

PAUL D. KIM, M.D.

SUMMARY:

Dr. Paul D. Kim served as the Executive Director of Veterans Health Administration Office of Emergency Management for Department of Veterans Affairs from October 2017 until February 1, 2022. In this capacity, he was responsible for providing expertise and leadership to the Veterans Health Administration enterprise through the integration of emergency management programs, functions and supporting activities to prevent, protect, mitigate, respond and recover from all hazards and emergencies. OEM provides the expertise, knowledge, guidance and frontline capabilities to ensure VHA is a resilient and prepared healthcare system in an all-hazards environment, serving as a national model. Dr. Kim has deployed to numerous disasters throughout his 32-year career and served in multiple roles. In response to the 2001 9/11 terrorist attacks Dr. Kim was deployed for over 2 months to Ground Zero as part of the Federal Response. In addition, he was credited with coordinating the development the Weapons of Mass Destruction Medical Plan for Governor George Pataki.

In January 2011 due to his expertise in Continuity of Government and Continuity of Operations he was detailed to the National Security Council in the Executive Office of the President: where he served under the current Secretary of Veterans Affairs and former Deputy National Security Advisor and Chief of Staff as the Director of Incident Management Integration and Continuity Policy, until January of 2013.

Dr. Kim received VA's "Secretary's Hero Award" in 2005 for his efforts aiding veterans during one of the most destructive hurricane seasons in history. Most recently upon his retirement after 32 years of government service Dr. Kim was presented with Department of Veterans Affairs Exceptional Service Award and Exemplary Service Award.

He holds a Federal Emergency Management Agency Professional Continuity Practitioner (Level I and II) certification as well as numerous training certifications on Hazardous Material (HAZMAT) response, Weapons of Mass Destruction (WMD) Awareness, Medical Management of WMD Casualties, and Incident Management and Emergency Preparedness. He was a charter member of the Department of Defense/Department of Justice Interagency Board on Equipment Standardization and Interoperability for first responders from 1999 – 2010. He served on the National Coordinating Council of Emergency Management, and the Institute for Biomedical Engineering – George Washington University. He is currently on the Editorial Board of the Journal of Emergency Management.

Currently, Dr. Kim serves as the Executive Director of Healthcare Continuity and Corporate Resilience for Elite Aluminum/FORTS USA.

He has authored or co-authored many articles on violence in the healthcare industry, operations security, disaster medicine, terrorism, personal protective equipment and related issues.

EMPLOYMENT EXPERIENCE/HISTORY:

**Department of Veterans Affairs
Veterans Health Administration Office of Emergency Management
Martinsburg, West Virginia**

Executive Director Veterans Health Administration Office of Emergency Management (VHA OEM) October 2018 – February 2022

As Executive Director of VHA OEM I led the VHA overall response and recovery efforts for the COVID-19 Pandemic by implementing a Unified Command Structure. I am responsible for the development and implementation of the VHA Comprehensive Emergency Management Program (CEMP). The CEMP ensures the continuity of healthcare operations during incidents and events to include disasters and other contingencies. VHA OEM's mission essential functions focus on:

- Directly supporting facilities before, during and after incidents and events by providing subject matter expertise in the development, evaluation and execution of response plans; providing specialized training and exercise support to VHA facilities and VA Central Office.
- Developing strategic guidance and policy.
- Providing direct decision support to VHA Senior Leadership during crisis management through the VA's Integrated Operations Center (VA IOC)

In the role of Executive Director, I provided subject matter expertise on a wide variety of issues to VHA Senior Leadership over the full spectrum of the Emergency Management continuum, VHA's preparedness and response in an All-Hazards environment to include but not limited to chemical, biological, radiological, nuclear and explosives events, in addition to all threats to public health and more recently a continued focus on active threat scenarios.

As Executive Director my focus and responsibilities were to ensure quality management and standards are exceeded for all VHA OEM programs; First Receiver Decontamination, Disaster Emergency Medical Personnel System (DEMPS), Medical Emergency Radiological Response Team (MERRT), National Disaster Medical System (NDMS), Federal Coordinating Centers (FCCs), Federal Medical Stations (FMSs), VA's roles in the National Response Framework (NRF) more specifically the Emergency Support Functions 6 (Mass Care) and 8 (Public Health & Medical Services and, the National Disaster Recovery Framework (NDRF) more specifically the Recovery Support Function – Health & Social Services.

VHA OEM is responsible for providing information, training, references, and guidance to VHA, external federal partners, state and local hospital/healthcare organizations and emergency management agencies which fosters the whole community approach to Emergency Preparedness and Management.

As the operational component of the VA's Primary Mission Essential Function (PMEF), "Provide medical and hospital services for Veterans, to civilian victims, as appropriate" as part of the Continuity of Operations (COOP), Continuity of Government (COG) and Enduring Constitutional Government (ECG) programs I ensure that VHA is ready to support the Department and the Nation during a threat or crisis that attempts to alter the Nation's constitutional way of life.

**Department of Veterans Affairs
Veterans Health Administration Office of Emergency Management
Martinsburg, West Virginia**

**Acting Director Veterans Health Administration Office of Emergency Management
(VHA OEM) December 2017 – October 2018**

As Acting Director of VHA OEM I was responsible for the development and implementation of the VHA Comprehensive Emergency Management Program (CEMP). The CEMP ensures the continuity of healthcare operations during incidents and events to include disasters and other contingencies. VHA OEM's mission essential functions focus on:

- Directly supporting facilities before, during and after incidents and events by providing subject matter expertise in the development, evaluation and execution of response plans; providing specialized training and exercise support to VHA facilities and VA Central Office;
- Developing strategic guidance and policy;
- Providing direct decision support to VHA Senior Leadership during crisis management through the VA's Integrated Operations Center (VA IOC)

In the role of Acting Director, I provided subject matter expertise on a wide variety of issues to VHA Senior Leadership over the full spectrum of the Emergency Management continuum, VHA's preparedness and response in an All-Hazards environment to include but not limited to chemical, biological, radiological, nuclear and explosives events, in addition to all threats to public health and more recently a continued focus on active threat scenarios.

As Acting Director my focus and responsibilities were to ensure quality management and standards are exceeded for all VHA OEM programs; First Receiver Decontamination, Disaster Emergency Medical Personnel System (DEMPS), Medical Emergency Radiological Response Team (MERRT), National Disaster Medical System (NDMS), Federal Coordinating Centers (FCCs), Federal Medical Stations (FMSs), VA's roles in the National Response Framework (NRF) more specifically the Emergency Support Functions 6 (Mass Care) and 8 (Public Health & Medical Services and, the National Disaster Recovery Framework (NDRF) more specifically the Recovery Support Function – Health & Social Services.

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**Department of Veterans Affairs
Operations, Security and Preparedness (OSP)/Office of Emergency Management & Resilience (OEMR).
Washington, DC**

**Director Planning, Exercise, Training and Evaluation (PETE) January 2013 –
October 2017**

As the Director of Planning, Exercise, Training and Evaluation I was responsible for the overall All Hazard Continuity of Operations Planning (COOP), Continuity of Government (COG), Enduring Constitutional Government (ECG) and Training, Exercise and Evaluation interests of the second largest department in the federal government. My duties and responsibilities included but were not limited to supervising a highly trained and experienced staff of subject matter experts in business continuity, COOP, COG and ECG, Resilience: all focused on ensuring the Department's primary mission essential function and all associated mission essential functions are operational and maintained, continuity of the constitutional form of government is functioning, command, control and communications are maintained and the department is ready to assist in any National Response Framework requirement. As the Director of PETE, I was appointed by the Secretary of Veterans Affairs to serve as the Department's Continuity Manager from August 2013 until February 2015 during the DAS OEMR vacancy. The position of Director of PETE required a detailed working knowledge of (but not limited to) the Presidential Policy Directive 8, Presidential Policy Directive – 40, National Essential Functions, all Homeland Security Presidential Directives, National Security Presidential Directives, Federal Continuity Directives, National Continuity Programs, National Exercise Program, the National Response Framework and the National Disaster Recovery Framework. As Director of PETE and as a result of my leadership the VA was one of the first Departments within the Federal Executive Branch to demonstrate full National Incident Management System (NIMS) operational and training compliance for all Continuity Emergency Relocations Group members.

- Directs, coordinates and supervises the ongoing Continuity Planning for the second largest department in the federal government with over 250 thousand employees.
- Develops, maintains and updates the All-Hazards VA Continuity Plan based on current transnational threats both natural and manmade.
- Directs and facilitates all department level planning for COG and Line of Succession, Order of Succession plans.
- Develops ongoing National Incident Management System (NIMS)/Incident Command System (ICS) training for all VA Headquarters personnel to ensure command, control and communications elements are maintained.
- Directs and supervises the development of the Office of Operations, Security and Preparedness/Office of Emergency Management & Resilience 5 Year Strategic Plan.
- Directs and supervises the development of the VA 5 years Continuity Strategic Plan.
- Directs, coordinates and supervises the planning for and support of all VA Continuity of Operations (COOP) Sites.
- Develops, coordinates and supervises the training and education of all Emergency Relocation Group (ERG) and Devolution Emergency Response Group (DERG) members.
- Develops, coordinates and supervises the training and education of all VA Central Office (VACO) Emergency Planners.
- Directs and coordinates all operational requirements of 2 primary VA Continuity Sites, 1 Classified Site and the VA's Devolution Site.
- Represents the Department at the Domestic Readiness Group (DRG) meetings.
- Represented the Department at the Recovery Support Function Leadership Group (RSFLG), Emergency Support Function Leadership Group (ESFLG) and Mitigation Function Leadership Group (MitFLG).
- Represents the Department at all Continuity of Operations interagency meetings (unclassified and classified).

- Develops and directs the completion of all Department level National Response Framework (NRF) documents and mission taskings.
- Serves as the Planning Chief for the Department during any department wide Incident Command System (ICS) activation.
- Serves as the primary Department contact with the National Security Council Staff.

**The White House, National Security Staff, Resilience Directorate.
Washington, DC (2-year detail)**

**Director Incident Management Integration & Continuity Policy January 2011 –
January 2013**

Director Incident Management Integration/Continuity Policy

As the Director Incident Management Integration/Continuity Policy I was responsible for the analysis and evaluation of major administrative aspects of substantive, mission-oriented programs to include but not limited to Continuity of Operations, Continuity of Government, Domestic/International Response, Transnational Threats and Terrorism. I was responsible for collaboration and support of Department and Agency Representatives at the Federal, State and Local levels by establishing and maintaining strong interagency relationships. As the Director of Incident Management Integration/Continuity Policy I developed high level Continuity policy, identified and implemented methods and techniques to resolve problems or cope with issues which directly impact the achievement and success of principal program goals and objectives. As the Director I served as a primary advisor to the Special Assistant to the President for Homeland Security and Senior Director for Resilience in the National Security Council utilizing my specialized experience in applying Continuity of Operations, emergency management principles and monitoring incident operations identifying current or potential inter-agency areas for improvement.

- Developed, directed and coordinated the Continuity re-categorization of 15 Federal Government Departments and Agencies.
- Developed and directed the coordination of the improvements to the Continuity Readiness Reporting System.
- Developed, directed and coordinated the After-Action Reporting process in the aftermath of the March 2011 Japan Earthquake, Tsunami and Nuclear Crisis.
- Directed, developed and coordinated the updating of the National Security Council Continuity of Operations Plan.
- Directed, developed and coordinated the training and education of the National Security Council Continuity Teams.
- Developed and directed a wide variety of exercise scenarios focused on providing challenging problem-solving opportunities for senior administration officials and all team members.
- Directed and coordinated the design and construction of National Security Council classified operations center.
- Developed the National Security Council Continuity training plan for all team members.
- Coordinated the development of the Counter Intelligence Annex for the National Response Framework.
- Developed the overall Continuity policy and set the guidelines that formed the foundation of the interagency updating and renewal of all federal Continuity policies.

- Coordinated over 200 Stafford Act Disaster Declarations from 2011-2013, providing emergency funding to rebuild communities and save life and limb.

**Department of Veterans Affairs/Operations, Security and Preparedness/Office of Emergency Management
Washington, DC**

Director Planning and National Security December 2007-January 2011

Director Planning and National Security

As the Director of Planning and National Security I was responsible for the overall All Hazard Continuity of Operations Planning, Continuity of Government and National Security interests of the second largest department in the federal government. My duties and responsibilities included but were not limited to supervising a highly trained and experienced staff of subject matter experts in business continuity, ensuring the ability to perform/maintain the primary mission essential function and all mission essential functions, continuity of the constitutional government, all personnel maintain the proper security clearances, command, control and communications were maintained and the department is ready to assist in any National Response Framework requirement. The position of Director of Planning and National Security required a detailed working knowledge of all Presidential Policy Directives, National Essential Function, all Homeland Security Presidential Directives, National Security Presidential Directives, National Planning Scenario, Federal Continuity Directives, National Continuity Programs, National Exercise Program, the National Response Framework and the National Disaster Recovery Framework.

- Directed, coordinated and supervised the ongoing Continuity Planning for the second largest department in the federal government with over 250 thousand employees.
- Developed, maintained and updated the All-Hazards VA Continuity Plan based on current transnational threats both natural and manmade.
- Supervised the development of all secure communications and the construction of the first Sensitive Compartmented Information Facility (SCIF) in the Department.
- Directed and facilitated all department level planning for Continuity of Government (COG) and Line of Succession, Order of Succession plans.
- Developed ongoing National Incident Management System/Incident Command System training for all VA Headquarters personnel to ensure command and control elements are maintained.
- Directed and supervised the development of the Office of Operations, Security and Preparedness/Office of Emergency Management 5 Year Strategic Plan.
- Directed, coordinated and supervised the planning for and support of all VA Continuity of Operations (COOP) Sites.
- Developed, coordinated and supervised the training and education of all Emergency Relocation Group (ERG) and Devolution Emergency Response Group (DERG) members.
- Developed, coordinated and supervised the training and education of all VA Central Office (VACO) Emergency Planners.
- Represented the Department at the Domestic Readiness Group (DRG) meetings.
- Represented the Department at all Department of Homeland Security Incident Management Planning Team (IMPT) meetings.

- Represented the Department at Department of Health and Human Services (HHS) meetings.
- Developed and directed the completion of all Department level National Response Framework (NRF) documents and mission taskings.

**Department of Veterans Affairs (VA), Emergency Management Strategic Healthcare Group (EMSHG)
Martinsburg, West Virginia**

Emergency Planning/Operations Specialist May 2005 – December 2007

Emergency Planning/Operations Specialist

As the Emergency Planning Specialist, I was responsible for the Strategic Planning for the Emergency Management Strategic Healthcare Group. My primary duties and responsibilities included the development, maintaining and the fine tuning of the Strategic Plan and Vision of the Emergency Management Strategic Healthcare Group within the Veteran's Health Administration's Comprehensive Emergency Management Program. In addition to the Strategic Planning daily responsibilities, I was required to assume the role of Acting Deputy Chief Consultant for Operations and Planning which required directing a large staff and a comprehensive knowledge of the National Response Plan to include a focus on the role of the VA in the national security of the United States. I directed and coordinated all emergency operational responses to internal and external department tasking as they pertain to the National Response Plan (NRP). I was the primary responsible official for deploying and the safe return of 1400 VA employees in response to the 2005 Hurricane Season.

**Response to Emergencies and Disasters Institute (READI)
The George Washington University**

Associate Director of Operations March 2004 – January 2005

Associate Director of Operations

The Associate Director of Operations was responsible for the daily operations of the Response to Emergencies and Disasters Institute which was created through a 5 million dollar grant through the Department of Homeland Security and Office for Domestic Preparedness. As the Associate Director of Operations I directed, coordinated and supervised the provision, hosting and facilitating of comprehensive training in conjunction with the Office for Domestic Preparedness of over 10,000 traditional and non-traditional First Responders in the event of a terrorist incident utilizing weapons of mass destruction.

**Emergency Management Strategic Healthcare Group/Department of Veterans Affairs
Stratton VA Medical Center
Albany, New York**

Area Emergency Manager March 1994 – March 2004

Area Emergency Manager

As the Area Emergency Manager, I was responsible for overseeing the emergency management plans and operations of 3 VA Medical Centers that functioned as Federal Coordinating Centers and Primary Receiving Sites for the National Disaster Medical System (NDMS) and the VA/DoD Contingency and 2 VA Medical Centers that served as Secondary Receiving Sites.

- Maintained, coordinated up to date bed counts and emergency response information on 95 NDMS participating hospitals and medical center throughout upstate New York.
- Deployed to numerous Stafford Act Declared disasters as part of the National Response Plan and assisted in coordinating the Federal Government's response and recovery efforts.
- Coordinate a large array of training and exercise events and established community coalitions throughout the city of Albany and the State of New York.
- Developed the training concept designed to build relationships, solidify communication and most importantly cement interagency cooperation. As a result, VISN 2 hosted the Annual Emergency Medical Preparedness Educational symposium from 1995- 2002 drawing an array of national and international subject matter experts providing education and training to emergency management professionals.
- Created the Upstate New York Veterans Integrated Service Network (VISN) 2 Emergency Preparedness Council.

**Department of Veterans Affairs
Stratton VA Medical Center
Albany, New York**

Assistant Chief Medical Administration Service January 1989 – March 1994

Stratton VA Medical Center

Assistant Chief Medical Administration Service, January 29, 1989 to March 3, 1994.

I was responsible for the daily operations of a multifaceted medical administrative service with an annual budget of 10 million dollars, and was directly responsible for the clerical and administrative support of a 734-bed medical center, which treated an average of 500 outpatients per day.

Daily operational responsibilities included but were not limited to:

- Directed and maintained daily supervisory responsibility over the Chief of Ward Administration, Chief of Medical Records, Chief of Ambulatory Care and Processing and Chief of Fee Services.
- Supervised the administration of 20 veteran's benefits programs with an annual budget of 10 million dollars
- Organized and conducted regular meetings with veterans' groups and community leaders to keep them abreast of any and all budgetary, program and benefit changes.
- Developed and coordinated a Continuous Quality Improvement Service Plan with a focus on customer relations.

- Created and developed a management plan which was responsible for turning a consistently delinquent examination delivery system into a national standard of efficiency.

EDUCATION:

Doctor of Medicine, June 1985, Universidad de Ciudad Juarez, Juarez, Mexico Acta de Examen Profesional.

B.S., May 1980, Fordham University, Bronx, New York, concentration in Psychology.

Level I & II – Professional Continuity Practitioner.

Numerous Specialized Training Certifications on HAZMAT response, Incident Command System, National Incident Management System, Exercise Design, Continuity of Operations, WMD Awareness and Medical Management of WMD Casualties.

PROFESSIONAL MEMBERSHIPS AND ASSOCIATIONS:

- Charter Member of the DoD/DOJ Interagency Board on Equipment Standardization and Interoperability for first responders 1999 – 2004
- Federal Co-chair of the IAB Medical Subgroup 2002-2004.
- Adjunct Instructor National Emergency Response and Rescue Center (NERRTC) of the Texas Engineering Extension Service (TEEX), Weapons of Mass Destruction Program 2002-2004
- Editorial Board of the Journal of Emergency Management
- National Coordinating Council of Emergency Management
- Institute for Biomedical Engineering – George Washington University

AWARDS:

Recipient of numerous performance awards and recognition throughout a 32-year government service career:

2005 recipient of the Department of Veterans Affairs “Secretary’s Hero Award” presented *“In recognition of your exemplary devotion to duty and selfless personal sacrifice during recent hurricanes and their aftermath. Your dedication and commitment to serving Veterans and their families under difficult conditions reflect the highest ideals of the Department of Veterans Affairs and exhibit outstanding service to our country”.*

2022 – Exceptional Service Award & Exemplary Service Award

PUBLICATIONS:

Authored:

“Violence in the Healthcare Industry: The Newest Epidemic”,

“Violence in the Healthcare Industry: Is Anyplace Safe?”

“Violence in the Healthcare Industry: Is Your Facility Ready?”

“Violence in the Workplace: A Potential Disaster Situation”;

Lead contributing author:

“Operations Security, Site Security and Incident Response”: *Disaster Medicine* (Ciottine, Darling, Anderson, Auf der Heide, Jacoby, Noji, Suner)
Disaster Medicine Comprehensive Principles and Practices (Koenig, Schultz): *“Personal Protective Equipment”*.

A contributing author:

“Terrorism: Calibrating the Risk and Response to Terrorism”

“Terrorism: New Weapons of Mass Effect”

“Emergency Medical Services Systems Development: Lessons Learned from the United States of America for Developing Countries”.