
Debra Hopgood

Results-oriented leader with extensive experience in EMS system management, program development, regulatory compliance, quality improvement, and multi-agency coordination. Demonstrates a proven record of leading complex projects, developing innovative clinical and operational programs, and cultivating strong relationships with public safety, healthcare, and government partners. Skilled communicator experienced in facilitating multi-disciplinary groups, briefing executive leadership, and guiding teams through system-wide change initiatives. Known for analytical and strategic thinking, operational effectiveness, and a commitment to improving patient care and outcomes.

Core Competencies

- EMS System Oversight and Administration
 - Strategic Planning and Program Implementation
 - Stakeholder Engagement and Collaboration
 - Project and Contract Management
 - Leadership, Training, and Team Development
 - Quality Improvement and Clinical Program Development
 - Data Analysis and Performance Reporting
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Professional Experience

County of Monterey EMS Bureau – Salinas, CA

12/2020 – Present

Acting Bureau Chief/Agency Director

12/2025 – Present

Management Analyst III

12/2021 – 12/2025

EMS Analyst

12/2020 – 12/2021

Monitoring, coordinating, and improving the EMS system in Monterey County. Representing the EMS Bureau by establishing and maintaining relationships with key stakeholders including public safety agencies, healthcare facilities, and emergency services organizations. Communicate EMS Bureau objectives, policies, and contracts to internal and external stakeholders. Leading and providing guidance to EMS Bureau staff. Lead key EMS Bureau committees and guide staff in program development, data analysis, and regulatory compliance. Represent the EMS Bureau across multiple, local, regional, and statewide forums. Develop and implement policies, procedures, and protocols. Conduct investigations related to unusual occurrences and formulated recommendations for a course of action.

Key Achievements and Initiatives:

- Serve as the Medical Health Operational Area Coordinator since early 2021, ensuring medical planning, operational coordination, and resource availability across emergencies, disasters, and pandemics.
- Briefed the Board of Supervisors and county executives on items related to COVID response and resources.
- Coordinated EMS, healthcare, and shelter resources while assigned to the Emergency Operations Center during the 2023 flood incidents.
- Lead development of the EMS Bureau's Annual Plan to ensure successful satisfaction of the requirements established by the State of California EMS Authority (EMSA).
- Oversee the creation of the EMS Bureau's Annual Report and Board of Supervisors presentations.
- Drafted major components of the County's ambulance services Request for Proposals (RFP), including the development of a Clinical Scorecard to measure and improve high-quality patient care.
- Assisted in negotiating the new ambulance provider agreements and currently oversee the transition period, including stakeholder coordination, execution of ancillary agreements, and timely completion of milestones.
- Developed an Expanded Scope Paramedic program for the expansion of critical care transports resources including coordinating with stakeholders, drafting policies, and preparing an application for EMSA approval.
- Improved data collection and reporting for STEMI, Stroke, and Trauma specialty care programs; led associated QI programs.

Boulder Community Health – Boulder, CO

01/2015 – 11/2020

Emergency Medical Services Coordinator

Founded and developed the hospital's EMS Coordinator position and functions, ensuring compliance with accreditation requirements and strengthening relationships with EMS and public safety agencies. Developed and led QA/QI processes, analyzed clinical and operational data, and guided system improvements. Delivered education programs for both EMS professionals and the community.

Key Achievements and Initiatives:

- Served as the primary EMS resource during the COVID-19 pandemic. Drafted the protocols for EMS response and patient management. Drafted PPE use recommendations and the public safety portion of the Community Mitigation Plan.
- Served on the Board of Directors for the Foothills Regional EMS and Trauma Advisory Committee (RETAC).
- Co-chaired the Regional MCI Committee, drafted an RFP, and helped develop an mass casualty tabletop exercise for Boulder County involving nearly 100 participants.
- Co-authored a published journal article on cervical spine stabilization guidelines for EMS.
- Created the Lend A Hand community education program (hands only CPR, Stop the Bleed, and Active Harmer awareness for the public).
- Secured approximately \$100,000 in grant funds for various programs and initiatives.
- Assisted in obtaining and maintaining recognition as a Level II Trauma Center. Acknowledged by the American College of Surgeons evaluators for developing an "innovative" and "bar raising" QA/provider feedback process.

Boulder Police Department – Boulder, CO

07/2013 – 01/2015

Dispatch Supervisor

Supervised operations and personnel at the Boulder Police and Fire Communications Center. Managed work activities, performance monitoring, policy development, and scheduling. Coordinated with EMS, fire, the medical director, and regional interoperability partners. Functioned as a call taker and dispatcher as needed.

Key Achievements and Initiatives:

- Implemented an Emergency Medical Dispatch (EMD) Program including needs assessment, stakeholder coordination, policy/protocol development, training, implementing QA/QI processes, and monitoring dispatcher compliance.
- Secured grant funding for AED deployment in law enforcement vehicles, AED maintenance, and public education. Developed plans for deployment, training, and related communications center policies/procedures.

American Medical Response

08/2008 – 07/2013

Operations Chief (Boulder County Division)

10/2011 – 07/2013

Clinical and Education Services Specialist (Denver Division)

11/2008 – 10/2011

Training and Development Specialist (Denver Division)

08/2008 – 11/2008

Held progressively responsible leadership roles managing EMS operations, clinical services, education programs, and major contract implementation. Oversaw approximately 100 field personnel including selection, hiring, employee development, dispute resolution, discipline, and employee evaluations. Administered multiple 911 contracts and healthcare facility agreements. Served as liaison to public safety, hospitals, and community partners. Developed response time and clinical performance standards and reports. Oversaw the Boulder Division's finances and operating budget.

Key Achievements and Initiatives:

- Managed implementation of new 911 EMS contracts for the City of Boulder and Boulder County including development of project timelines, assessing stakeholder needs, system development, coordination of department leads to ensure appropriate progress and that task deadlines were met, equipment and facility selection, employee selection, budget development, and communicating with the implementation team and stakeholders.
- Oversaw implementation of a dedicated communications center for AMR's operations in Boulder including creation of project timeline, budget development, equipment selection, policy development, and employee selection and training.
- Led transition from paper to electronic patient care reporting.
- Developed an Advanced Scope Paramedic program including training materials, associated policies/protocols

and oversaw implementation of the program.

- Developed and implemented AMR's Mobile Health Care Program (occupational health and substance testing).
- Developed a new Field Training Program, tracking forms, and evaluation materials for newly hired employees.
- Led new-hire orientations, field training processes, QA/QI programs, and employee remediation.
- Functioned as the EMS liaison to the Longmont Community Health Network, a group of hospital, clinic, public safety, public health, and mental health/substance abuse professionals working towards improving the utilization of healthcare resources within the community.

EMS Operational Experience –Paramedic & EMT

12/1995 – 07/2008

Intermittent Supervisor, Senior Paramedic, Paramedic, and Emergency Medical Technician. Provided prehospital emergency medical care across high-volume EMS systems. Served in supervisory and senior roles providing mentorship, quality oversight, and operational leadership.

Education

Sturm College of Law, University of Denver, Denver, CO

Juris Doctor (Coursework complete, Public Service Requirement incomplete)
Corporate Apprenticeship Program Participant

Duke University, Durham, NC

Bachelor of Arts in Political Science

Northern California Training Institute, Sacramento, CA

Paramedic, Pre-Paramedic, and Emergency Medical Technician programs completed.