

**Health Systems Agency of Northern Virginia
Board of Directors Meeting
Teleconference Meeting
December 13, 2021**

Members Present

Sahil Chaudhary
Tom Fonseca, Chairperson
Pamela Kincheloe, RN
Patrice Lepczyk
Douglas Samuelson
Maria Zlotnick

Staff Present

Ann McFeeley
Dean Montgomery

Guests (Partial List)

Nafis Ahmed, MD, Medical Director, Emergency Department, StoneSprings Medical Center
Rina Bansal, MD, President, Inova Alexandria Hospital
Elizabeth Breen, Counsel, Inova Health System
Chelsie DiPaola, Manager, Emergency Department Operations, Virginia Hospital Center
Paul Dryer, Senior Director, Strategy and Planning, Inova Health System
Nitin Kumar, MD, Chairman, Radiology, Inova Alexandria Hospital
Jamie Martin, Williams Mullen, Counsel, Virginia Hospital Center,
Marshall Mintz, MD, President, Clinical Platforms Service Line, Inova Health System
Patrick Oliverio, MD, Chairman, Diagnostic Radiology, Inova Fairfax Hospital
Ivan Petrovich, MD, Chairman, Radiology, Virginia Hospital Center
Heather Russell, Vice President, Eastern Region, Inova Health System
Adrian Stanton, Vice President and Chief Marketing Officer, Virginia Hospital Center
Allyssa Tobitt, Chief Operating Officer, Reston Hospital Center
Nathan Vooyo, Chief Executive Officer, StoneSprings Hospital Center

I. Call to Order

Tom Fonseca, Chairperson, Health Systems Agency of Northern Virginia (HSANV), called the meeting to order at 7:33 PM. He welcomed those present and reviewed the agenda. With a majority of the Executive Committee present, Fonseca convened the meeting as an Executive Committee acting for the board of directors

Fonseca stated that, among other matters, the Committee would hold public hearings on four certificate of public need (COPN) applications:

- Virginia Hospital Center, Establish CT Scanning Service, COPN Request VA-8559,
- Inova Alexandria Hospital [Inova Oakville Ambulatory Center]. Establish CT Scanning Service, COPN Request VA-8595,
- Inova Fairfax Hospital, Expand CT Scanning Service, COPN Request VA-8596,
- StoneSprings Hospital Center, Expand CT Scanning Service, COPN Request VA-8603.

II. Previous Minutes

Minutes of the November 15, 2021 meeting were approved.

III. Conflict of Interest

Fonseca followed established HSANV conflict of interest procedures to determine whether any member had a conflict of interest on any of the applications on the agenda. No conflicts were declared, alleged, or otherwise identified.

IV. Public Hearings: Virginia Hospital Center, Establish CT Scanning Service, COPN Request VA-8559 Inova Alexandria Hospital, Establish CT Scanning Service, COPN Request VA-8595 Inova Fairfax Hospital, Expand CT Scanning Service, COPN Request VA-8596 StoneSprings Hospital Center, Expand CT Scanning Service, COPN Request VA-8603

HSANV Staff Review

Dean Montgomery summarized the HSANV staff assessment of the applications. He noted that under Virginia certificate of public need (COPN) regulations the Virginia Hospital Center (VHC), Inova Alexandria Hospital (IAH), Inova Fairfax Hospital (IFH), and StoneSprings Hospital Center (SSHC) applications are competing proposals. Though they differ in important respects, each proposes to add one CT scanner to the licensed regional complement. He noted that all four argue that their proposal is designed to respond to high CT service caseloads and increasing demand. Beyond indications of regional need for additional CT capacity, each applicant asserts an institution specific need for an additional scanner to meet current and near term demand.

Examination of the applications, in the context of applicable regulatory considerations, the regional CT scanning market, and service capacity and trends indicates that:

1. Recent growth in CT scanning service volumes, and projected increases in demand over the next three to five years, indicate that additional CT capacity is needed region wide.
2. The additional capacity requested by each applicant, if authorized, is likely to be used efficiently over the useful life of the scanner that would be added to the regional complement.

3. The rationale for expanding CT capacity at Inova Fairfax Hospital is evident, and much stronger than the argument for an additional scanner at StoneSprings Hospital Center. However both proposals are consistent with the CT service expansion provision of the Virginia State Medical Facilities Plan (SMFP) as the plan have been applied in assessing similar COPN proposals over the last decade.
4. Though Virginia rules and regulations are silent on the question of emergency service capacity, the practice of authorizing CT services for satellite hospital emergency services is consistent with Virginia precedent and with evolving standards of care.
5. Though there is no undisputed evidence of a pressing public need for additional satellite emergency services in Northern Virginia, the Inova Oakville Ambulatory Center and Virginia Hospital Center proposals to establish CT services to support outpatient medical care complexes with satellite hospital emergency departments are consistent with local experience and practice. They are likely to be service and health system enhancing over the useful lives of the projects.
6. The capital cost of the proposals vary depending on the nature and purpose of the project; all are within the capital expenditure ranges commonly seen for similar projects.
7. There is no indication, and little likelihood, that potential negative effects of any of the projects on competing service providers would be destabilizing or otherwise unacceptable.

Based on these considerations and findings, and on the data and argument presented in the applications, staff concluded that each of the proposals satisfies the conditions for approval.

Virginia Hospital Center Presentation

Jamie Martin, Counsel, Virginia Hospital Center (VHC), introduced herself and other VHC representatives present to discuss the application: Adrian Stanton, Vice President and Chief Marketing Officer, Virginia Hospital Center, Chelsie DiPaola, Manager, Emergency Department Operations, Virginia Hospital Center and Ivan Petrovich, MD, Chairman, Radiology, Virginia Hospital Center.

Martin, Stanton, DiPaola and Petrovich discussed the background, context and nature of the project. Among other factors and considerations cited in support of the project, they emphasized:

- VHC emergency and CT services have high use, with demand for both increasing steadily. Additional emergency service and CT scanning capacity is needed to meet current and projected near term demand.
- Developing off campus satellite emergency and CT services within the hospital's primary service area is the least costly and potentially more effective way to add the needed capacity.
- On site CT scanning is necessary to support the satellite emergency service VHC is developing in nearby Fairfax County.
- Decompressing emergency and CT scanning service volumes and demand on the VHC campus will permit the hospital to serve many patients more appropriately and efficiently.
- The outpatient care complex with emergency, urgent care, and diagnostic imaging services VHC is developing in the Falls Church area of Fairfax County would be the hospital's first such venture, similar to comparable to outpatient care facilities that have been developed by a majority of local community hospitals.
- Serving patients at the off campus outpatient care complex will be less costly, to VHC and the majority of patients served at the complex.
- The capital cost, about \$4.8 million, is reasonable for the nature and size of the project.

- There is substantial community support for the project, including that of Arlington County government.

Board Questions, Discussion

In response to questions, Virginia Hospital Center representatives indicated that

- VHC has the appropriate internal controls and clinical management systems to coordinate care provided at on campus and off campus services. No serious problems are anticipated.
- The facility and services contemplated for the Arlington Boulevard facility would be hospital based services. None would be designated IDTF services. The principal savings to patients would come from the ability to serve properly, and arguably more appropriately, patients in the urgent care components of the complex that would be collocated with the emergency and diagnostic imaging services.

Public Comment

Allyssa Tobitt, Chief Operating Officer, Reston Hospital Center (RHC), spoke on behalf of RHC in opposition to the VHC application. Tobitt noted that Reston Hospital Center is developing a CT scanning service in Tysons Corner. That service was authorized to support the satellite emergency serviced RHC is developing in Tysons.

Tobitt argued that the VHC emergency service is not needed. The potential VHC satellite primary service area overlaps those of the RHC service and the nearby Inova Fairfax Hospital service. The RHC and Inova Fairfax Hospital emergency services are more than adequate to satisfy community need. Tobitt stressed that the VHC proposal is premature. It should not be approved until the RHC project is operational and its performance assessed.

Montgomery noted that in addition to a number of letters of support for the project in the VHC application, Arlington County government has submitted a letter of support.

Inova Alexandria Hospital [Oakville Ambulatory Center] Presentation

Elizabeth Breen, Counsel, Inova Health System, introduced herself and others representing the proposal: Nitin Kumar, MD, Chairman, Radiology, Inova Alexandria Hospital, and Rina Bansal, MD, President, Inova Alexandria Hospital.

Breen, Kumar and Bansal discussed the basic elements of the proposal and the rationale for adding CT scanning capacity as soon as possible. Among other factors, Inova Alexandria Hospital representatives emphasized:

- Inova Alexandria Hospital is a dated facility that Inova Health System is replacing and relocating. Plans call for dividing the hospital into three components, two comparatively small better located hospitals (Landmark and Springfield) and an emergency services and ambulatory care complex in northeastern Alexandria.
- A CT scanner is necessary to support the emergency care service and ambulatory care complex which will do business as Inova Oakville Ambulatory Center (IOAC).

- Inova Alexandria Hospital, and Inova Health System, CT scanning services have high use, with demand increasing system wide. Additional CT capacity is needed to meet current and project demand at IAH, within Inova Health Systems facilities region wide, and specifically at IOAC.
- Inova Oakville Ambulatory Care Center, a iteration of the “HealthPlex” service model Inova has employed elsewhere to offer more accessible lower cost ambulatory care, is expected to improve access to outpatient medical services in Alexandria as its decompresses demand at Inova Alexandria Hospital and Inova Fairfax Hospital.
- Inova Oakville Ambulatory Center is located in the Inova Alexandria Hospital primary service area and in an underserved area of the planning region.
- The project is consistent with the applicable elements of the Virginia SMFP, including the institutional need provision of the plan.

Board Questions, Discussion

In response to questions IOAC representatives indicated that

- Beyond the question of regional need for additional CT capacity, and institutional need for additional CT scanners within Inova Health System, the project is an important step that facilitates the replacement and relocation of Inova Alexandria Hospital.
- The project is expected to decompress demand at Inova Alexandria Hospital but not affect significantly demand at other Inova outpatient care complexes in southeastern Fairfax County.

Inova Fairfax Hospital Presentation

Paul Dryer, Senior Director, Strategy and Planning, Inova Health System, introduced himself and others representing Inova Fairfax Hospital: Marshall Mintz, MD, President, Clinical Platforms Service Line, Inova Health System, and Patrick Oliverio, MD, Chairman, Diagnostic Radiology, Inova Fairfax Hospital.

Dryer, Mintz and Oliverio discussed Inova Fairfax Hospital and Inova Health System CT scanning services and the reasons for adding capacity at the hospital. Among other factors, they stressed:

- Inova Fairfax Hospital (IFH) is one of the busiest and most heavily used hospitals in Virginia and the Washington, DC metropolitan area. This is especially true of its diagnostic imaging services, including CT scanning.
- IFH CT service volumes are nearly double the Virginia State Medical Facilities Plan service volume planning standard.
- In addition to regional need considerations, IFH has a facility specific need for additional CT capacity. Unused capacity elsewhere in the planning region notwithstanding, IFH qualifies to add CT capacity under the institutional need provision of the Virginia SMFP.
- The scanner acquired would be located in the Inova Personalized Health Center on the IFH campus.
- The capital cost, about \$1.4 million, is reasonable, within the range for similar projects locally and statewide.
- Adding a CT scanner to the heavily used IFH service, beneficial to IFH and those it serves, should have not affect service volumes or other operations at neighboring CT services.

Board Questions, Discussion

There were no additional questions.

Public Comment

There was no public comment beyond the letters of support submitted as a part of the application.

StoneSprings Hospital Center Presentation

Nathan Vooyo, Chief Executive Officer, StoneSprings Hospital Center (SSHC), introduced himself and Nafis Ahmed, MD, Medical Director, Emergency Department, StoneSprings Hospital Center.

Vooyo and Ahmed discussed the basic elements of the proposal and the reasons for seeking additional capacity now. Among other factors, Vooyo and Ahmed indicated that:

- There is a need for additional CT capacity in the planning region (PD 8) near term and over the next five years. The SSHC proposal responds to that need.
- Recent CT caseloads at SSHC have reached and exceeded the Virginia State Medical Facilities Plan (SMFP) service volume planning standard. Consequently, SSHC qualifies for consideration to add capacity under the institutional need provision of the plan.
- With one CT scanner and increasing demand, SSHC is an appropriate location to add CT capacity to respond to local and regional need,
- The capital cost, about \$1.0 million, is reasonable, within the range for similar projects locally and statewide.

Board Questions, Discussion

There were no additional questions.

Public Comment

There was no public comment beyond the letters of support submitted as part of the application.

Final (Summary) Presentations

Virginia Hospital Center

Jamie Martin expressed VHC's surprise at Reston Hospital Center's opposition to the VHC project. She noted that in 2017 RHC received COPN approval to establish a CT scanning service at a satellite emergency service RHC was (is) developing in the Tysons Corner area of Fairfax County. Martin observed that by all standard service planning measures the VHC proposal is much stronger than the RHC proposal. The VHC emergency and CT scanning caseloads, for example, are much higher than those of RHC, and the VHC site is much nearer the center of the hospital's primary service area than the questionable site chosen by RHC.

Finally, Martin reminded reviewers that the RHC approval was granted nearly five years ago and is yet to be completed. She suggested that little consideration and weight be given to the problematic RHC project and the associated criticism of the VHC proposal.

Inova Alexandria Hospital

Elizabeth Breen stated that IAH would forgo a summary statement. She offered to answer questions, if any.

Inova Fairfax Hospital

Paul Dryer stated that IFH did not wish to offer additional comment or testimony. He too offered to answer questions.

StoneSprings Hospital Center

Nathan Voorys said that SSHC would not offer more testimony. He too offered to answer any remaining questions.

Staff Recommendations

Based on the information presented in the agency staff report on the applications, and on the testimony presented earlier by VHC, IOAC, IFH and SSHC representatives, Montgomery recommended approval of the applications as submitted.

Montgomery noted that with increasing demand, at current levels of operating efficiency about 10 additional CT scanners are likely to be needed in hospital based diagnostic imaging services over the next five years. Individually, and collectively, the VHC, IOAC, IFH and SSHC proposals are consistent with the service volume and institutional need provisions of the Virginia State Medical Facilities Plan as they have been applied in similar cases in recent years.

Board Deliberation and Votes

Virginia Hospital Center, COPN Request VA-8559

Douglas Samuelson offered a motion to recommend approval of the application. Pamela Kincheloe seconded the motion. The motion passed by a vote of six in favor (Chaudhary, Fonseca, Kincheloe, Lepczyk, Samuelson, Zlotnick) and none opposed.

Inova Alexandria Hospital, COPN Request VA-8595

Douglas Samuelson offered a motion to recommend approval of the application. Pamela Kincheloe seconded the motion. The motion passed by a vote of six in favor (Chaudhary, Fonseca, Kincheloe, Lepczyk, Samuelson, Zlotnick) and none opposed.

Inova Fairfax Hospital, COPN Request VA-8596

Patrice Lepczyk offered a motion to recommend approval of the application. Doug Samuelson seconded the motion. The motion passed by a vote of six in favor (Chaudhary, Fonseca, Kincheloe, Lepczyk, Samuelson, Zlotnick) and none opposed.

StoneSprings Hospital Center, COPN Request VA-8603

Patrice Lepczyk offered a motion to recommend approval of the application. Pam Kincheloe seconded the motion. The motion passed by a vote of six in favor (Chaudhary, Fonseca, Kincheloe, Lepczyk, Samuelson, Zlotnick) and none opposed.

V. Other Business

The next HSANV board meeting was set for Monday, January 10, 2022. The executive committee will meet on Monday, January 24, 2022.

VI. Adjourn

Samuelson adjourned the meeting 9:28 P.M.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Dean Montgomery".

Dean Montgomery