75126

Phone: 903-681-3762

E-Mail: hknowles@acep.org

Current and Past Professional Position(s)

Vice Chair, Chief of Operations & Medical Director 1/2023-Present

Integrative Emergency Services - John Peter Smith Hospital, Fort Worth, Texas

Level I Trauma Center · Emergency Medicine Residency · ~135,000 visits/yr

Previously held leadership roles within the department:

Associate Medical Director August 2020-December 2022

Assistant Medical Director, July 2019-July 2020

Director-Leadership and Advocacy, July 2015-June 2019

Core Faculty, Emergency Medicine Residency, July 2015-Present

Interim Medical Director 8/2025-5/2026

Integrative Emergency Services - St. Francis Hospital - Tulsa, Oklahoma

Level I Trauma Center · EM Residency Program · ~75,000 patients/year

Southlake Emergicare

Texas Health Southlake ED, December 2016-Present

Trinity Valley Community College

EMS Program Medical Director, April 2011-Present

Palestine Regional Medical Center

EmCare 2012-2017

Emergency Service Partners 2006-2012

Rural ED, 32,000 volume, Level III Trauma Center

University of Texas Health Science Center - Houston

Memorial Hermann Hospital, October 2011 to August 2015

Level I Trauma Center, EM Residency, Staff Physician

Pegasus

Metroplex Hospital-Killeen August 2012-December 2012

Staff physician (temporary position for new contract start-up)

Education (include internships and residency information)

Emergency Medicine Residency 07/03–06/06

University of Texas Health Science Center at Houston

Memorial Hermann Hospital, Houston, Texas

University of Texas at Houston, Medical School 08/99–06/03

Houston, Texas

Doctor of Medicine

Southwest Texas State University

San Marcos, Texas

Master of Science-Microbiology 01/96–08/98

Bachelor of Science-Biology/Chemistry minor 08/90–05/94

Specialty Board Certifications(e.g., ABEM, AOBEM, AAP, etc.) and dates certified and recertified)

ABEM – initial certification 12/2007; Recertification 12/2017-2027

Professional Societies

American College of Emergency Physicians
Texas College of Emergency Physicians
Texas Medical Association

National ACEP Activities – List your most significant accomplishments

Vice President, Membership, 2025-Present

Secretary-Treasurer, 2024-2025

Board of Directors, 2021-Present

ACEP Representative- Federation of State Medical Boards, 2020-2025

ACEP Representative, Society of Critical Care Medicine Committee to develop Guidelines to Identify Critical Patients Outside the Emergency Department 2020-2023

Board Liaison to multiple ACEP committees and sections, including Medical-Legal, Academic Affairs, Chapter Relations, Ultrasound, Freestanding Emergency Centers, AAWEP, Cruise Ship Medicine, Early Career Physicians, EMRA, and Membership

ACEP Chapter Activities – List your most significant accomplishments

Texas College of Emergency Physicians (TCEP)

President 2017-2018

President-elect 2016-2017

Immediate Past President 2018-2019

Treasurer 2015-2016

Young Physician Representative 2012-2013

Board of Directors, 2013-2016

Residency Visit Lecture Program 2010-2019

Coordinator 2014-2018

Leadership and Advocacy Program Fellow 2010

Practice Profile

Total hours devoted to emergency medicine practice per year: 1,776 Total Hours/Year

Direct Patient Care 35 % Research 1 % Teaching 15 % Administration 49 %

Other: _____ %

Describe current emergency medicine practice. (e.g. type of employment, type of facility, single or multi-hospital group, etc.)

I am an employed emergency physician with Integrative Emergency Services, a physician-owned, multi-hospital staffing group (no private equity, no debt). My primary clinical practice is at a high-volume Level I Trauma Center and county safety-net emergency department, where I also serve in departmental leadership as Medical Director/Vice Chair and Chief of Operations, with responsibilities for ED operations, staffing, throughput, quality, and physician leadership.

In addition to this role, I have served as Interim Medical Director for a Level I Trauma Center in Tulsa, Oklahoma, a role that concludes this summer. I also work as an independent contractor physician on an “as-needed” basis for Southlake Emergicare, a physician-owned group at a small surgical hospital emergency department.

Provide specific title(s) or position(s) within your group, hospital, department, system (e.g., Medical Director, Regional Director, Director of Quality, Vice President, Chief of Staff, etc.)

John Peter Smith Hospital: Medical Director, Vice Chair, Chief of Operations, Core Faculty

Saint Francis Health System: Interim Medical Director

THR Southlake: Staff Physician

Expert Witness Experience

If you have served as a paid expert witness in a medical liability or malpractice case in the last ten years, provide the approximate number of plaintiff and defense cases in which you have provided expert witness testimony. Expert witness testimony is defined as oral or written evidence given by an expert witness under oath, at trial, or in an affidavit or deposition.

Defense Expert

0

Cases

Plaintiff Expert

0 Cases

CANDIDATE CONFLICT OF INTEREST DISCLOSURE STATEMENT

Heidi C. Knowles, MS, MD, FACEP

1. Employment – *List current employers with addresses, position held, and type of organization.*

Employer: Integrative Emergency Services (IES)

Address: Heritage Square One 4835 LBJ Freeway, Suite 900
Dallas, Texas 75244

Position Held: Medical Director, Vice Chair, John Peter Smith Hospital

Type of Organization: County Hospital, Level 1 Trauma Center, EM Residency Program

Employer: Integrative Emergency Services (IES)

Address: Heritage Square One 4835 LBJ Freeway, Suite 900
Dallas, Texas 75244

Position Held: Interim Medical Director, Saint Francis Health System

Type of Organization: Level 1 Trauma Center

Employer: Southlake Emergicare – Texas Health Southlake

Address: 1545 E. Southlake Blvd
Southlake, Texas 76092

Position Held: Staff Physician (PRN)

Type of Organization: Surgical Hospital Emergency Department

2. Leadership Positions in Other Organizations, Chapters, Commissions, Groups, Coalitions, Agencies, and/or Entities (e.g., Board of Directors positions, committees, and/or spokesperson roles) – *List all organizations and addresses for which you have served (past and current) – including ACEP chapter Board of Directors.*

Organization: Texas College of Emergency Physicians

Address: PO Box 26164
Austin, Texas 78755

Type of Organization: ACEP State Chapter
Board of Directors (Young Physician Representative, Secretary, Treasurer,

Leadership Position: President Elect, President, Past President)

Term of Service: 2011-2019

Organization: Trinity Valley Community College

Address: 1200 I-20

Terrell, Texas 75160

Type of Organization: Community College

Leadership Position: Medical Director EMS Program

Term of Service: 2011-current

Organization: Texas Medical Association

Address: 401 W 15th Street

Austin, Texas 78701

Type of Organization: Organized Medicine / Physician Advocacy Organization
Representative for Texas ACEP chapter on the Interspecialty Society

Leadership Position: Committee

Term of Service: 2014-current

Organization: EMPACT (Emergency Medicine Political Action Committee of Texas)

Address: 401 W 15th Street

Austin, Texas 78701

Type of Organization: Emergency Medicine Political Action Committee

Leadership Position: Executive Board / Controlling Member

Term of Service: 2018-current

3. Describe any outside relationships with any person(s) or entity from which ACEP obtains goods and services, or which provides services that compete with ACEP where such relationship involves: a) holding a position of responsibility; b) an equity interest (other than a less than 1% interest in a publicly traded company); or c) any gifts, favors, gratuities, lodging, dining, or entertainment valued at more than \$100.

☒ NONE

☐ If YES, Please Describe:

4. Describe any financial interests or positions of responsibility in entities providing goods or services in support of the practice of emergency medicine (e.g., physician practice management company, billing company, physician placement company, book publisher, medical supply company, and/or a malpractice insurance company), other than owning less than a 1% interest in a publicly traded company.

☒ NONE

☐ If YES, Please Describe:

5. Do you have any family members who are non-physicians providing care to patients, including, but not limited to, nurse practitioners, physician assistants, or certified nurse specialists? Family members include a spouse, domestic partner, parent, child, sibling, grandparent, grandchild, parents, and siblings-in-law, stepparents, stepchildren, guardians, wards, or members of your household.

☐ NONE

☒ If YES, Please Describe: My spouse is a chiropractor in private practice.

6. If you answered yes to Question 5, is your family member currently or was formerly employed in an emergency department or in urgent care?

☐ N/A

☒ NO

☐ If YES, Please Describe:

7. Describe any other interest that may create a conflict with the fiduciary duty to the membership of ACEP or that may create the appearance of a conflict of interest.

☒ NONE

☐ If YES, Please Describe:

8. Do you believe that any of your positions, ownership interests, or activities, whether listed above or otherwise, would constitute a conflict of interest with ACEP?

☒ NO

☐ If YES, Please Describe:

9. I have read and agree to abide by the [ACEP Business Arrangements](#) policy statement.

☒ NO

☐ YES

10. I have read and agree to abide by the ACEP [Conflict of Interest](#) policy statement.

☒ NO

☐ YES

11. I have read and agree to abide by the ACEP [Leadership and Volunteers Conduct](#) policy to ensure that ACEP volunteers, consultants, and staff can perform their valuable services to ACEP free of harassment and discrimination.

☒ NO

☐ YES

I certify that the above is true and accurate to the best of my knowledge and belief: Should a possible conflict of interest arise, I recognize that I have the obligation to notify the appropriate individual(s) and to abstain from participation in any business of ACEP that may be affected from such perceived or actual conflict of interest until it is determined whether or not a conflict exists and if so how that conflict may be resolved. If any relevant changes occur in my circumstances that would be reasonably viewed as requiring disclosure, I recognize that I have an obligation to file an amended conflict of interest disclosure statement.

**2026-2027
Board of Directors**

Bryan Dunn, MD, FACEP
President

Marcus Sims, II, DO, FACEP
President Elect

Angela Cornelius, MD, FACEP
Treasurer

Ben Leeson, MD, FACEP
Secretary

AJ Kirk, MD, FACEP
Immediate Past President

Directors
Sara Andrabi, MD, FACEP

Chinwe Anyanwu, DO

Jemma Killingworth
(Medical Student Representative)

Kimberly Leeson, MD, FACEP

Michael Parsa, MD, FACEP

Abbey Pastorelle, DO
(Candidate/Resident Director)

Jeff Pinnow, MD, FACEP

J. Robert Rosillo, MD, FACEP,
MBA

Michael Rozum, MD
(Young Physician Director)

Kristopher Sutherly, MD, FACEP

Executive Director
Jill Sutton, CMP

*Mission Statement:
The Texas College of
Emergency Physicians exists
to promote quality emergency
care for all patients and to
represent the professional
interests of our members.*



June 23, 2026

Dear ACEP Councilors,

On behalf of the Texas College of Emergency Physicians (TCEP), it is my distinct pleasure to endorse Heidi Knowles, MD, FACEP for President-Elect of the ACEP Board of Directors.

Dr. Knowles has been a dedicated member of ACEP since 2002 and brings extensive experience from both rural and community emergency medicine practice, along with significant leadership at both the national and chapter levels. Her depth of experience and steady leadership make her exceptionally well-suited to help guide emergency medicine through the challenges facing our specialty today.

Throughout her service to ACEP, Dr. Knowles has held numerous leadership roles, including Vice President of Membership, Secretary-Treasurer, Board Member and Councilor. She has also contributed extensively through committee service, including participation on the Ethics Committee and the 911 Network.

Within TCEP, Dr. Knowles' contributions further demonstrate the leadership, commitment, and vision she will bring to ACEP. Her CV reflects longstanding involvement across numerous committees, as well as participation in our yearlong TCEP Leadership and Advocacy Fellowship (TLAF) program. She continues to serve on the EMPACT Board, Bylaws Committee, and Nominating Committee. In addition, she first co-directed and later directed TCEP's highly successful Residency Visit Program, which now includes 18 emergency medicine residency programs across Texas.

Dr. Knowles has served in every officer position on the TCEP Board, culminating in her presidency in 2018. During her term as President, TCEP faced a particularly difficult period when the organization operated without staff for more than a year. Following the Board's decision to temporarily relocate the office to ACEP headquarters, Dr. Knowles demonstrated extraordinary dedication by personally managing day-to-day association operations, often working in the office four to five days per week after completing clinical shifts. Her leadership and tireless commitment were instrumental in maintaining stability and continuity of the organization during that transition. Through this experience, she developed a deep understanding of the complexities and operational needs of a state chapter. Today, she remains actively involved in TCEP leadership and continues to represent emergency physicians through service on several Texas Medical Association committees and in their House of Delegates.

The Texas Chapter is proud to offer Dr. Knowles our highest endorsement for President-Elect of the ACEP Board of Directors.

Thank you for your consideration. Please feel free to contact me or our Executive Director, Jill Sutton, at jill@texacep.org, with any questions.

Sincerely,

Bryan Dunn, MD, FACEP
President
Texas College of Emergency Physicians

Heidi C. Knowles, MS, MD, FACEP

Almost thirty years ago, I started as a volunteer in the emergency department at Parkland, the county hospital in Dallas, and I fell in love with it: the chaos, the challenge, and the team that showed up for every patient. At the time, people warned me away from emergency medicine. I took a chance and have never regretted it. Some of the struggles I witnessed are still with us today, like boarding and overcrowding. Others we fixed, like the prudent layperson standard that stops insurers from denying emergency care based on the final diagnosis, proof that what feels immovable can move when we fight for it. I am running for President-Elect because our specialty is worth that fight, and because I want the physicians who come after us to know the same joys I have found.

I am a thoughtful, collaborative leader who listens to understand what members want, need, and struggle with, then I don't back down. I hold every decision to one test: does it make emergency medicine safer, our careers more sustainable, and our members feel better supported? **Safe. Sustainable. Supported.** If it does, we act. If not, we say so and explain why. When the stakes are real, we should speak clearly and lead with purpose.

I will meet these pressures with action, not slogans. On boarding, the crisis behind so much harm and burnout, we recently won a victory: CMS finalized the Emergency Care Access and Timeliness (ECAT) measure, which will require hospitals to report boarding and access delays. I would turn that transparency into accountability and arm our chapters to win state-level solutions: more psychiatric beds, more nurses, and greater inpatient discharge capacity. On violence, many of us have been threatened or attacked on shift. I will push for protections with teeth: reporting that counts and penalties that mean something. No one should be threatened while providing care. On payment, I will fight the cuts and denials that erode every career. These are failures to fix, not burdens to endure. **Resilience is not a strategy.**

Most of all, ACEP's value cannot be a mystery. You should be able to name what the College has done for you this year, clearly and easily. That support should follow you throughout your entire career: from the day you choose emergency medicine, hand-in-hand with EMRA, through the early years that decide whether you stay, to later chapters that let you wind down, still relevant and grounded in the specialty you helped build. I will measure success not by the initiatives we launch, but by whether members feel that difference at the bedside.

A President must weigh every corner of our specialty, and I have practiced across it: nine years in rural emergency medicine plus academics and urban Level I trauma. Today, I am the medical director at John Peter Smith Hospital in Fort Worth, Texas, one of the busiest emergency departments in the country, where operations under pressure are my daily work. I have taught in EMS and residency education, worked locums, and advocated in our state legislature. All the while, I continued my share of nights, weekends, and holiday shifts. **I lead from inside our specialty, not above it.**

I am here for you. I am here for our specialty. In every role, I have given my best, and will bring that same commitment, clarity, and determination to serving as your President-Elect. I respectfully ask for your vote and the opportunity to continue serving the specialty I love.

Please call, text, or email me anytime with questions: (903) 681-3762, hknowles@acep.org.



HEIDI KNOWLES

for

ACEP PRESIDENT-ELECT

Principled. Focused. Unafraid.

AMERICAN COLLEGE OF EMERGENCY PHYSICIANS



ONE STANDARD FOR EVERY DECISION

Every choice ACEP makes should meet a single test: does it make emergency medicine **safer**, more **sustainable**, and our members feel better **supported**?

Safe

Workplace protections, security, and the resources physicians need to care for patients, and themselves, without absorbing every system failure.

Sustainable

Payment reform, boarding solutions, and protecting emergency physicians' scope of practice, so a career in emergency medicine can last a lifetime.

Supported

Relief from the crushing administrative load, and the institutional backing physicians deserve, so emergency medicine stays a profession worth choosing, not a job to endure.

LEADERSHIP & INVOLVEMENT

STATE

- **Past President**, Texas College of Emergency Physicians (TCEP)
- **TCEP Leadership & Advocacy Fellow**
- **Past Director**, TCEP Residency Visit Program
- **Executive Board Member**, EMPACT (TCEP Political Action Committee)
- **TCEP Representative** to the Texas Medical Association Interspecialty Society & House of Delegates

ACADEMIC

- **Core Faculty**, JPS Emergency Medicine Residency
- **Assistant Professor**, TCU Burnett School of Medicine

NATIONAL

- **Vice President of Membership**, ACEP Board of Directors
- **Board Liaison**: Cruise Ship Medicine, EMRA, and Early Career Physician sections, plus many past liaison roles
- **Committee Service**: Ethics, Membership, Steering, Reference, and Tellers & Credentials
- **Past Secretary-Treasurer**, ACEP Board of Directors
- **Past Representative** to the Federation of State Medical Boards (FSMB) and the Society of Critical Care Medicine (SCCM)
- **ACEP member** since 2002

ADVOCACY

A fixture at ACEP's **Leadership & Advocacy Conference** annually since 2010, and an active voice in **Texas legislative advocacy** with TCEP and the Texas Medical Association, showing up *year after year* where policy is made.

For more than **20 years**, I have practiced, taught, and led where the pressure is highest: in EMS education, rural and community emergency departments, and one of the busiest Level I trauma centers in the country. Serving as Medical Director and Core Faculty for our Emergency Medicine Residency Program, and as Assistant Professor at the TCU Burnett School of Medicine, **I proudly still work all clinical shifts, including mid-shifts, nights, weekends, and holidays**. On every shift, I care for whoever comes through our doors, regardless of politics or circumstance, and ACEP's advocacy should work the same way: **emergency medicine cannot afford to be a partisan specialty**. I build coalitions with anyone willing to solve the problem, nonpartisan but never passive. That is how I would lead ACEP.

The practice of emergency medicine should be **safe, sustainable, and supported**.



OFFICIAL CHAPTER ENDORSEMENT

TEXAS COLLEGE OF EMERGENCY PHYSICIANS

Endorses Heidi Knowles, MS, MD, FACEP · for ACEP President-Elect

*"The Texas Chapter is proud to offer Dr. Knowles our **highest endorsement** for President-Elect."*

Dear ACEP Councillors,

On behalf of the Texas College of Emergency Physicians, it is my distinct pleasure to endorse **Heidi Knowles, MS, MD, FACEP**, for President-Elect of the ACEP Board of Directors.

Dr. Knowles has been a dedicated member of ACEP since 2002 and brings extensive experience from both rural and community emergency medicine, along with significant leadership at the national and chapter levels. Her depth of experience and steady leadership make her exceptionally well-suited to guide emergency medicine through the challenges facing our specialty today.

Throughout her service to ACEP she has held numerous leadership roles, including Vice President of Membership, Secretary-Treasurer, Board Member, and Councillor, and contributed through the Ethics Committee and the 911 Network.

Within TCEP, she has served in every officer position, culminating in her presidency in 2018. When the chapter operated without staff for more than a year, she personally managed daily operations, often in the office four to five days a week after completing clinical shifts, keeping the organization stable through that transition. She directed TCEP's Residency Visit Program, now spanning 18 residency programs across Texas, and continues to represent physicians on Texas Medical Association committees and in its House of Delegates.

Sincerely,
Bryan Dunn, MD, FACEP
President, Texas College of Emergency Physicians



Her depth of experience and steady leadership make her exceptionally well-suited to guide emergency medicine through the challenges facing our specialty.

TEXAS COLLEGE OF EMERGENCY PHYSICIANS



Heidi Knowles, MS, MD, FACEP

Candidate for ACEP President-Elect

PRINCIPLED · FOCUSED · UNAFRAID

Here for you. Here for our specialty.

I respectfully ask for your vote for ACEP President-Elect.

(903) 681-3762 · hknowles@acep.org

PROVEN LEADERSHIP · DEDICATED SERVICE · TRUSTED ADVOCATE

HEIDI C. KNOWLES, MD, FACEP

Emergency Physician · ED Operations Leader · National Emergency Medicine Leader and Advocate

Fort Worth, Texas · (903)681-3762 · hknowles@acep.org

EXECUTIVE LEADERSHIP

Vice Chair and Chief of Operations

Medical Director, Department of Emergency Medicine

John Peter Smith (JPS) Health Network – Fort Worth, Texas

Level 1 Trauma Center ~135,000 visits annually

Interim Medical Director

Department of Emergency Medicine, St Francis Hospital – Tulsa, Oklahoma

Level 1 Trauma Center ~75,000 visits annually

NATIONAL LEADERSHIP

American College of Emergency Physicians

Vice President, Membership, 2025-Present

Secretary-Treasurer, 2024-2025

Board of Directors, 2021-Present

ACEP Representative

Federation of State Medical Boards, 2020-2025

Board Liaison to multiple ACEP committees and sections, including Medical-Legal, Academic Affairs, Chapter Relations, Ultrasound, Freestanding Emergency Centers, AAWEP, Cruise Ship Medicine, Early Career Physicians, EMRA, and Membership

STATE LEADERSHIP

Texas College of Emergency Physicians

President, 2017-2018

Immediate Past President, 2018-2019

Treasurer, 2015-2016

Board of Directors, 2012-2019

Emergency Medicine Political Action Committee of Texas (EMPACT)

Executive Board / Controlling Member

PROFESSIONAL EXPERIENCE

Vice Chair, Chief of Operations & Medical Director 1/2023-Present

Integrative Emergency Services - John Peter Smith Hospital, Fort Worth, Texas

Level 1 Trauma Center · Emergency Medicine Residency · ~135,000 visits/yr

Previously held leadership roles within the department:

Associate Medical Director August 2020-December 2022

Assistant Medical Director, July 2019-July 2020

Director-Leadership and Advocacy, July 2015-June 2019

Core Faculty, Emergency Medicine Residency, July 2015-Present

Interim Medical Director 8/2025-5/2026

Integrative Emergency Services - St. Francis Hospital - Tulsa, Oklahoma

Level 1 Trauma Center · EM Residency Program · ~75,000 patients/year

Southlake Emergicare

Texas Health Southlake ED, December 2016-Present

Trinity Valley Community College

EMS Program Medical Director, April 2011-Present

Palestine Regional Medical Center

EmCare 2012-2017

Emergency Service Partners 2006-2012

Rural ED, 32,000 volume, Level 3 Trauma Center

University of Texas Health Science Center - Houston

Memorial Hermann Hospital, October 2011 to August 2015

Level 1 Trauma Center, EM Residency, Staff Physician

Pegasus

Metroplex Hospital-Killeen August 2012-December 2012

Staff physician (temporary position for new contract start-up)

LEADERSHIP AND GOVERNANCE

American College of Emergency Physicians (ACEP) 2002-Present

Vice President, Membership 2025-Present

Secretary-Treasurer – 2024-2025

Board of Directors – 2021-Present

ACEP Committees

Ethics Committee (2015-2019)

Reference Committee (2010, 2016)

Tellers and Credentials Committee (2011-2013)

Steering Committee (2014, 2015)

Membership Committee 2010-2016

Representative Roles

ACEP Representative to the Federation of State Medical Boards (2020-2025)
ACEP Representative, Society of Critical Care Medicine Committee to develop
Guidelines to Identify Critical Patients Outside the Emergency Department 2020-
2023

Texas College of Emergency Physicians (TCEP)

President 2017-2018
President-elect 2016-2017
Immediate Past President 2018-2019
Treasurer 2015-2016
Young Physician Representative 2012-2013
Board of Directors, 2013-2016
Residency Visit Lecture Program
Coordinator 2014-2018
Leadership and Advocacy Program Fellow 2010

Emergency Medicine Political Action Committee of Texas (EMPACT)

Executive Board / Controlling Member 2018-Present

Texas Medical Association

Young Physician Section Delegate 2012-2014
Young Physician Section Steering Committee 2012-2014
TexPAC Vice Chair, Region 2012
Inter-specialty Society Committee - TCEP Representative
Delegate 2014-Present
Anderson-Leon County Medical Society Member 2006-2019
Tarrant County Medical Society Member 2019-Present

Society of Academic Emergency Medicine

Faculty Development Committee 2016-2018
Speed Mentoring Faculty 2017-2018

TEACHING AND EDUCATIONAL LEADERSHIP

Core Faculty, Emergency Medicine Residency Program - JPS Health Network

Residency mentorship and didactics, including airway management, acute coronary syndromes, orthopedic emergencies, HEENT procedures, obstetric emergencies, emotional intelligence, and physician leadership

Course Director

ABCD (Airway, Breathing, Circulation & Difficult Delivery) Simulation Course, 2017-2019

EMS Program Medical Director

Trinity Valley Community College

Classroom lectures and clinical teaching for paramedic and EMT students

Department of Pharmacy Lecture

Burnout Identification and Prevention
JPS Health Network-June 2019
Residency Visit Coordinator - Texas College of Emergency Physicians
Career development lecture for residents on topics including Leadership / Advocacy /
Life After Residency / Myths of EM / Hot Topics of EM / Importance of Getting
Involved / Maximizing Efficiency in the ED / Motivation

INVITED PRESENTATIONS AND NATIONAL LECTURES

National and Organizational Leadership Presentations

American College of Emergency Physicians Leadership and Advocacy Conference
Succession Planning February 2018
Contract Management Groups: Historical Perspectives May 2022
American Association of Women Emergency Physicians (AAWEP)
Why Lead Now - Discussion Panel May 2023
Women in EM January 2025
When Doing Nothing Is More Dangerous March 2026

Academic Grand Rounds

UT Southwestern Department of Emergency Medicine – Grand Rounds
Decision Making When the Margin of Error is Zero March 2026
UT Health San Antonio Department of Emergency Medicine – Grand Rounds
Emerging Infectious Diseases April 2015

Regional Educational Lectures

Texas College of Emergency Physicians Annual Meeting
LLSA Review – 2019, 2020, 2022, 2023

RESEARCH AND SCHOLARSHIP

**Research contributions focused on physician well-being, empathy in emergency medicine,
and the relationship between physician culture and patient experience**

Peer-Reviewed Publications

1. **Knowles HC**, Swoboda TK, Sandlin D, et al. The association between electronic health information usage and patient-centered communication. *BMC Health Services Research*. 2023.
2. Holmes CT, Huggins C, **Knowles H**, et al. The association of name recognition, empathy perception, and satisfaction with resident physicians' care. *J Clin Med Res*. 2023.
3. Kirby R, **Knowles HC**, Patel A, et al. Physician empathy and patient satisfaction. *Health Science Reports*. 2021.
4. Byrd J, **Knowles H**, et al. Synergistic effects of emergency physician empathy and burnout on patient satisfaction. *Emergency Medicine Journal*. 2021.

5. Jyothindran R, et al., **Knowles HC**. Burnout and wellness culture among emergency medicine providers. *Clin Exp Emerg Med*. 2021.
6. Jyothindran R, et al., **Knowles H**. Fulfillment, burnout and resilience in emergency medicine. *PLOS One*. 2020.
7. Wolfshohl JA, et al., **Knowles H**. Empathy and burnout among emergency medicine physicians. *J Clin Med Res*. 2019.
8. **Knowles H**, Huggins C, Robinson R, et al. Seventy-two-hour ED return visits among homeless patients. *J Clin Med Res*. 2019.
9. Huggins C, **Knowles H**, Wang H. Predicting emergency department return visits. *Clin Exp Emerg Med*. 2019.
10. Marco CA, et al., **Knowles H**. Prescription drug monitoring programs: ethical issues in the ED. *Annals of Emergency Medicine*. 2016.
11. Morgan D, Wainscott M, **Knowles H**. EMS liability litigation in the United States. *Prehospital Disaster Medicine*. 1994.

Book Chapters

- Holmes M, Stanzer M, Schrader C, **Knowles H**. *Emergency Medicine Advocacy Handbook*.
- Mazur B, Jennings A, **Knowles H**. *Reichman's Emergency Medicine Procedures*.

Educational Clinical Reviews

- Freeman L, Carvajal M, **Knowles H**. Treating hypertension in the emergency department—Part 1. *Emergency Medicine Reports*. 2005;26(7):1-12.
- Freeman L, Carvajal M, **Knowles H**. Treating hypertension in the emergency department—Part 2. *Emergency Medicine Reports*. 2005;26(8):1-12.

Grants and Research Support

Site Principal Investigator

BrainBox Inc. – HeadSMART2 Trial

Serum Biomarkers and Multimodal Assessment of Traumatic Brain Injury

JPS Health Network

Sub-Investigator

Calcimedica – CARPO Trial

Auxora for Acute Pancreatitis with Systemic Inflammatory Response Syndrome

JPS Health Network

Sub-Investigator

Comprehensive Research Associates – PLATINUM Trial

Patiromer for Hyperkalemia in Emergency Department Patients

JPS Health Network

EDUCATION

Emergency Medicine Residency

University of Texas Health Science Center at Houston
Memorial Hermann Hospital, Houston, Texas 07/03–06/06

University of Texas at Houston, Medical School
Houston, Texas
Doctor of Medicine 08/99–06/03

Southwest Texas State University
San Marcos, Texas
Master of Science-Microbiology 01/96–08/98
Bachelor of Science-Biology/Chemistry minor 08/90–05/94

LICENSURE

Texas Medical License
Oklahoma Medical License

BOARD CERTIFICATION

American Board of Emergency Medicine 12/17–12/27

ACADEMIC APPOINTMENT

Assistant Professor, Burnett School of Medicine at TCU

AWARDS

John Peter Smith Hospital Physician of the Year 2021
Texas Health Resources Southlake Physician of the Quarter 6/2017
James E. Hayes Award for Outstanding Contributions to TX Emergency Medicine
2019
Outstanding Emergency Medicine Resident- UT Houston 2006

VOLUNTEER ACTIVITIES

Henderson County United Way Board of Directors, 2009-2013
Hurricane Katrina Disaster Relief, Astrodome Physician Services, 09/05
Kiwanis Club of Athens, Sponsored Youth Director 2009-2013
Trinity Habitat for Humanity Cowtown Brushup 2017, 2018, 2025
North Texas Alliance for Clinical Resilience 2018-2019

PERSONAL

Born in McKinney, Texas
Married to Michael Ely, DC
Hobbies/interests include travel, scuba diving, gardening, and beekeeping

2026 PRESIDENT-ELECT CANDIDATE WRITTEN QUESTIONS

Kristin B. McCabe-Kline, MD, FACEP

Question #1: How do you suggest ACEP navigate policy issues in a highly partisan political environment?

We currently find ourselves in a very polarized and highly partisan environment. I believe strongly that the key to moving forward successfully requires ACEP to focus on issues, not parties or alignments that are in conflict with the consensus view reflective of the many perspectives of our diverse members. We need to focus on the areas where we opine, support, or oppose a policy based on the issue at hand. ACEP members fall on both sides of the aisle, as do our consensus positions on issues.

It is essential that we work to set aside our many differences recognizing there are more issues on which we are solidly aligned. These are the spaces where we need to lean in and speak with a definitive collective voice. In order to execute properly, ACEP needs to listen to our members and leaders to ensure we are stepping forward on behalf of emergency medicine physicians as well as our care teams, patients, and communities. This requires a strong moral compass and servant leadership which I am well prepared to provide on behalf of ACEP.

As the current landscape is highly polarized, a collaborative and team building strategy is imperative. We will need to work with difficult organizations and individuals to properly position ourselves for the best possible outcomes. Emergency physicians do not fear dumpster fires or back away from crucial conversations- our specialty emerged because we have been doing this work locally and globally on a regular basis. I am committed to representing our collective voice with persistence and patience when we face complex issues (tack hammer approach) and a firm stance (sledge hammer approach) when considering proposed policy.

Question #2: How would you allocate your time as president to advance ACEP's strategic priorities given the competing demands on finite resources?

ACEP needs to work strategically and with strong direction to stay aligned with the goals of our members which are the lifeblood of our organization. There are times when we need to allocate substantial effort toward our objectives and other times when we are working in a silo without collaborating appropriately to capitalize on our strong relationships with other organizations and their work products.

Governance plays a strong role in how we should be working. ACEP needs to lean on our dedicated members and the work of our committees and sections who have many relationships and tentacles into pockets of experts across the health care landscape. We cannot dedicate resources to a conflicted initiative that will not support the future of our specialty or a position of strength within the house of medicine and policy making communities. Working closely with our Executive Director and staff as well as the Council and Board of Directors is essential.

At the end of the day, there will always be things we should do more of, things we should continue doing, and things we should abandon. A high degree of discernment and active listening are core skills that are needed to move forward to ensure we are working smarter, not harder. I am committed to bringing these skills to the table on behalf of ACEP.

Question #3: What existential problems in emergency medicine keep you awake at night?

The single item that keeps me awake more than any other is the internal conflicts we have allowed into our house as emergency medicine physicians. We are more aligned than we think, but there are always personal experiences and perspectives that have sometimes resulted in us finding fault with one another. Emergency medicine physicians have far too many external threats and divisive forces to create more of our own.

Laser focus on the key issues and areas where we are strongly aligned will help to resolve some of the fracture lines that currently exist within ACEP. We are a tribe, family, and share a collective experience known by no other humans. We need each other personally and professionally. I am committed to perpetuating a sense of belonging and family to ACEP members. We stand on the shoulders of those who came before us and we are stronger, better, and healthier together.

CANDIDATE DATA SHEET

Kristin B. McCabe-Kline, MD, FACEP

Contact Information

91 Island Estates Pkwy.
Palm Coast, FL 32137

Phone: (386) 283-2326

E-Mail: kmccabemd@gmail.com

Current and Past Professional Position(s)

CMIO AdventHealth Growth & Acquisitions, Divisional CMIO East Florida
EMS Medical Director, Flager County/City of Palm Coast/City of Flager Beach/AllCare
CMO WaterSafe

Education (include internships and residency information)

Advocate Christ Medical Center Emergency Medicine Residency Program
Program Director: Robert Harwood, M.D.
Oak Lawn, Illinois, June 2002 – June 2005

M.D. University of Texas Medical School, San Antonio, Texas, 1998-2002
Top 20% of Graduating Class

B.A. Rice University, Houston, Texas, 1994-96 (Major: English)
Rice University President's Honor Roll

University of Michigan, Ann Arbor, Michigan, 1992-94, 1996
University of Michigan Class Honors

Harvard University, Cambridge, Massachusetts, Summer 1993

Specialty Board Certifications(e.g., ABEM, AOBEM, AAP, etc.) and dates certified and recertified)

ABEM Subspecialty Certified in EMS 2021

ABEM Specialty Certified in 2007 and recertified in 2017

Professional Societies

ACEP

AAEM

AMA

FCEP

FMA

FLAAEM

ACHE

National ACEP Activities – List your most significant accomplishments

VP Membership, American College of Emergency Physicians, 2024-25
Treasurer, American College of Emergency Physicians, 2023-2024
Board Member, American College of Emergency Physicians, 2022-present
Board Liaison, ED Accreditation Program Board of Governors, 2022-present
Board Liaison, EMS Committee, 2022-present
Board Liaison, Quality & Patient Safety Committee, 2022-2023
Faculty, Indy Master Class, American College of Emergency Physicians, 2021-present
Councillor, American College of Emergency Physicians, 2013-2022
Council Steering Committee, American College of Emergency Physicians, 2020-2022
Candidate Forum Subcommittee of the Council Steering Committee, American College of Emergency Physicians
Annual Meeting Subcommittee of the Council Steering Committee, 2021, American College of Emergency Physicians
Chair, Council Reference Committee B 2018, American College of Emergency Physicians
Council Reference Committee B 2015, American College of Emergency Physicians
Quality & Patient Safety Committee, 2020-2022, American College of Emergency Physicians
Measure Lifecycle Subcommittee of the Quality & Patient Safety Committee, 2020-2022, American College of Emergency Physicians
Reimbursement Committee, 2019-present, American College of Emergency Physicians
Surprise Medical Billing (SMB)/Independent Dispute Resolution (IDR) Implementation Joint Task Force, 2021-2022, American College of Emergency Physicians and EDPMA
Emergency Medicine Practice Committee, 2017-2022, American College of Emergency Physicians
Best Practices for Incidental Findings in the Emergency Department National Working Group, 2021-2024, Selected representative of the ACEP Emergency Practice Committee for this Joint Venture Project with the American College of Radiology
Chair, Policy Statement Supporting Safer Working Conditions for Emergency Care
Workers Subcommittee of the EM Practice Committee, 2020-2021, American College of Emergency Physicians
Award Selection Subcommittee of the EM Practice Committee, 2021, American College of Emergency Physicians
Disaster Preparedness Joint Subcommittee of the EM Practice Committee and the Disaster Management Section, 2021, American College of Emergency Physicians
Chair, EM Subspecialty Board Certification Subcommittee of the Emergency Medicine Practice Committee, 2019-2022, American College of Emergency Physicians
Disaster Preparation Standards Related to Personal Protection Equipment in the ED, Subcommittee of the EM Practice Committee, 2021, American College of Emergency Physicians
EMS Committee, 2017-2022, American College of Emergency Physicians
Democratic Group Practice Section, 2016- present, American College of Emergency Physicians
Emergency Medical Services-Prehospital Care Section, 2016-present, American College of Emergency Physicians
Freestanding Emergency Centers Section, 2016-present, American College of Emergency Physicians
Well Being Committee, 2016-2017, American College of Emergency Physicians
Physician Representative, 2013 Rand Corporation Study US Value of Emergency Medicine

ACEP Chapter Activities – List your most significant accomplishments

Immediate Past President, Florida College of Emergency Physicians, 2021-22
President, Florida College of Emergency Physicians, 2019-2021
Served Two Consecutive Terms (1 of 3 people to have done so over 50 years)
Completed Executive Search/Transitioned CEO and Organizational Restructure
Revised Bylaws
Established Women in Medicine Committee
Established Florida EM Physician Owned Corporation Consortium
President Elect, Florida College of Emergency Physicians, 2018-2019
Vice President, Florida College of Emergency Physicians, 2017-2018
Treasurer, Florida College of Emergency Physicians, 2016-2017
Bylaws Task Force, Florida College of Emergency Physicians 2020
Executive Committee, Florida College of Emergency Physicians, 2016-present
Finance Committee, Florida College of Emergency Physicians, 2016-present
Board of Directors, Florida College of Emergency Physicians, 2013-present

Women in Emergency Medicine Committee, Florida College of Emergency Physicians, 2019-present
Florida EM Physician Owned Corporation Consortium, Florida College of Emergency Physicians, 2019-present
Government Affairs Committee, Florida College of Emergency Physicians, 2013-present
Medical Economics Committee, Florida College of Emergency Physicians, 2013-present
Pediatrics Committee, Florida College of Emergency Physicians, 2013-present
EMS Committee, Florida College of Emergency Physicians, 2013-present
Readmissions Stakeholder Summit Panelist, 2017, Florida Hospital Association
Florida Office of Insurance Regulation and Insurance Consumer Advocate, Emergency Medical Transportation
Work Group, 2016-2017
Faculty/Panel Moderator, FCEP Emergency Medicine Payment Reform Summit, 2017-2019

Practice Profile

Total hours devoted to emergency medicine practice per year: 3000 Total Hours/Year

Individual % breakdown the following areas of practice. Total = 100%.

Direct Patient Care 10 % Research 10 % Teaching 40 % Administration 40 %
Other: _____ %

Describe current emergency medicine practice. (e.g. type of employment, type of facility, single or multi-hospital group, etc.)

Employed as a CMIO for a national health care system that is the largest health care provider in my community.
Contracted with all EMS agencies in the county where I reside.
Volunteer for non-profit WaterSafe to prevent childhood drowning.

Provide specific title(s) or position(s) within your group, hospital, department, system (e.g., Medical Director, Regional Director, Director of Quality, Vice President, Chief of Staff, etc.)

Vice President and CMIO, AdventHealth
Medical Director, all EMS agencies within Flagler County
CMO, WaterSafe

Expert Witness Experience

Defense Expert

Cases

Plaintiff Expert

Cases

I previously contracted with a consulting firm to opine regarding Florida State Medical Board cases. I am no longer serving in that role (and have not done so for as long as I have been on the ACEP BOD). I have never provided expert witness testimony in any case other than those I was asked to review for the Florida State Medical Board.

CANDIDATE CONFLICT OF INTEREST DISCLOSURE STATEMENT

Kristin B. McCabe-Kline, MD, FACEP

1. Employment – *List current employers with addresses, position held, and type of organization.*

Employer: AdventHealth

Address: 900 Hope Way

Altamonte Springs, FL 32714

Position Held: Chief Medical Information Officer

Type of Organization: Health Care System

Employer: EMS Agencies within Flagler County (Flagler County/City of Palm Coast/City of Flagler Beach/AllCare)

Address: multiple

Position Held: Medical Director

Type of Organization: EMS agencies

2. Leadership Positions in Other Organizations, Chapters, Commissions, Groups, Coalitions, Agencies, and/or Entities (e.g., Board of Directors positions, committees, and/or spokesperson roles) – *List all organizations and addresses for which you have served (past and current) – including ACEP chapter Board of Directors.*

Organization: WaterSafe

Address: Virtual – no physical address

Type of Organization: Non-profit providing free swim lessons and water safety awareness

Leadership Position: CMO

Term of Service: 2016-present

Organization: AdventHealth

Address: 900 Hope Way

Altamonte Springs, FL 32714

Type of Organization: Health Care System

Leadership Position: Clinical Care Committee

Term of Service: currently serving second term

Organization: Florida College of Emergency Physicians

Address: 3717 S. Conway Road

Orlando, FL 32812

Type of Organization: Florida State Chapter of ACEP

Leadership Position: Immediate Past President

Term of Service: August 2021- August 2022

Organization: Flagler County EMS Advisory Board

Address: 1769 E. Moody Blvd, Building 3

Bunnell, FL 321102

Type of Organization: Advisory Board to the County Commissioner

Leadership Position: Chair

Term of Service: 2014-25

3. Describe any outside relationships with any person(s) or entity from which ACEP obtains goods and services, or which provides services that compete with ACEP where such relationship involves: a) holding a position of responsibility; b) an equity interest (other than a less than 1% interest in a publicly traded company); or c) any gifts, favors, gratuities, lodging, dining, or entertainment valued at more than \$100.

☒ NONE

☐ If YES, Please Describe:

4. Describe any financial interests or positions of responsibility in entities providing goods or services in support of the practice of emergency medicine (e.g., physician practice management company, billing company, physician placement company, book publisher, medical supply company, and/or a malpractice insurance company), other than owning less than a 1% interest in a publicly traded company.

☒ NONE

☐ If YES, Please Describe:

5. Do you have any family members who are non-physicians providing care to patients, including, but not limited to, nurse practitioners, physician assistants, or certified nurse specialists? Family members include a spouse, domestic partner, parent, child, sibling, grandparent, grandchild, parents, and siblings-in-law, stepparents, stepchildren, guardians, wards, or members of your household.

☒ NONE

☐ If YES, Please Describe:

6. If you answered yes to Question 5, is your family member currently or was formerly employed in an emergency department or in urgent care?

Not applicable

☒ N/A

☐ NO

☐ If YES, Please Describe:

7. Describe any other interest that may create a conflict with the fiduciary duty to the membership of ACEP or that may create the appearance of a conflict of interest.

☒ NONE

☐ If YES, Please Describe:

8. Do you believe that any of your positions, ownership interests, or activities, whether listed above or otherwise, would constitute a conflict of interest with ACEP?

☒ NO

☐ If YES, Please Describe:

9. I have read and agree to abide by the [ACEP Business Arrangements](#) policy statement.

☐ NO

☒ YES

10. I have read and agree to abide by the ACEP [Conflict of Interest](#) policy statement.

☐ NO

☒ YES

11. I have read and agree to abide by the ACEP [Leadership and Volunteers Conduct](#) policy to ensure that ACEP volunteers, consultants, and staff can perform their valuable services to ACEP free of harassment and discrimination.

☐ NO

☒ YES

I certify that the above is true and accurate to the best of my knowledge and belief: Should a possible conflict of interest arise, I recognize that I have the obligation to notify the appropriate individual(s) and to abstain from participation in any business of ACEP that may be affected from such perceived or actual conflict of interest until it is determined whether or not a conflict exists and if so how that conflict may be resolved. If any relevant changes occur in my circumstances that would be reasonably viewed as requiring disclosure, I recognize that I have an obligation to file an amended conflict of interest disclosure statement.

Kristin McCabe-Kline

May 26, 2026



A CHAPTER OF THE
AMERICAN COLLEGE OF EMERGENCY PHYSICIANS
400 N Wymore Rd • Winter Park, FL 32789
(407) 281-7396 • FAX (407) 281-4407
www.fcep.org

Officers:

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President

Blake Buchanan, MD, FACEP
President-Elect

Shayne Gue, MD, FACEP,
FAAEM
Vice-President

Eliot Goldner, MD, FACEP
Secretary-Treasurer

Todd L. Slesinger, MD, FACEP,
FCCM, FCCP
Immediate Past President

Melissa Keahey
Executive Director

Board of Directors:

Rajiv Bahl, MD, MBA, MS, FACEP
Tom Bentley, MD, FACEP
Stuart Bumgarner, MD
Kylie Caouette, DO
Latha Ganti, MD, FACEP
Kyle Gerakopoulos, MD, MBA,
FACEP
Anton Gomez, DO, FACEP
Steven B. Kailes, MD, FACEP
Joseph King, MD
Sara Kirby, MD
Kristin McCabe-Kline, MD, FACEP,
FAAEM, FACHT
Brandy Milstead-Hollingsworth, MD
Vincent Roddy, MD, MBA, FACEP
Jeremy Selley, DO, FACOEP
Zach Terwilliger, MD
Josef Thundiyil, MD, MPH, FACEP
Christine Van Dillen, MD, FACEP
Stephen Viel, MD, MBA, FACEP
Cristina Zeretzke, MD, FACEP

Dr. McCabe-Kline's candidacy reflects the very best of our specialty—experienced leadership, strong governance, and an unwavering commitment to emergency physicians and the patients we serve. Now serving her second term on the ACEP Board of Directors and having served as Secretary-Treasurer as well as Vice President of Membership, she has demonstrated a clear ability to navigate complex organizational, clinical, and policy challenges with sound judgment and strategic perspective.

Her leadership journey has been grounded in meaningful service and sustained impact. Within FCEP, she has served in numerous leadership roles, including President, where she led for two consecutive terms in that role with clarity and purpose during a period of transition. She continues to contribute as a trusted advisor and mentor while remaining actively engaged with our chapter and its members. FCEP has worked closely with Dr. McCabe-Kline for many years and has seen firsthand the results of her leadership at both the state and national levels.

Dr. McCabe-Kline brings a comprehensive understanding of ACEP's governance and priorities. Her work across key committees including Council Steering, Reimbursement, EMS, Emergency Medicine Practice, and Quality and Patient Safety reflects both the breadth of her experience and her commitment to advancing practical solutions for emergency physicians. Just as importantly, she is a collaborative and steady leader who builds trust and works effectively across diverse perspectives. She approaches challenges with a pragmatic, solutions-oriented mindset grounded in real-world experience.

Emergency medicine is at a defining moment. Issues related to reimbursement, workforce sustainability, practice environment, and patient access continue to shape the future of our specialty. ACEP requires leaders who not only understand these challenges but are prepared to move meaningful work forward on behalf of its members.

Kristin McCabe-Kline is that leader.

The Florida College of Emergency Physicians offers its strong and unequivocal support for Kristin B. McCabe-Kline, MD, FACEP, FAAEM, FACHT, as President-Elect of the American College of Emergency Physicians. We are confident in her ability to lead with purpose, represent emergency physicians nationwide, and advance the priorities critical to our specialty.

KRISTIN MCCABE-KLINE



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Kristin Bond McCabe-Kline, MD, FACEP, FAAEM

91 Island Estates Pkwy

Palm Coast, FL

32137

Cell (386) 283-2326

kmccabemd@gmail.com

EMERGENCY MEDICINE RESIDENCY TRAINING

Advocate Christ Medical Center Emergency Medicine Residency Program

Program Director: Robert Harwood, M.D.

Oak Lawn, Illinois, June 2002 – June 2005

EDUCATION

M.D. University of Texas Medical School, San Antonio, Texas, 1998-2002

Top 20% of Graduating Class

B.A. Rice University, Houston, Texas, 1994-96 (Major: English)

Rice University President's Honor Roll

University of Michigan, Ann Arbor, Michigan, 1992-94, 1996

University of Michigan Class Honors

Harvard University, Cambridge, Massachusetts, Summer 1993

PROFESSIONAL WORK EXPERIENCE

Vice President/Chief Medical Information Officer, Growth & Acquisitions

Divisional Chief Medical Information Officer, East Florida Division

AdventHealth

Altamonte Springs, Florida (7/24-present)

Chief Medical Information Officer of AdventHealth Growth and Acquisitions responsible for working with green-field projects as well as acquisitions across the organization to understand and execute upon change management needs while adhering to AdventHealth governance and standards. This includes incorporation of the AdventHealth single platform of Epic, integration with local third party applications, consideration of local bylaws/rules and regulations, and medical staff cultures. Reports directly to the AdventHealth Corporate Chief Medical Information Officer. Equivalent responsibilities to both AdventHealth Clinical and AdventHealth Information Technology. Collaborates with senior leadership to meet market needs while ensuring that systems development is enterprise applicable. Works with Epic, EI Agfa, and other vendors to develop and mature their products, particularly as clinical practice evolves and complex needs of service lines are accommodated. Evaluates a variety of clinical pathways working closely with the AdventHealth Evidence Based Medicine team. Also responsible for overseeing difficult service lines requiring integration of multiple vendor products to execute on deliverables including Cardiology, Pediatric Cardiology, Medical Oncology, and Radiation Oncology in close coordination with the corresponding AdventHealth

Institutes. Regular participation in meetings and strong alignment/collaboration with the AdventHealth Legal, Risk, and Compliance experts along with Corporate Responsibility leadership.

Vice President/Chief Medical Information Officer, AdventHealth Central Florida Division

Altamonte Springs, Florida (10/21-6/24)

Chief Medical Information Officer of the AdventHealth Central Florida Division responsible for more than 50% of the corporation and reports directly to the AdventHealth Corporate Chief Medical Information Officer. Equivalent responsibilities to both AdventHealth Clinical and AdventHealth Information Technology. Works to collaborate with CEOs, COOs, CMOs, CNOs, and CFOs to meet market needs while adhering to corporate governance ensuring that systems development is applicable across the enterprise. Works with Epic and other vendors to develop and mature their products, particularly as clinical practice evolves and complex needs of service lines are accommodated. Evaluates a variety of clinical pathways working closely with the AdventHealth Evidence Based Medicine team. Transitioned quickly into this role while AdventHealth was leveraging Cerner and on the eve of transitioning to Epic. Took the Central Florida Division East Region live on Epic in March 2022, followed by the Central Florida Division South Region live on Epic in July 2022. Subsequently assisted with change management and operational planning for all Go Lives including the West Florida Division in December 2022, Multi-State Division in March 2023, Great Lakes Region in October 2023, and Rocky Mountain Region January 2024.

Flagler County Fire Rescue Emergency Medicine Services Medical Director,

Bunnell, Florida (8/14-present)

City of Palm Coast Emergency Medicine Services Medical Director,

Palm Coast, Florida (8/14-present)

Flagler County Sheriff's Department Medical Director,

Bunnell Florida (8/14-present)

City of Flagler Beach Emergency Medical Services Medical Director,

Flagler Beach, Florida (10/14-present)

Providing medical direction for all EMS agencies in Flagler County including ongoing work group of Field Training Officers to continually keep guidelines up to date. Oversight of Flagler County Fire Rescue Fire Flight program. Initiated monthly QA meetings utilizing technology to achieve 100% participation of all medics. Work with Flagler County Emergency Manager, Chiefs of all First Responder agencies as well as AdventHealth Palm Coast administration to perform periodic disaster drills. Oversight of SWAT Medic program in coordination with the Sheriff's Department. ***Developed a Community Paramedicine program for Flagler County Fire Rescue incorporating close communication with AdventHealth Care Management, community providers, and local agencies to improve access to care and promote health equity. Empowered all first responders to initiate treatment with intranasal Narcan when appropriate. Coordinated "Leave Behind Narcan" program for first responders.***

Flagler Technical College EMT Training Program Medical Director

Palm Coast, Florida (7/18-present)

Providing medical direction for all EMT program instructors and oversight of all EMT students. Responsible for adherence of the program to state statute and coordination of field training with local EMS agencies as well as in hospital clinical training at AdventHealth Palm Coast. Proctor of final clearing exam upon completion of the classroom and clinical training assuring proficiency to graduate the EMT course.

AllCare Medical Transport Medical Director

Flagler County, Florida (4/21-present)

Assisted this medical transport company in becoming a BLS transport entity and an ALS entity throughout 2021 including adherence of the program to state statute and coordination of certification and clearing processes to provide community standards for medical transport and competencies beyond state requirements. Providing medical direction and oversight of quality assurance programming.

Vice President/Regional Operations Coordinator, Emergency Medicine Professionals

Volusia/Flagler Counties, Florida (5/17-12/21)

Regional Operations Coordinator specifically works with the Emergency Medicine Professionals Executive Committee and Board of Directors to support corporate operations and development as well as corporate management and Emergency Department/Hospital throughput. The Regional Operations Coordinator serves to provide high level communication to the AdventCare Health System Central Florida Region North Division Administrations as well as working on health care process improvement and care delivery innovation with AdventHealth Corporate Administration.

Chief of Staff, Florida Hospital Flagler (Now AdventHealth Palm Coast)

Palm Coast, Florida (1/16-12/18)

Participating in expansion of capacity from 99 to 150 patients including observation unit following new construction, sole hospital in Flagler County, with thriving Interventional Cardiology program, Orthopedic Center of Excellence, Cancer Center, and Robotic Surgery program. Initiating improved hospital wide throughput utilizing LEAN methodologies. Rolling out hospital wide Just Culture education and responsible for ensuring medical staff compliance. Completed Bylaws revision. ***Awarded the “2016 Florida Hospital Mission Award” while serving as Chief of Staff.***

Daytona International Speedway

Daytona Beach, Florida (1/15-5/18)

Attending Physician serving as “99” or trackside physician as well as providing physician services at the Infield Care Center for participants, crew members, employees, and fans. ***Provided pre-hospital care on scene and during transport for Kyle Busch post crash February 21, 2015.***

Florida Hospital Flagler Emergency Department (Now AdventHealth Palm Coast)

Palm Coast, Florida (1/16)

Assistant Medical Director, Served in this role to help transition the new Medical Director into his position as well as launching two projects that had been in process for the past year: Emergency Department Improvement Team (ongoing LEAN team to continually address reduction of waste in ED processes) and introduction of Tele-Neurology including Stroke LEAN event.

Florida Hospital Flagler Emergency Department (Now AdventHealth Palm Coast)

Palm Coast, Florida (4/14-12/15)

Medical Director 30+ Bed ED with Cardiology, Cardiac Cath Lab, Surgery, Gastroenterology, Orthopedic, GYN, and Nephrology specialty service availability on site. Transitioned this new contract as an employee of **Emergency Medicine Professionals**. ***Decrease in LWBS from 14% to 1% with Press Ganey scores improved from 70th %tile to 90th %tile.***

Bert Fish Medical Center Emergency Department (Now Advent Health New Smyrna)

New Smyrna Beach, Florida (1/12-3/14)

Medical Director 20+ Bed ED with Cardiology, Cardiac Cath Lab, Surgery, Gastroenterology, Orthopedic, GYN, and Nephrology specialty service availability on site. Employed by **Emergency Medicine Professionals**. BFMC ED awarded “***Innovation of the Year in Patient Care***” by the Florida Hospital Association in 2012 for implementation of multiple initiatives to improve patient focused care with an emphasis on quality and safety.

Bert Fish Medical Center Emergency Department (Now AdventHealth New Smyrna)

New Smyrna Beach, Florida (4/11-12/11)

Attending Physician 20+ Bed ED with Cardiology, Cardiac Cath Lab, Surgery, Gastroenterology, Orthopedic, GYN, and Nephrology specialty service availability on site. Employed by **Emergency Medicine Professionals**.

Florida Hospital Fish Memorial Emergency Department (Now AdventHealth Fish)

Orange City, Florida (1/11-3/11)

Attending Physician 30+ Bed ED with Cardiology, Pulmonology, Surgery, Gastroenterology, Orthopedic, Gyn, ENT, Psychiatry, and Nephrology specialty service availability on site. Employed by **Emergency Medicine Professionals**. **VOTED INTO PARTNERSHIP IN APRIL 2011 AFTER MINIMUM PREREQUISITE 18 MONTH PERIOD.**

Florida Hospital DeLand Emergency Department (Now AdventHealth DeLand)

DeLand, Florida (10/10-12/10)

Attending Physician 25+ Bed ED with Cardiology, Surgery, Gastroenterology, Orthopedic, Ob/Gyn, Psychiatric, and Nephrology specialty service availability on site. Employed by **Emergency Medicine Professionals**.

Bert Fish Medical Center Emergency Department (Now AdventHealth New Smyrna)

New Smyrna Beach, Florida (8/09-7/10)

Attending Physician 20+ Bed ED with Cardiology, Cardiac Cath Lab, Surgery, Gastroenterology, Orthopedic, GYN, and Nephrology specialty service availability on site. Employed by **Emergency Medicine Professionals**.

Carolina Emergency Medicine Physician Association, Partner, Director ED Operations

Greenville, South Carolina (7/05-6/07 and 1/08-6/10)

Attending Physician rotating in four facilities of the Greenville Hospital System.

Greenville Memorial Hospital (Greenville): Level I Trauma Center with 90,000 ED visits annually. 50+ Bed ED including Critical Care, Intermediate Care, Pediatric, Cardiac Care, and Fast Track Areas.

Allen Bennett Memorial Hospital (Greer): 30,000 ED visits annually in this 25+ Bed ED with Ob/Gyn, Cardiology, Orthopedic, Gastroenterology, and General Surgery specialty service availability on site.

Hillcrest Memorial Hospital (Simpsonville): 25,000 ED visits annually in this 20+ Bed ED with Orthopedic and General Surgery specialty service availability on site.

North Greenville Hospital (Travelers Rest): 10,000 ED visits annually in this 10+ Bed ED with no specialty services on site.

VOTED INTO PARTNERSHIP IN 2007 AFTER MINIMUM PREREQUISITE 2 YEAR PERIOD.

DIRECTOR OF ED OPERATIONS- Including patient experience, Press Ganey orientation and ongoing coaching of physicians, all patient complaints/concerns, facilitating transitions of care.

MEDICAL DIRECTOR, GREENVILLE MEMORIAL HOSPITAL BEHAVIORAL ANNEX- Provided clinical policy oversight, process improvement, and coordination with hospital employed Advanced Practice Clinicians for care of patients awaiting placement at inpatient psychiatric facilities.

Bert Fish Medical Center Emergency Department (Now AdventHealth New Smyrna)

New Smyrna Beach, Florida (1/07-2/08)

Attending Physician 20+ Bed ED with Cardiology, Surgery, Gastroenterology, Orthopedic, Gynecology, and Nephrology specialty service availability on site. Employed by **Emergency Medicine Professionals**.

Stuart F. Meyer Hospice House

Palm Coast, Florida (8/07-12/07)

Associate Medical Director 8 Bed inpatient Hospice unit providing patient care and facilitating the Interdisciplinary Team involving administration, nursing and patient care staff, social workers, and clergy. Responsible for developing plans of care for terminally ill patients facing imminent expiration, as well as providing inpatient care for those enrolled in the Home Hospice program requiring symptom management or respite care.

Florida Hospital Flagler Emergency Department (Now AdventHealth Palm Coast)

Palm Coast, Florida (5/07-11/07)

Attending Physician Level II Facility with 50,000 visits annually. 20+ Bed ED with Cardiology, Surgery, Gastroenterology, Orthopedic, Gynecology, Pediatric, and Nephrology specialty service availability on site.

Advocate Christ Medical Center, Emergency Department

Oak Lawn, Illinois (6/02-6/05)

Resident Physician in Level I Trauma Center with 82,000 ED visits annually. 50+ Bed ED including Critical Care, General Care, Pediatric, Cardiac Care, and Fast Track Areas. Rotations outside of the Emergency Department include Ultrasound, MICU, PICU, Trauma Surgery, General Surgery, Pediatrics, Orthopedics, Obstetrics/Gynecology, Oral Surgery, EMS, and Radiology.

Henry Ford Health System, Center for Clinical Effectiveness

Detroit, Michigan (10/97-6/98)

Administrative Assistant and **Data Analyst** working on several outcomes-based research projects and grant applications (including NIH). Worked under the Director of Cardiovascular Informatics to coordinate computer programmers and outside consultants to develop a new computer-based cardiovascular information system for electronic charting in the hospital/clinic as well as formation of a queryable database.

St. Joseph Mercy Health System, McPherson Hospital, Emergency Department

Ann Arbor/Howell, Michigan (8/96-10/97)

Unit Clerk in the Emergency Department coordinating inter-departmental services and patient care including hospitalizations and transfers to outlying facilities.

LICENSURE

State of Florida	April 11, 2007 - present
State of South Carolina	March 4, 2005 - present
State of Illinois	June 24, 2002 – July 31, 2005

CERTIFICATIONS

Healthcare Leadership, Administration, and Management Subspecialty Board Eligible

Exam Completed November 19, 2024 (results pending)

EMS Initial Subspecialty Board Certification November 19, 2021

Emergency Medicine Board Recertification January 1, 2018

Emergency Medicine ConCert Exam Pass September 15, 2016

ACEP Directors Academy Graduate

Phase I	November 2011
Phase II	May 2012
Phase III	November 2012
Phase IV	August 2015

FCEP Leadership Academy June 2012 - July 2013**Emergency Medicine Initial Board Certification December 6, 2007**

Written Examination	Pass	November 8, 2006	10
Oral Examination	Pass	October 22, 2007	

Diplomate of the National Board of Medical Examiners

USMLE Step 1	Pass	May 26, 2000
USMLE Step 2	Pass	July 2, 2001
USMLE Step 3	Pass	April 14, 2004

PROFESSIONAL ACTIVITIES**Vice President of Membership, American College of Emergency Physicians, 2024-2025****BOD Liaison to the EMRA BOD, American College of Emergency Physicians, 2024-2025****Secretary/Treasurer, American College of Emergency Physicians, 2023-2024****Board of Directors, American College of Emergency Physicians, 2022-present****Executive Committee, American College of Emergency Physicians, 2023-2025****Nominating Committee, American College of Emergency Physicians, 2023-2025****ACEP Liaison to the American College of Surgeons Committee on Trauma, 2023-present****Liaison to the ACEP EMS and Disaster Medicine Committees, 2022-present****Liaison to the ACEP Emergency Department Accreditation Board of Governors, 2023-present****Executive Director Search Firm Selection Committee, American College of Emergency Physicians, 2024****ACEP BOD Liaison to ACEP Council Reference Committee B, 2024****Liaison to the ACEP Finance Committee, 2023-2024****Liaison to the ACEP Health Information Technology Committees & Sections, 2022-2023****AdventHealth Artificial Advisory Council, 2022-present****AdventHealth Epic Steering Committee, 2022-present****AdventHealth Corporate Clinical Informatics Governance Committee, 2022-present****AdventHealth Best Practices Committee, 2022-present****AdventHealth Best Practices Subcommittee, 2022-present****AdventHealth Evidence Based Medicine Order Set Review Committee, 2022-present****AdventHealth Epic Provider Enhancement Request Committee, 2022-present****AdventHealth Corporate CMO Consortium, 2021-present****AdventHealth Legal, Risk, and Compliance Advisory Committee, 2022-present****AdventHealth Population Health Advisory Committee, 2022-present****AdventHealth Referral Governance Committee, 2022-present**

AdventHealth Radiology Stewardship Committee, 2022-present
AdventHealth Clinical Excellence Steering Committee, 2023-present
Liaison to the AdventHealth Oncology Institute, 2023-present
Liaison to the AdventHealth Medical Oncology Council, 2023-present
Liaison to the AdventHealth Radiation Oncology Council, 2023-present
Liaison to the AdventHealth Heart, Lung, and Vascular Institute, 2023-present
Liaison to the AdventHealth Cardiology and Pediatric Cardiology Council, 2023-present
Advisor, AdventHealth Emergency Medicine Council, 2022-present
Advisor, AdventHealth Behavioral Health Council, 2022-present
Advisor, AdventHealth Care Management Council, 2022-present
Vice President, Emergency Medicine Professionals, 2017-2021
Executive Committee Member, Emergency Medicine Professionals, 2011-2021
Board of Directors, Emergency Medicine Professionals, 2011-2021
Partner/Shareholder, Emergency Medicine Professionals, 2010-2021
President, Florida College of Emergency Physicians, 2019-2021
 Served Two Consecutive Terms (1 of 3 people to have done so over 50 years)
 Completed Executive Search/Transitioned CEO and Organizational Restructure
 Revised Bylaws
 Established Women in Medicine Committee
 Established Florida EM Physician Owned Corporation Consortium
President-Elect, Florida College of Emergency Physicians, 2018-2019
Vice President, Florida College of Emergency Physicians, 2017-2018
Treasurer, Florida College of Emergency Physicians, 2016-2017
Bylaws Task Force, Florida College of Emergency Physicians 2020
Executive Committee, Florida College of Emergency Physicians, 2016-2022
Finance Committee, Florida College of Emergency Physicians, 2016-2021
Board of Directors, Florida College of Emergency Physicians, 2013-2022
Flagler Technical College EMT Advisory Board of Directors, 2018-present
AdventHealth Corporate Emergency Department Reimagine Design Group, 2021-2023
AdventHealth Central Florida Division Clinically Integrated Network Board of Managers, 2021-present
AdventHealth Corporate Transitions of Care Steering Committee, 2020-present
AdventHealth Corporate Transitions of Care Clinical Workstream Committee, 2020-present
AdventHealth Corporate Change Coalition Steering Committee, 2021-2023
AdventHealth Corporate Cross Clinical Advisory Council, 2020-2022
Co-Chair, AdventHealth Cross Clinical Advisory Council Emergency Medicine Rapid Decision Group, 2020-2022
Co-Chair AdventHealth ED/Imaging Subject Matter Expert Working Group, 2020-2022
AdventHealth Corporate Formulary & Therapeutics Critical Care and Emergency Medicine Clinical Advisory Committee, 2020-present
AdventHealth Corporate Care Management Steering Committee, 2021-present
AdventHealth Corporate Epic Advanced Care Planning Working Group, 2020-present

AdventHealth Corporate Epic Opioid Working Group, 2020-present
AdventHealth Corporate COVID-19 Vaccination Planning Taskforce, 2020-2022
AdventHealth Corporate COVID-19 Open Door Task Force, Emergency Medicine, 2020
AdventHealth Corporate Clinical Response to COVID-19 Contributing Author, Emergency Medicine, 2020
AdventHealth Central Florida Division COVID-19 Workstream Task Force, 2020-2022
Co-Chair, AdventHealth Corporate ED Clinical Reliability Council, 2019-2023
AdventHealth Corporate Protecting Access to Medicare Act (PAMA) / Radiology Appropriate Use Criteria (AUC) Clinical Advisory Task Force, 2020-2023
AdventHealth Corporate PAMA/CDSM Committee, 2019-present
AdventHealth Central Florida Division Cardiovascular Institute Heart Failure Steering Committee, 2021-present
Co-Chair, AdventHealth Central Florida Division North Region ED Governance Council, 2019-2021
Co-Chair, AdventHealth Central Florida Division North Region ED/Hospitalist Governance Council, 2018-2021
AdventHealth Central Florida Division North Physician Champion Orthopedics, 2020-2021
AdventHealth Central Florida Division North Physician Champion Neurosciences, 2020-2021
AdventHealth Central Florida Division North Readmissions Committee, 2018-2021
AdventHealth Central Florida Division North Region Transfer Committee, 2018-2021
AdventHealth Central Florida Division North Opioid Stewardship Committee, 2018-2021
AdventHealth Central Florida Division North Region ED/Radiology Council, 2017-2021
AdventHealth Central Florida Division North Region CHF Committee, 2017-2021
AdventHealth Central Florida Division North Region Stroke Committee, 2017-2021
AdventHealth Central Florida Division North Region Pediatric Quality Committee, 2017-2021
Flagler County Open Arm Recovery Services (OARS) Committee, 2020-present
Chief Medical Officer, WaterSafe (501C3), 2019-present
Executive Committee Member, WaterSafe (501C3), 2019-present
Board of Directors, WaterSafe (501C3), 2019-present
Co-Founder, WaterSafe, 2016-present
ED Throughput Council, AdventHealth Daytona Beach, 2017-2021
ED Throughput Council, AdventHealth Fish Memorial, 2017-2021
ED Throughput Council, AdventHealth Deland, 2017-2021
ED Throughput Council, AdventHealth Palm Coast, 2014-present
ED Throughput Council, AdventHealth New Smyrna Beach, 2012-2014, 2017-2021
Board of Directors, Florida Hospital Flagler 1/16-12/18
Chief of Staff, Florida Hospital Flagler 1/16-12/18
Revised Bylaws
EMPros Physician Leader Representative to the Emergency Department Practice Management Association (EDPMA), 2018-2021

Councillor, American College of Emergency Physicians, 2013-2022

Council Steering Committee, 2020-2022, American College of Emergency Physicians

Candidate Forum Subcommittee of the Council Steering Committee, 2021, American College of Emergency Physicians

Annual Meeting Subcommittee of the Council Steering Committee, 2021, American College of Emergency Physicians

Chair, Council Reference Committee B 2018, American College of Emergency Physicians

Council Reference Committee B 2015, American College of Emergency Physicians

Quality & Patient Safety Committee, 2020-2023, American College of Emergency Physicians

Measure Lifecycle Subcommittee of the Quality & Patient Safety Committee, 2020-2023, American College of Emergency Physicians

Reimbursement Committee, 2019-2022, American College of Emergency Physicians

Chair, Reimbursement Committee Working Group 1, 2021-present, American College of Emergency Physicians

Surprise Medical Billing (SMB)/Independent Dispute Resolution (IDR) Implementation Joint Task Force, 2021, American College of Emergency Physicians and Emergency Department Practice Management Association

Emergency Medicine Practice Committee, 2017-2022 American College of Emergency Physicians

Best Practices for Incidental Findings in the Emergency Department National Working Group, 2021-2022, Selected representative of the ACEP Emergency Practice Committee for this Joint Venture Project with the American College of Radiology

Chair, Policy Statement Supporting Safer Working Conditions for Emergency Care Workers Subcommittee of the Emergency Medicine Practice Committee, 2020-2021, American College of Emergency Physicians

Award Selection Subcommittee of the EM Practice Committee, 2021, American College of Emergency Physicians

Disaster Preparedness Joint Subcommittee of the EM Practice Committee and the Disaster Management Section, 2021, American College of Emergency Physicians

Chair, EM Subspecialty Board Certification Subcommittee of the Emergency Medicine Practice Committee, 2019-2020, American College of Emergency Physicians

Disaster Preparation Standards Related to Personal Protection Equipment in the ED, Subcommittee of the EM Practice Committee, 2021, American College of Emergency Physicians

EMS Committee, 2017-present, American College of Emergency Physicians

Democratic Group Practice Section, 2016- present, American College of Emergency Physicians

Emergency Medical Services-Prehospital Care Section, 2016-present, American College of Emergency Physicians

Freestanding Emergency Centers Section, 2016-present, American College of Emergency Physicians

Well Being Committee, 2016-2017, American College of Emergency Physicians

Women in Emergency Medicine Committee, Florida College of Emergency Physicians,

2019-2021

Florida EM Physician Owned Corporation Consortium, Florida College of Emergency Physicians, 2019-2021

Government Affairs Committee, Florida College of Emergency Physicians, 2013-2022

Medical Economics Committee, Florida College of Emergency Physicians, 2013-2022

Pediatrics Committee, Florida College of Emergency Physicians, 2013-2022

EMS Committee, Florida College of Emergency Physicians, 2013-2022

Chair, American Heart Association Go Red for Women Luncheon, 2018

Readmissions Stakeholder Summit Panelist, 2017, Florida Hospital Association

Florida Office of Insurance Regulation and Insurance Consumer Advocate, Emergency Medical Transportation Work Group, 2016-2017

Faculty/Panel Moderator, FCEP Emergency Medicine Payment Reform Summit, 2017-2019

AHS Florida Regional Strategic Physician Leadership Development Program, 2013-2014

Baker Act Interagency Committee, 2012-2016 Volusia and Flagler Counties

Physician Representative, 2013 Rand Corporation Study US Value of Emergency Medicine

Chief of Staff Elect, Florida Hospital Flagler 2015

Interim Chair Department of Medicine, Florida Hospital Flagler 2015

Vice Chief of Staff, Florida Hospital Flagler 2014

Hospital/Physician Strategy Committee, 2014-2016, Florida Hospital Flagler

Medical Executive Committee Member, 2014-2019, Florida Hospital Flagler

Medical Director, 2014-2016, Florida Hospital Flagler Emergency Department

Performance Improvement Committee, 2014-2019, Florida Hospital Flagler

Peer Review Committee, 2014-2019, Florida Hospital Flagler

Biomedical Ethics Committee, 2014-2019, Florida Hospital Flagler

Patient Safety Committee, 2014-2019, Florida Hospital Flagler

Medical Records and Utilization Review Committee, 2014-2018, Florida Hospital Flagler

Emergency Management Committee, 2014-2018, Florida Hospital Flagler

Readmissions Committee, 2014-2018, Florida Hospital Flagler

Care Transitions Committee, 2014-2018, Florida Hospital Flagler

Cardiology Committee, 2016-2018, Florida Hospital Flagler

Stroke Committee, 2014-present, Florida Hospital Flagler

Critical Care Committee, 2016-2018, Florida Hospital Flagler

Pharmacy and Therapeutics Committee, 2016-2018, Florida Hospital Flagler

Community Relations Committee, 2014-2018, Florida Hospital Flagler

Medical Executive Committee Member, 2013, Bert Fish Medical Center

Chair, Peer Review Committee, 2013, Bert Fish Medical Center

Medical Director, 2011-2014, Bert Fish Medical Center Emergency Department

Physician Director, 2010-2014, Stroke Program, Bert Fish Medical Center

Expert Witness, 2010-2020, Abbason & Associates contracted with Florida DOH

Judge, Florida College of Emergency Physicians Annual Case Presentation Competition

Judge, Florida College of Emergency Physicians Annual Simulation Wars Competition

Director of Emergency Department Operations, Carolina Emergency Medicine

Associate Director, Greenville Memorial Hospital Emergency Department Behavioral Annex

(Psychiatric care holding facility within ED for patients awaiting inpatient psychiatric placement.)

Candidate Selection Committee Member, Carolina Emergency Medicine, 2005-2009
Board of Directors, Carolina Emergency Medicine Physicians Association, 2007-2009
Member, Advocate Christ Emergency Medicine Department Journal Club, 2002-2005
Mentor, Advocate Christ Emergency Medicine Residency Mentorship Program, 2003-2005
Member, Advocate Christ Emergency Medicine Residency Selection Committee, 2003-2005

PROFESSIONAL ORGANIZATIONS

Fellow of the American College of Emergency Physicians
Fellow of the American Academy of Emergency Medicine
Founding Fellow of the American College of Healthcare Trustees
Member of the American College of Health Care Executives
Member of the American College of Health Care Executives Physician Forum
Member of the National Association of EMS Physicians
Member of the Florida College of Emergency Physicians
Member of the Florida Association of EMS Medical Directors
Member of the American Medical Association
Member of the Florida Medical Association

AWARDS

ACEP Speaker's Award for Outstanding Service, 2021-2023
AdventHealth Information Technology Clairvoyant Award, 2022
ACEP Speaker's Award for Outstanding Service, 2019-2021
Humanitarian of the Year, AdventHealth Palm Coast Foundation, 2019
ACEP President's Award for Outstanding Service, 2018-2019
Physician of the Quarter, Florida Hospital Flagler, 2017
"Top Doctor" Award, Daytona Beach News Journal, 2016
Mission Leadership Award, Florida Hospital Flagler, 2016
Dedication to Community Service Award, WaterSafe 2016
Health Professional of the Year, Flagler County 2015

PUBLICATIONS

Christopher L. Moore, MD, Andrew Baskin, MD, Anna Marie Change, MD, MSCE, Dickson Cheung, MD, MBA, MPH, Melissa A. Davis, MD, MBA, Baruch S. Fertel, MD, MPA, Kristen Hans, RN, MS, Stella K. Kang, MD, MSc, David M. Larson, MD, Ryan K. Lee, MD, MBA, **Kristin B. McCabe-Kline, MD**, Angela M. Mills, MD, Gregory N. Nicola, MD, Lauren P. Nicola, MD. **White Paper: Best Practices in the Communication and Management of Actionable Incidental Findings in Emergency Department Imaging.** Journal of the American College of Radiology. Volume 20, Issue 4, p422-430, April 2023. Published online March 13, 2023, DOI: <https://doi.org/10.1016/j.jacr.2023.01.001>

Dr. Kristin McCabe-Kline, MD. FCEP President's Last Message: FCEP's 50th Anniversary Reflections. *EmPulse*. Official Publication of the Florida College of Emergency Physicians, a Chapter of the American College of Emergency Physicians. Volume 27, Number 6, Summer 2021 issue, page 6.

Dr. Kristin McCabe-Kline, MD. FCEP President's Message: Emergency Medicine Workforce: Emergency Medicine is an Essential Voice in the House of Medicine. *EmPulse*. Official Publication of the Florida College of Emergency Physicians, a Chapter of the American College of Emergency Physicians. Volume 27, Number 5, Spring 2021 issue, page 6.

Dr. Kristin McCabe-Kline, MD. FCEP President's Message: Beyond the Pandemic: Stop Surviving and Start Thriving. *EmPulse*. Official Publication of the Florida College of Emergency Physicians, a Chapter of the American College of Emergency Physicians. Volume 27, Number 4, Winter 2021 issue, page 6.

Dr. Kristin McCabe-Kline, MD. FCEP President's Message: Rise Up. *EmPulse*. Official Publication of the Florida College of Emergency Physicians, a Chapter of the American College of Emergency Physicians. Volume 27, Number 2, Summer 2020 issue, pages 6-7.

Dr. Kristin McCabe-Kline. Emerging from COVID-19 crisis calls for coming together. Daytona Beach News-Journal May 3, 2020.

Kristin McCabe-Kline: In COVID-19 pandemic, It's time to get to work 'doing right'. [floridapolitics.com](https://www.floridapolitics.com) April 30, 2020.

Kristin McCabe-Kline, MD. FCEP President's Message: Finding Peace in the Emergency Department. *EmPulse*. Official Publication of the Florida College of Emergency Physicians, a Chapter of the American College of Emergency Physicians. Volume 26, Number 4, Winter 2020 issue, page 6.

Kristin McCabe-Kline, MD. FCEP President's Message: Strategic Goal Updates. *EmPulse*. Official Publication of the Florida College of Emergency Physicians, a Chapter of the American College of Emergency Physicians. Volume 26, Number 3, Fall 2019 issue, pages 4-5.

Dr. Kristin McCabe-Kline and Dr. Charles Duva. PHYSICIANS: Medical billing law is rebounding on Volusia, Flagler emergency medical staff. Daytona Beach News-Journal August 21, 2019.

Kristin McCabe-Kline, M.D. Tackling Florida's Opioid Crisis Requires Clinical Collaboration. *Tampa Bay Times*. May 2, 2019.

Kristin McCabe-Kline. Communication Across the Continuum of Care: Emergency Department information exchange (EDie). *EMPulse*. Official Publication of the Florida College of Emergency Physicians, a Chapter of the American College of Emergency Physicians. Volume 25, Number 2, Summer 2018 issue, page 19.

Kristin McCabe-Kline. Resilience in the Emergency Department. *EMPulse*. Official Publication of the Florida College of Emergency Physicians, a Chapter of the American College of Emergency Physicians. Volume 23, Number 4, Winter 2016-2017 issue, pages 24-25.

Kristin McCabe, M.D. Don't Tear Safety Net. *Daytona Beach News-Journal*. Community Voices, March 2, 2016.

Kristin McCabe-Kline. End Game in the Emergency Department: The Tip of the Spear. *EMPulse*. Official Publication of the Florida College of Emergency Physicians, a Chapter of the American College of Emergency Physicians. Volume 18, Number 2, Spring 2013 issue, pages 14-15.

Kristin B. McCabe. Fix-It-Man. *Preach: Enlivening the Pastoral Art*. Copyright © World Library Publications, A division of J.S. Paluch Company, Inc., Schiller Park, IL. March-April 2005 issue. (This was a commissioned work linking the practice of Emergency Medicine with pastoral avocations for the "Intersections" feature column.)

Shalin S. Shah, Glenn F. Tokarski, James K. McCord, Nabil E. Khoury, **Kristin B. McCabe**, Robert J. Morlock, Husam Noor, Peter A. McCullough. **Acute Coronary Syndromes in the Emergency Room: Impact of an Emergency Department Cardiac Clinical Decision Unit on a Population of Patients with Episodic Chest Discomfort.** *Supplement to Journal of the American College of Cardiology*, February 2000. Volume 35. Supplement A, page 380. Abstract 1127-138.

PRESENTATIONS

Business Ethics: Tying Mission to Financial Success. February 2026
American College of Emergency Physicians Master Class. Dallas, Texas.

EM Town Hall: The ED is the Opportunity. August 2023
Florida College of Emergency Physicians Annual Meeting. Bonita Springs, Florida.

What to Do: Before Day 1 of a New Contract. May 2023
American College of Emergency Physicians Indy Class. Dallas, Texas.

Negotiating Employee Contracts. August 2022
American College of Emergency Physicians Indy Class. Dallas, Texas.

New Contract Change Management. August 2022

American College of Emergency Physicians Indy Class. Dallas, Texas.

One Voice for Volusia. December 2020

Volusia County Florida, Virtual Event.

Flagler Cares Coalition: Opioid Use Disorders. November 2020

Flagler County Florida, Virtual Event.

Emergency Medicine Vision 2030. October 2020

AdventHealth Corporate Clinical Excellence Conference, Altamonte Springs, Florida.

Protecting Access to Medicare Act / Appropriate Use Criteria. October 2020

AdventHealth Central Florida Division North Region CMO Roundtable. Virtual Event.

AdventHealth Central Florida Division North Region CEO Roundtable. Virtual Event.

Regional AdventHealth Opioid Initiatives Presentation. September 2020

Leadership Daytona Class XL Program /Daytona Regional Chamber of Commerce, Virtual Event.

Preparing for the Next Pandemic: Information Flow. September 2020

American College of Emergency Physicians Webinar Series, Virtual Event.

Florida Emergency Medicine Town Hall. August 2020

Symposium by the Sea, Florida College of Emergency Physicians Conference, Virtual Event.

Statewide Effort to Prepare for the COVID-19 Surge in Florida. April 2020

FMDA Quality Advocacy Coalition Stakeholders Virtual Meeting.

Opioid Epidemic Impact and Solutions. August 2019

Keeping Hope: Overdose Awareness & Remembrance Day, Daytona Beach, Florida.

Florida Emergency Medicine Town Hall. August 2019

Symposium by the Sea, Florida College of Emergency Physicians Annual Conference, Boca Raton, Florida.

Fearless and Focused. February 2019

Flagler Professional Women's Council Luncheon Presentation, Palm Coast, Florida.

Emergency Medicine Innovators Summit Panelist Moderator. February 2019

FCEP Conference, Emergency Medicine Learning and Resource Center, Orlando, Florida.

Statewide Effort to Avoid Hospital Readmissions Panelist. October 2018

FMDA Quality Advocacy Coalition Stakeholders Workshop, Orlando, Florida.

Emergency Medicine Payment Reform Summit Panelist Moderator. February 2018

FCEP Conference, Emergency Medicine Learning and Resource Center, Orlando, Florida.

EMS Wellness: Where are we? December 2017

FCEP/Emergency Medicine Learning Resource Center Webinar.

Emergency Medicine Innovators Summit Panelist Moderator. February 2017

FCEP Conference, Emergency Medicine Learning and Resource Center, Orlando, Florida.

Work Life Balance. September 2016

FCEP Life after Residency Conference Faculty, Gainesville, Florida.

Optimizing Transitioning of Patients from the Emergency Department. April 2014

Flagler County Emergency Nurses Association Meeting, Palm Coast, Florida.

Pre-Hospital Education for Stroke Alert and STEMI Alert. December 2013

Volusia County EMS and Fire/Rescue CE, BFMC, New Smyrna Beach, Florida.

Juggling Personal and Professional Life. September 2013

FCEP Life after Residency Conference Faculty, Orlando, Florida.

Trauma in Pregnancy Case Presentation and Follow-Up. April 2004

Joint APMC Trauma Surgery/Emergency Department Conference, Oak Lawn, Illinois.

Pediatric Head Trauma. November 2003

APMC Emergency Department Conference, Oak Lawn, Illinois.

Pulmonary Embolism Case Presentation and Follow-Up. July 2003

APMC Emergency Department Conference, Oak Lawn, Illinois.

Testicular Cancer Case Presentation and Follow-Up. July 2003

APMC Emergency Department Conference, Oak Lawn, Illinois.

Caring for Caregivers. May 2003

APMC Emergency Department Conference, Oak Lawn, Illinois.

PROFESSIONAL REFERENCES

Available Upon Request.

PERSONAL ACTIVITIES

Member, Santa Maria del Mar Catholic Church
Member, Father Lopez Catholic High School Parent Teacher Organization
Member, Father Lopez Catholic High School Greenwave Athletic Association
Certified Judge and Coach, USA Artistic Swimming Association
Sustaining Member, Junior League of Daytona Beach, Florida
Former Member, Junior League of Greenville, South Carolina

2026 PRESIDENT-ELECT CANDIDATE WRITTEN QUESTIONS

James L. Shoemaker, Jr., MD, FACEP

Question #1: How do you suggest ACEP navigate policy issues in a highly partisan political environment?

ACEP stands at a difficult intersection where medicine, policy and politics increasingly collide. In a highly partisan environment, the path forward is not to retreat from advocacy or be drawn into ideological extremes, but to remain anchored in what has always defined emergency medicine: commitment to our patients, our colleagues and doing what is right when it matters most.

At its core, ACEP's strength is its clarity of purpose. Emergency physicians care for everyone, 24/7/365, under any circumstance. That mission is inherently nonpartisan. We do not ask about political affiliation before delivering care, and the College should not be shaped by political winds in developing policy. Its advocacy must remain grounded in access, quality, safety, and sustainability - values that are not partisan, but are fundamental to both our patients and our profession.

In a polarized climate, organizations often are tempted to engage on every issue, respond to every external pressure, or align with broader political movements. That approach risks diluting the College's voice and fragmenting its membership. ACEP must remain disciplined. Being mindful of potential political wedge issues, especially those that do not directly affect emergency physicians or the patients they serve, is not avoidance; it is a deliberate strategy to preserve unity, focus and credibility. When ACEP speaks, it must do so with clarity, cohesion, and purpose.

This does not mean silence in the face of meaningful challenges. On issues central to emergency medicine – reimbursement, workforce stability, ED safety, and patient access – ACEP must be decisive and unambiguous. Positions should be rooted in evidence, clinical experience and real-world impact, not political ideology. Advocacy should be framed through the lens of frontline care: what improves outcomes, protects physicians, and sustains the system our communities depend on. Equally important is the well-being of our colleagues. Emergency physicians face growing strain from burnout, moral injury, workplace violence, and financial constraints. Advocacy must prioritize solutions that strengthen the workforce: fair reimbursement, safe practice environments, and a sustainable pipeline of expert physicians.

Listening is also essential. ACEP is strongest when it reflects the diversity of its membership across geography, practice settings, and perspectives. Unity does not require uniformity, but it does require respect and a shared commitment to mission. Finally, credibility must remain paramount. In a time of fragile institutional trust, ACEP's voice must be measured, consistent and grounded in expertise. Policymakers should look to the College not for political alignment, but for reliable insight. Emergency physicians navigate complexity and uncertainty every day; ACEP must approach policy the same way — steady, principled, and focused. By keeping patients and physicians at the center, avoiding unnecessary political entanglement and standing firm when it matters most, the College will not only protect the specialty — it will strengthen our collective future.

Question #2: How would you allocate your time as president to advance ACEP's strategic priorities given the competing demands on finite resources?

The presidency track of the American College of Emergency Physicians is fundamentally an exercise in disciplined focus. The challenge is not identifying worthy priorities, but managing the constant competition for limited time, resources, and attention. Without structure, the role can quickly become reactive. To lead effectively, time must be deliberately organized around a clear framework. My "Four Corners" of reimbursement, membership, workforce, and emergency department safety bring clarity and focus to the navigation of many complex issues. These "four corner" priorities provide both direction and filter. Reimbursement sustains the financial viability of the specialty and requires ongoing advocacy. The workforce defines the future of emergency medicine and demands long-term solutions. ED safety is immediate and deeply tied to physician well-being and patient care. Membership is the force multiplier, because without an engaged base, progress in every other domain is limited. Intentionally allocating time across these areas ensures balance and prevents drift toward only the most immediate, short-term issue. Structure is essential. Establishing a consistent rhythm with regular touchpoints for each Corner, periodic deep dives and quarterly re-assessments creates accountability and forward momentum. Just as important, is leveraging and elevating others. The president's

impact is multiplied by aligning board members, committees, sections, colleagues, and staff around each priority, empowering them to execute while maintaining strategic oversight. The greatest efficiency comes from integration. These priorities overlap: improving reimbursement supports workforce stability; advancing ED safety reduces burnout; strengthening membership amplifies advocacy. Focusing on initiatives that advance multiple “Corners” at once maximizes the return on limited resources. Equally critical is protecting time to listen. Engaging with members and frontline physicians ensures that leadership remains grounded and responsive. Closing that feedback loop strengthens trust and reinforces the value of membership. Ultimately, the risk is not lack of effort, but diffusion of effort. By consistently filtering decisions through the “Four Corners” and aligning time with those priorities, my presidency term will convert finite resources into meaningful, lasting progress for ACEP, its members and the patients we serve.

Question #3: What existential problems in emergency medicine keep you awake at night?

What keeps me awake at night is not a single crisis in emergency medicine, but the convergence of several slow-moving forces that together threaten the foundation and thus, the stability of emergency medicine while leading to morale injury, burnout, and endless frustration of our colleagues. Our specialty risks fracturing from within. Competing specialty organizations and internal divisions can at times feel like a circular firing squad, with energy spent on ideological differences rather than shared purpose. In that fragmentation, we weaken our collective voice; while external stakeholders are more than willing to chip away at emergency medicine, our physicians and access to care for the patients who depend on us. A core area of my concern is the steady erosion of physician reimbursement that I view as a house of cards in a windstorm. Payment models increasingly decouple effort, complexity, and risk from fair compensation, while insurers downcode, deny and delay payments, placing financial strain on physician groups. At the same time, emergency departments face rising acuity, prolonged boarding, and system-wide dysfunction, yet reimbursement continues to stagnate or decline in real dollars. As margins tighten, hospitals respond with staffing reductions, consolidation and productivity demands that may not align with safe, sustainable care. The concern is not only financial but structural: at what point does the economic model no longer support the work we are asked to do? Closely tied to this is the fragility of the emergency department safety net. Emergency medicine has become the default access point for gaps in primary care, behavioral health, and social support. This was highlighted in the recent Emergency Medicine RAND study. While essential, this role is increasingly unfunded and operationally strained. Boarding, crowding, and throughput failures are no longer episodic; they are defining features of our specialty. The risk is not sudden collapse, but gradual erosion, where declining access and quality become normalized. Burnout compounds these challenges. It is not simply individual exhaustion, but the predictable result of sustained misalignment between mission and environment. Clinicians are asked to absorb systemic failure at the bedside while navigating rising cognitive load, administrative burden and medicolegal risk. Over time, this erodes morale, retention, and the pipeline into the specialty. Liability pressures and the tort environment remain a persistent undercurrent. Even where reforms exist, the perception of risk drives defensive medicine, inefficiency, and anxiety in clinical decision-making. Taken together, these forces raise a fundamental question of sustainability: can emergency medicine remain both a profession and a public good under current trajectories? The answer depends on whether we can restore alignment between value, compensation, autonomy, and the realities of caring for an increasingly complex patient population within a strained system — and whether we can remain united around our core mission of caring for emergency physicians and the patients we serve. These are not small challenges. But there is reassurance in the collective resolve of those committed to moving the specialty forward and our shared mission: caring for anyone, at any time, under any circumstance.

CANDIDATE DATA SHEET

James L. Shoemaker Jr., MD, FACEP

Contact Information

14302 Southold Drive

Granger, IN 46530

Phone: cell/home (269) 267-3953

E-Mail: jshoemakermd@gmail.com

Current and Past Professional Position(s)

- 1 – Partner and Attending Emergency Physician with Elite Emergency Physicians, Inc. (EEPI) (2007-2025)
- 2 – Director of Quality for EEPI (2016-present)
- 3 – Director of Compliance for EEPI (2016-present)
- 4 – Indiana University School of Medicine, South Bend Volunteer EM Clerkship Faculty (2011-present)
- 5 – Member of National ACEP Board of Directors – served as Secretary/Treasurer and Vice President of Membership (2020-present)
- 6 – Partner, Attending Physician and Midwest Advocacy Lead, Vituity (June 2025-present)
- 7 – Emergency Medicine Strategic Advisor, Ventra Health (July 2024-present)

Education (include internships and residency information)

- 1 – Edinboro University of PA, Edinboro, PA (1993-94) attended Freshman year and transferred
- 2 – Dickinson College, Carlisle, PA (1994-97), B.S. Biology *cum laude*
- 3 – Indiana University Bloomington/Medical Sciences Program (1998-2000), M.A. Physiology with thesis
- 4 – Indiana University School of Medicine, Indianapolis, IN — (2000-2004), M.D. in 2004
- 5 – MSU/KCMS Kalamazoo, MI (2004-2007) — Emergency Medicine Residency Training Program

Specialty Board Certifications (e.g., ABEM, AOBEM, AAP, etc.) and dates certified and recertified)

ABEM Board certified — certificate expires December 31, 2028

Professional Societies

- 1 – ACEP Member (2004-present)
- 2 – ACEP Fellow (2010-present)
- 3 – Indiana ACEP Member (2007-present)
- 4 – AMA Member (2018-present)
- 5 – Indiana State Medical Association (2007-present)
- 6 – EDPMA Group Member (2017-2025)
- 7 – Member of the Emergency Medicine Business Coalition (EMBC) (2020-2025)

National ACEP Activities – List your most significant accomplishments

- 1 – National ACEP Board of Directors (2020-present)
- 2 – Secretary/Treasurer ACEP Board of Directors (2022-2023) | Vice President of Membership (2024-2025)
- 3 – Innovator, creator, and course co-director of ACEP Independent EM Group Master Class conference
- 4 – ACEP Reimbursement Leadership and Development Program Fellow (2018-2020)
- 5 – Board Liaison to Small Democratic Group, Toxicology and Observation Sections.
- 6 – Member of Council Steering Committee (2019-2020)
- 7 – ACEP Alternate Delegate for AMA/Specialty RVS Update Committee (RUC) (2019-present)
- 8 – Reimbursement Committee (2015-present) – Board Liaison 2020-2025
- 9 – Reimbursement Committee Workgroup 2 (2018-present)
- 10 – Chairman, National Chapter Relations Committee (2020)
- 11 – Member of National Chapter Relations Committee (2013-2020)

- 12 – Coding and Nomenclature Advisory Committee Member (2018-present) – Board Liaison 2020-2025
- 12 – ACEP Council Reference Committee ‘A’ Member (2018 Council)
- 13 – ACEP Clinical Resources Review Committee Member (2018-2020)
- 14 – Board Liaison to EMPC, Bylaws and Quality Measure Development Committees (2025-present)
- 15 – Served on the search committee for the appointment of the new ACEP Executive Director
- 16 – Provide reimbursement, ED violence, ACEP updates and SDG lectures to state chapters including IN, OH, KY, GA, FL, NM, TN as well as at the Emerald Coast and Coastal combined chapter conferences

ACEP Chapter Activities – List your most significant accomplishments

- 1 – President of Indiana Chapter of ACEP (2015-2016)
- 2 – Vice-President of Indiana Chapter of ACEP (2014-2015)
- 3 – Secretary/Treasurer of Indiana Chapter of ACEP (2013-2014)
- 4 – Indiana State Chapter Councilor (2015-2020); Alternate Councilor (2013-2015)
- 5 – Indiana Chapter of ACEP Board of Directors Member (2011-2016)
- 6 – *Ex officio* Board of Directors Member of the Indiana Chapter of ACEP (2016-present)
- 7 – Part of annual Indiana ACEP delegation at Leadership and Advocacy Conference (2014-present)
- 8 – State advocacy with the Indiana Legislature on scope of practice, reimbursement and other issues
- 9 – Helped to develop, advocate for and pass model State legislation requiring a physician in every Indiana Emergency department.

Practice Profile

Total hours devoted to emergency medicine practice per year: 1800 Total Hours/Year

Individual % breakdown the following areas of practice. Total = 100%.

Direct Patient Care 90 % Research 0 % Teaching 0 % Administration 10 %

Other: _____ %

Describe current emergency medicine practice. (e.g. type of employment, type of facility, single or multi-hospital group, etc.)

From 2007 to 2025, I practiced emergency medicine with Elite Emergency Physicians, Inc. (EEPI), a private, democratic physician group rooted in local control, clinical excellence, and physician leadership at the bedside. As hospital consolidation reshaped the emergency medicine landscape, our group made the deliberate decision to join Vituity, a wholly physician-owned, national multispecialty practice that preserves the values of autonomy, transparency, and fairness while providing the scale and infrastructure needed to thrive in a consolidating environment. Vituity is defined by physician governance, an unwavering commitment to patient-centered care, and reinvestment in physicians and communities rather than external shareholders. I currently practice at a community hospital in Elkhart, Indiana, and serve as Vituity’s Midwest Advocacy Lead, where I actively fight for fair reimbursement, meaningful limitations on scope creep and model state legislation that ensures a physician in every emergency department.

Provide specific title(s) or position(s) within your group, hospital, department, system (e.g., Medical Director, Regional Director, Director of Quality, Vice President, Chief of Staff, etc.)

Vituity positions:

- 1 – Midwest Advocacy Lead for Vituity

EEPI positions:

- 1 - EEPI Director of Quality (2016-2025)
- 2 - Management Team Member of EEPI (2012-2025)
- 3 - EEPI Compensation Committee Member (2010-2025)
- 4 – EEPI Compliance Committee Chair (2016-2025)
- 5 – Volunteer Clinical Faculty for IUSM EM Clinical Clerkship (2011-present)
- 6 – Member of the IUSM Interview Admissions Team (2017-present)

Elkhart General Hospital (EGH) Positions:

- 1 – Chairman and Medical Director of EGH Emergency Department (2012-2016)
- 2 – Chairman and member of EGH ED Quality Assurance Committee (2012-2016)

- 3 – Medical Co-Director EGH Chest Pain Center (2014-2017)
- 4 – Medical Co-Director for EGH EMS Program (2010-2012)
- 5 – Member of EGH Medical Executive Committee (2012-16, 2018-2022)
- 6 – Member of EGH Trauma and Trauma QI committees (2012-present)
- 7 – Member of EGH Cardiovascular Services and Cardiovascular Services QI Committees (2012-2024)
- 8 – Member of EGH Stroke and Stroke QI Committees (2016-present)

Expert Witness Experience

If you have served as a paid expert witness in a medical liability or malpractice case in the last ten years, provide the approximate number of plaintiff and defense cases in which you have provided expert witness testimony. Expert witness testimony is defined as oral or written evidence given by an expert witness under oath, at trial, or in an affidavit or deposition.

Defense Expert

0 Cases

Plaintiff Expert

0 Cases

CANDIDATE CONFLICT OF INTEREST DISCLOSURE STATEMENT

James L. Shoemaker Jr., MD, FACEP

1. Employment – *List current employers with addresses, position held, and type of organization.*

Employer: Vituity

Address: 600 E. Blvd

Elkhart, IN 46514

Position Held: Indiana and Midwest Advocacy Lead | Full Partner

Type of Organization: Physician-owned multispecialty group

Employer: Ventra Health

Address: 5001 LBJ Freeway, Suite 320

Dallas, TX 75244

Position Held: Emergency Medicine Strategic Advisor

Type of Organization: Revenue cycle management company

2. Leadership Positions in Other Organizations, Chapters, Commissions, Groups, Coalitions, Agencies, and/or Entities (e.g., Board of Directors positions, committees, and/or spokesperson roles) – *List all organizations and addresses for which you have served (past and current) – including ACEP chapter Board of Directors.*

Organization: National ACEP Board of Directors

Address: 4950 W. Royal Ln

Irving, TX 75063

Type of Organization: National Emergency Medicine Professional Organization

Leadership Position: Board of Directors | VP of Membership | Secretary/Treasurer

Term of Service: October 2000-present

Organization: Indiana Chapter of ACEP

Address: PO Box 17136

Indianapolis, IN 46217

Type of Organization: State chapter of National ACEP - EM Professional Organization

Leadership Position: Past-President | VP | Secretary/Treasurer | *ex officio* Board member

Term of Service: July 2011-Present

Organization: St. Joseph County, Indiana Board of Health

Address: 227 W. Jefferson Avenue

South Bend, IN 46601

Type of Organization: Board of Health

Leadership Position: Appointed Board Member

Term of Service: January 2020-August 2022

Organization: AMA RBRVS Committee

Address: 330 N. Wabash Ave, Suite 39300

Chicago, IL 60601

Type of Organization: House of Medicine Membership Organization

Leadership Position: Alternate RUC Member representing ACEP and all EM physicians

Term of Service: July 2020-May 2026

Organization: Elite Emergency Physicians, Inc.

Address: 600 E. Blvd

Elkhart, IN 46514

Type of Organization: Independent EM group

Leadership Position: ED Chairman | Director of Quality | Compliance Committee Chair

Term of Service: Chair 2012-16 | Director of Quality and Compliance 2016-2025

3. Describe any outside relationships with any person(s) or entity from which ACEP obtains goods and services, or which provides services that compete with ACEP where such relationship involves: a) holding a position of responsibility; b) an equity interest (other than a less than 1% interest in a publicly traded company); or c) any gifts, favors, gratuities, lodging, dining, or entertainment valued at more than \$100.

☒ NONE

☐ If YES, Please Describe:

4. Describe any financial interests or positions of responsibility in entities providing goods or services in support of the practice of emergency medicine (e.g., physician practice management company, billing company, physician placement company, book publisher, medical supply company, and/or a malpractice insurance company), other than owning less than a 1% interest in a publicly traded company.

☐ NONE

☒ If YES, Please Describe:

I am a paid Emergency Medicine Strategic Advisor with Ventra Health and provide insights and expertise in revenue cycle management and EM reimbursement to the company, clients and prospects.

5. Do you have any family members who are non-physicians providing care to patients, including, but not limited to, nurse practitioners, physician assistants, or certified nurse specialists? Family members include a spouse, domestic partner, parent, child, sibling, grandparent, grandchild, parents, and siblings-in-law, stepparents, stepchildren, guardians, wards, or members of your household.

☒ NONE

☐ If YES, Please Describe:

6. If you answered yes to Question 5, is your family member currently or was formerly employed in an emergency department or in urgent care?

7. Describe any other interest that may create a conflict with the fiduciary duty to the membership of ACEP or that may create the appearance of a conflict of interest.

☒ NONE

☐ If YES, Please Describe:

8. Do you believe that any of your positions, ownership interests, or activities, whether listed above or otherwise, would constitute a conflict of interest with ACEP?

☒ NO

☐ If YES, Please Describe:

9. I have read and agree to abide by the [ACEP Business Arrangements](#) policy statement.

☐ NO

☒ YES

10. I have read and agree to abide by the ACEP [Conflict of Interest](#) policy statement.

☐ NO

☒ YES

11. I have read and agree to abide by the ACEP [Leadership and Volunteers Conduct](#) policy to ensure that ACEP volunteers, consultants, and staff can perform their valuable services to ACEP free of harassment and discrimination.

☐ NO

☒ YES

I certify that the above is true and accurate to the best of my knowledge and belief: Should a possible conflict of interest arise, I recognize that I have the obligation to notify the appropriate individual(s) and to abstain from participation in any business of ACEP that may be affected from such perceived or actual conflict of interest until it is determined whether or not a conflict exists and if so how that conflict may be resolved. If any relevant changes occur in my circumstances that would be reasonably viewed as requiring disclosure, I recognize that I have an obligation to file an amended conflict of interest disclosure statement.

James L. Shoemaker Jr., MD FACEP Date

May 1, 2026

Joint Endorsement of James L. Shoemaker, MD, FACEP
Candidate for President Elect, American College of Emergency Physicians

On behalf of the Indiana Chapter of the American College of Emergency Physicians and the Democratic Group Practice Section, we are proud to offer our joint endorsement of Dr. James L. Shoemaker for President Elect of the American College of Emergency Physicians.

Dr. Shoemaker's candidacy represents the very best of ACEP leadership: deeply experienced, forward-looking, and firmly grounded in the real-world practice of Emergency Medicine. We have known and worked closely with Dr. Shoemaker for over a decade, collaborating at the local, state, and national levels, and have witnessed firsthand the substantial and lasting impact of his leadership on our specialty.

As a past President of Indiana ACEP and a long-standing leader within a small democratic Emergency Medicine group, Dr. Shoemaker has consistently demonstrated a clear understanding of the challenges facing frontline Emergency Physicians. His leadership has always been informed by active clinical practice, ensuring that advocacy and policy efforts remain connected to the realities of patient care, workforce sustainability, and Emergency department operations.

Dr. Shoemaker has also been a tireless and effective advocate for Emergency Medicine beyond the bedside. His work lobbying on Capitol Hill with ACEP has helped advance critical legislative priorities, and just as importantly, he has inspired and recruited others to engage in advocacy, strengthening the voice of Emergency Physicians at every level. His ability to bring new leaders into the work of ACEP reflects both his commitment to the organization and his belief in the power of collective action.

Through his service in ACEP governance and national leadership roles, Dr. Shoemaker has earned a reputation for principled decision-making, fiscal responsibility, and thoughtful collaboration. He approaches complex issues with preparation, integrity, and a focus on solutions that benefit both Physicians and the patients we serve. His experience navigating reimbursement challenges, workforce pressures, and the evolving healthcare landscape uniquely positions him to lead ACEP during a critical time for our specialty.

Equally important, Dr. Shoemaker understands the value of independent and democratic practice models and has consistently advocated for preserving physician autonomy, professional fulfillment, and sustainable practice environments. His leadership reflects a balanced perspective that respects diversity of practice settings while uniting Emergency Physicians around shared goals.

Indiana ACEP and the Democratic Group Practice Section believe that Dr. Shoemaker's experience, judgment, and dedication make him exceptionally well qualified to serve as President Elect of the American College of Emergency Physicians. We are confident that his leadership will strengthen ACEP, advance effective advocacy, and help secure a vibrant future for Emergency Medicine.

We strongly and enthusiastically endorse Dr. James L. Shoemaker for President Elect of the American College of Emergency Physicians.



Kyle English, MD, FACEP
President, Indiana Chapter
American College of Emergency Physicians



Eric Yazel, MD, FACEP
Vice President, Indiana Chapter
American College of Emergency Physicians

A handwritten signature in black ink, appearing to read 'Chris Ross', with a long horizontal flourish extending to the right.

Chris Ross, MD, FACEP

Chair, Democratic Group Practice Section
American College of Emergency Physicians

James L. Shoemaker, Jr., MD, FACEP

I am honored to announce my candidacy for President-Elect of the American College of Emergency Physicians.

Emergency medicine stands at a pivotal moment. Our specialty faces workforce instability, threats to the ED safety net, escalating workplace violence and, most concerning, a coordinated erosion of emergency physician reimbursement. Each of these challenges affects you and demands experienced, focused and determined leadership.

I am ready to fight – for you and for our specialty.

Emergency physicians are worth every penny we earn. We provide 24/7 access to care, stabilize the critically ill, lead disaster response and uphold the EMTALA-mandated safety net in every community. We are the best value in the House of Medicine. Yet insurers continue an egregious pattern of downcoding, delays, denials, and technology-driven payment suppression designed to undervalue our work. This is not sustainable. As your President-Elect, I will aggressively advocate to curb these practices and defend fair reimbursement.

My campaign is grounded in what I call ACEP's "Four Corners": reimbursement, workforce, membership, and ED safety. These priorities are inseparable. Reimbursement drives workforce stability. Workforce stability protects the ED safety net. A strong safety net strengthens membership. Together, they define our future. My leadership will ensure ACEP remains focused, forceful, and aligned in advancing these priorities.

Reimbursement advocacy is where I bring particular expertise. As an inaugural David McKenzie Reimbursement Fellow, I developed a deep understanding of payer tactics, revenue cycle vulnerabilities, and opportunities to modernize reimbursement. I will leverage the objective findings of the Emergency Medicine RAND study to identify new revenue opportunities, strengthen our negotiating position, and protect the financial viability of emergency departments nationwide. Data-driven advocacy must remain central to preserving the ED safety net.

I am equally committed to empowering emergency physicians with the business knowledge needed to thrive. I pioneered the ACEP Independent Emergency Medicine Group Master Class. This course empowers physicians with the business and financial knowledge to build their own groups and determine their own destiny, strengthening the resilience and influence of our specialty through self-empowerment and a deeper understanding of the business of medicine.

My candidacy is built on a long-standing commitment to ACEP. Before my six years on the Board of Directors, I served in multiple committee roles shaping policy, strategy, and advocacy. I later had the privilege of serving as Treasurer and VP of Membership. These experiences provide a comprehensive understanding of ACEP governance, finances, and member engagement.

My advocacy also extends to the state level. As a proud Past President of Indiana ACEP, we secured meaningful legislative victories, including landmark legislation requiring physician coverage in every emergency department 24/7/365. More recently, we successfully pushed back against harmful insurer practices, advancing protections that prevent hospitals from being penalized for utilizing out-of-network physicians. These wins required sustained engagement, coalition-building and disciplined execution – an approach I will bring as your President-Elect.

Finally, and most importantly, I continue to practice clinical emergency medicine. I face the same boarding crises, staffing shortages, payer frustrations, and workplace safety concerns you confront every day. I understand these challenges because I live them, and that perspective will guide my leadership.

This is my opportunity to run for President-Elect, and I approach it with urgency, humility, and resolve. The headwinds are significant – but so is our collective strength.

With focused advocacy, data-driven strategy, and unwavering commitment to our members, we can protect reimbursement, stabilize the workforce, defend EMTALA, and secure the future of our specialty.

I would be honored to earn your support. A vote for me is a vote for strong advocacy, fair reimbursement, and a resilient future for emergency medicine.

Respectfully,

Jamie

2026

JAMIE SHOEMAKER



FOR ACEP PRESIDENT-ELECT

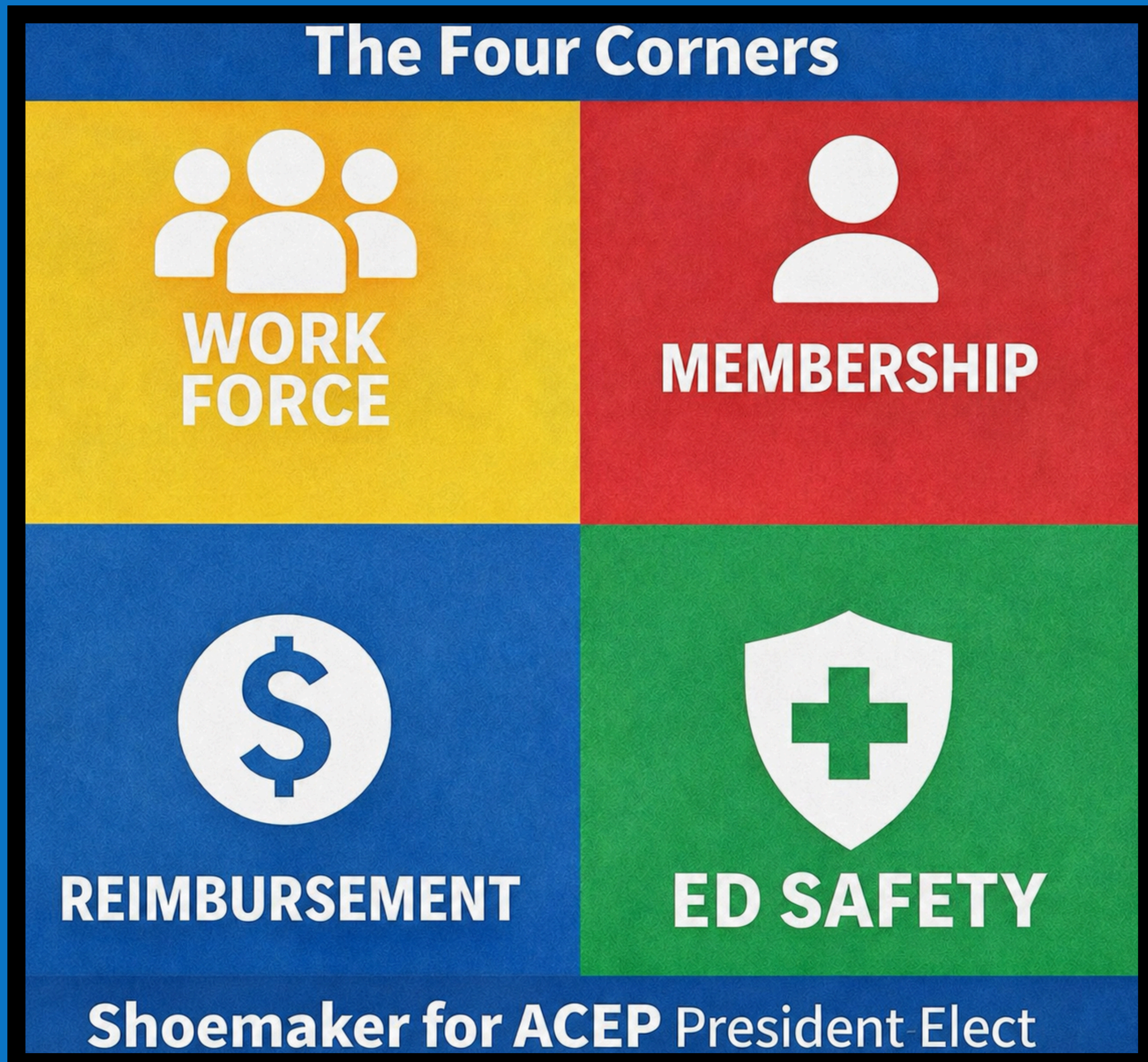
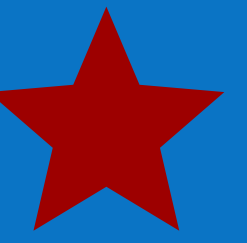


- TESTED & PROVEN ACEP LEADER
- RELENTLESS ADVOCATE FOR EM
- DEFENDING OUR VALUE

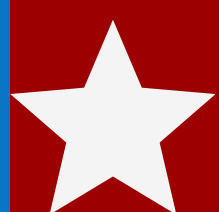
★ THE FOUR CORNERS ★



LEADING ACEP FORWARD



PROUDLY ENDORSED BY THE
INDIANA STATE CHAPTER OF ACEP AND DEMOCRATIC
GROUP PRACTICE SECTION



**TESTED LEADERSHIP.
REIMBURSEMENT EXPERTISE.
PROVEN RESULTS.**



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DIRECT CELL: (269)-267-3953

JAMES L. SHOEMAKER JR., MD FACEP

14302 Southold Drive, Granger, IN 46530 | 269-267-3953 (cell) | jshoemakermd@gmail.com

EDUCATION

Western Michigan University (formerly MSU/KCMS) – Kalamazoo, MI
Emergency Medicine Residency Training 2004-2007

Indiana University School of Medicine – Indianapolis, IN
M.D. Allopathic Medicine 2000-2004

Indiana University – Bloomington, IN
M.A. Physiology 1998-2000
Thesis: "Oxygen-dependent binding of chloride to hemoglobin: The importance of the chloride shift in acid-base physiology." Advisor: Henry Prange, Ph.D.

Dickinson College – Carlisle, PA
B.S. Biology 1994-1997
Graduated *cum laude*
Transferred to Dickinson from Edinboro University of PA after Freshman year with full scholarship

WORK EXPERIENCE

Vituity - Emergency Medicine
Full partner and Indiana Advocacy Lead for Vituity. July 2025-present

Elite Emergency Physicians, Inc. (EEPI)
Partner and Attending Emergency Medicine Physician
ABEM Board Certified in Emergency Medicine (renewal December 31, 2028) 2007-June 2015
Attending physician at Elkhart General and St. Joseph Hospital Emergency Departments in a small, democratic group of Emergency medicine physicians

Board Member of the American College of Emergency Physicians (ACEP) Board of Directors 2020-present

Secretary/Treasurer for American College of Emergency Physicians (ACEP) Board of Directors 2022-2023

VP of Membership for American College of Emergency Physicians (ACEP) Board of Directors 2024-2025

Practice Essentials of Emergency Medicine 2024-present
Contributing author and editor for this asynchronous curriculum and platform designed to teach the Business of Emergency Medicine to colleagues.

Emergency Medicine Strategic Advisor, Ventra Health 2024-present
Concentrate strategically on advocacy at the local, state, and national legislative levels to advocate for equitable physician reimbursement and safeguard patient access to healthcare. Address egregious healthcare insurer behaviors, such as denials, downcoding, and other tactics aimed at reducing reimbursement. Collaborate closely with emergency medicine (EM) colleagues and clients at both the macro and micro levels of physician reimbursement to enhance their comprehension of how a patient encounter directly impacts their financial compensation. This engagement encompasses various activities, including speaking engagements, blog posts, white papers, podcasts and other media.

Chairman, Elkhart General Hospital Emergency Department 2012-2016
Work to streamline ED processes including direct bedding, decreasing LWBS, patient throughput, departmental representation on committees, handling all QA concerns and complaints, maximizing Press-Ganey performance and many other tasks to allow for smooth ED operations. Served as Vice-Chairman of the ED throughout 2011.

Chairman, Elkhart General Hospital ED Quality Assurance Committee 2012-2016
Review all ED deaths, 72-hour returns and any quality or behavioral concerns brought to the committee or hospital's attention. Review charts to ensure the standard of care is met and provide

feedback to providers and/or patients. Served on the committee from 2008-2011 before becoming Chairman.

Co-innovator and Co-Course Director, ACEP/EMBC Independent EM Group Masterclass **2021-present**

Developed a comprehensive, 2.5-day curriculum designed to equip Emergency Medicine (EM) colleagues with the knowledge and skills necessary to establish, manage, or enhance their own independent EM groups or excel within their current work environment. Collaborated with other my colleague to develop all course curricula and content, selected faculty members, and coordinated the participation of sponsors and attendees.

Committee Member, Elkhart General Hospital ED Quality Assurance Committee **2008-present**

Medical Co-Director, Elkhart General Hospital Chest Pain Center **2014-2017**

Streamline emergency medical services (EMS), emergency department (ED), and hospital processes for all patients presenting with typical and atypical chest pain. Standardize processes for patients requiring urgent percutaneous intervention and cardiac rule-outs for acute coronary syndrome. Implement best practices for all aspects of coronary care, from arrival to discharge, including aftercare.

Management Team Member of EEPI **2012-2016**

Meet to discuss and act on the day-to-day operations of our multi-million-dollar Corporation. All facets of our dynamic group are discussed and acted upon by the Management Team for presentation to the Board of Directors by this Corporate Leadership group.

Member of EEPI Compensation and Compliance Committees **2010-present**

This Corporate group meets to discuss Corporate compliance, chart audits, rules and regulations as well as pay structure and distribution. Address reimbursement issues and charting compliance.

Member of Elkhart General Hospital Medical Executive Committee **2011-2016, 2019-present**

Represent the Emergency Department as Chairman on this vital committee that facilitates and manages the daily operations of the Hospital and Medical Staff.

Trauma Committee and Trauma Quality Assurance Committee Member **2008-present**

Serve on this hospital committee to review all trauma deaths, transfers and procedures. Intimately involved with Elkhart General Hospital's roll-out of planning to become an ACS designated Level III Trauma Center. Review Trauma cases for Quality of Care under peer review processes. Serve as Trauma Liaison in ED. Serve as ED liaison for our Level III trauma center.

Cardiovascular Services and Cardiovascular Services Quality Assurance Committee **2008-2013; 2015-present**

Serve on this hospital committee to review all Cardiovascular service line issues including, but not limited to, STEMI door-to-wire time, ECG interpretations, and CVS QI issues.

ED Delegate for the EGH Cardiovascular Services Committee **2018-present**

Serve on this hospital committee to review all stroke patients presenting to the hospital for timely administration of thrombolytics or mechanical thrombectomy.

President (2015-2016) and Ex Officio Board Member, Indiana ACEP Board of Directors **2010-present**

Serve on the Board for Indiana's chapter of the American College of Emergency Physicians. Intimately involved with State Chapter on issues germane to the practice of Emergency Medicine in IN and the Nation. Served as *Secretary Treasurer 2013-2014, Vice-President 2014-2015 and President 2015-2016*. Actively engage with state Legislator's to advocate on behalf of the specialty and the House of Medicine in Indiana.

Councilor for Indiana ACEP at ACEP Scientific Assembly **2015-present**

Selected as one of allotted Councilors to represent IN ACEP at the National ACEP meetings. Councilors are responsible for synthesis, discussion and passage of ACEP's clinical guidelines, standing on issues of national importance and representing the interests of their state as voting members at Scientific Assembly.

ACEP Council Reference Committee 'A' Member **2018**

Selected as one of the Reference committee members for ACEP SA 2018 Council meeting. Actively engaged in listening to Councilor testimony and discussing Resolutions as a committee for recommendations to the Council Speaker for council voting and Resolution outcomes. Selection is for one year only.

National ACEP Reimbursement Committee Member Committee members actively participate in discussions with state Medicaid, HMO and PPO as well as National payors such as CMS and Medicare with billing and payment issues regarding emergency medicine and access to care. Assigned to WG6 (Medicaid issues) and actively participate on the WG2 calls and initiatives.	2015-present
National ACEP Coding and Nomenclature Advisory Committee Committee actively involved in analyzing Medicare, Medicaid and 3 rd party payor processing policies for Deviations from CPT principles; Track payor issues that impact reimbursement; monitor ICD-10 Implementation; advocate for EM issues via the AMA CPT construct; develop FAQs to support EM colleagues with up-to-date information; explore Alternative Payment Model constructs and other tasks.	2019-present
National ACEP Chapter Relations Committee Committee members actively participate in discussions state ACEP chapters and act as liaisons to National ACEP. Coordinate and responsible for the disbursement of grant funding to Chapters.	2015-present
Chairman, National ACEP Chapter Relations Committee Rotated off of committee and as Chairman when elected to the ACEP Board of Directors	2020
National ACEP Clinical Resources Review Committee Committee reviews and makes recommendations to ACEP President or its representative concerning externally funded ACEP products. Define processes for product oversight and review. Review and comment on draft ACEP informational papers and topics. Review potential products and resources for organizations requesting ACEP comments.	2019-2020
National ACEP Steering Committee Steering Committee members provide counsel to the speaker and vice speaker, provide leadership to councilors, coordinate the activities of the Council meetings, and develop policies, procedures, and resolutions as requested.	2019-2020
Medical Co-Director, Elkhart County EMS Medical Co-Director Provided physician medical control and oversight of EMS Providers. Undertook complete revisions to EMS field protocols, provided QA feedback and educational opportunities.	2010-2012
EEPI Director of Quality and Compliance Director of Quality initiatives, peer review, evidence-based practice and performance metrics. Align group practice with ACEP Clinical Policies and Evidence-based practice. Compliance audits of charts. Representation for EM Legislative issues at the State and National level. Chair the EEPI QA Committee.	2016-present
Indiana University School of Medicine Admissions Committee Appointed to the IUSM Medical school Admissions Committee to interview and rank prospective students for admission to the IUSM.	2018-present
Indiana University School of Medicine Clinical Faculty Actively engaged in the Emergency Medicine clerkship education for the MS-IV IUSM students through direct patient contact, didactics and lectures. Help teach procedural skills to the medical students (intubation, suturing, ultrasound, cardioversion, ACLS and many others)	2013-present
ACEP David McKenzie Reimbursement and Leadership Development (RLDP) Fellow Selected from a pool of over seventy highly-qualified candidates, I am honored to be one of five RLDP Fellows. This exceptional opportunity, led by ACEP's Reimbursement Director, David McKenzie, CAE, provides an immersive experience to enhance our skills in essential reimbursement roles within CMS, commercial payors, Medicaid, RVS Committee, and various other committees and arenas. The curriculum covers pertinent topics such as balance billing, physician fee schedules, RVS committee, CPT, ERISA, and more. Additionally, I am pleased to serve on the ACEP/EDPMA joint task force.	2018-2020

ACEP Alternate Representative for AMA/Specialty RVS Update Committee (RUC)**2019-present**

Selected as the Alternate Delegate for ACEP at the AMA Resource-Based Relative Value Scale (RBRVS) Update committee to serve the specialty of Emergency medicine and the House of Medicine as a whole in assignment and updates to the model used to pay physicians for services rendered for CMS. I also serve on multiple committees within the RUC structure.

PUBLICATIONS, PRESENTATIONS, LECTURES AND PAPERS

Multiple peer-reviewed publications, presentations, podcasts, editorials and lectures available upon request. National lecturer on reimbursement issues impacting Emergency Medicine. Central focus to help colleagues understand how their patient encounter becomes their pay check, Advocate at the state and federal level for reimbursement issues impacting Emergency medicine. Have presented at EDPMA and to multiple ACEP state chapters and conferences including IN, TN, KY, FL, OH, MI, CA, NE and AL.

MEMBERSHIPS

Fellow, American College of Emergency Physicians (ACEP)
Ex Officio Board of Directors Member and Past President of Indian ACEP Chapter
Member, American Medical Association
Member, EDPMA
Member, Indiana State Medical Association

REFERENCES

Available upon request