HEALTH CARE ADVISORY BOARD

Meeting Summary
June 14, 2010

MEMBERS PRESENT
Marlene Blum, Chairman
Bill Finerfrock, Vice Chairman
Rose Chu, Vice Chairman
Ellyn Crawford
Francine Jupiter
J. Martin Lebowitz, MD
Timothy Yarboro, MD
Susan Conrad

STAFF
Sherryn Craig

GUESTS
Gloria Addo-Ayensu, MD, MPH, Health Department
Rosalyn Foroobar, Health Department
Chris Stevens, Health Department
Shauna Severo, Health Department
Bill Eiffert, Health Department
Jennifer Siciliano, Inova Health System
Pat Walters, Inova Health System
Robert Hager, Inova Health System
Sarah Hall, Blankingship & Keith, PC
Barbara Antley, Department of Family Services

Marlene Blum called the meeting to order at 7:40 p.m.

Comprehensive Plan Recommendations

At the May 10 HCAB meeting, Rosalyn Foroobar, Deputy Director for Health Services, reported on a request by Supervisor Smyth for the HCAB, the Fairfax-Falls Church Community Services Board (CSB), and the Health Department to provide input on a proposed change to the Comprehensive Plan for the Inova Fairfax Hospital/Woodburn campus in the Providence District. The Health Department worked with the Department of Planning and Zoning (DPZ), CSB and the HCAB to provide information and to suggest Plan language related to both a process for future review of anticipated future medical and mental health needs and for examples of anticipated future needs. A draft of the Plan language was distributed. It amends the Comprehensive Plan to include the HCAB, the Fairfax-Falls Church Community Services Board (CSB), and the Health Department in the review and development of medical care facilities in Sub-Unit M1 of the Merrifield Suburban Center. A draft of the Plan language is attached to the June 14 minutes.

Approval of the Minutes

The third sentence in the second paragraph under Cancer Plan Action Committee (CPAC) was changed to read: "Researchers do not know why, but speculate that the Northern Virginia Hispanic population has a younger age distribution than the population distribution as a whole."

The minutes from the May 10, 2010 HCAB meeting were accepted as revised.

HCAB Election of Officers

The nominating committee, chaired by Francine Jupiter, presented the following slate of candidates:

Marlene Blum for Chairman
Rose Chu for Vice-Chairman
Bill Finerfrock for Vice-Chairman

The floor was opened to additional nominations. There were none. A motion was called and seconded recommending the slate of candidates as presented. The motion passed unanimously.

Public Hearing to Review the Rezoning Application to Build the Lorton Healthplex

Francine Jupiter disclosed a minor business relationship with Inova Mount Vernon Hospital and indicated that she had no business or personal interest in the Lorton HealthPlex and that she felt she could participate fairly and objectively on the issue in the public interest.

Pat Walters, Executive Vice President of Strategic Planning and System Development, showed a site map of the Inova Lorton HealthPlex, which totals 14.55 acres and is located at the southeast corner of Lorton and Sanger Roads.

The HealthPlex will be constructed in 3 phases:

Phase 1 – 2 Story Building (52,000 square feet):

- Emergency Department (ED) – Twenty-four hour, full service, emergency department with distinct pediatric treatment areas
- Diagnostic Laboratory Services
- Diagnostic Imaging Center, including Computed Tomography (CT), Ultrasound, Mammography, X-ray, and Magnetic Resonance Imaging (MRI) to be added in the future
- Space for future Ambulatory Surgery Center – Three operating rooms and 2 procedure rooms providing a full range of outpatient surgical and endoscopic procedures
- Space for future medical office development

Phase 2 – 5 Story Building (125,000 square feet):

- Space for future medical office development
- Space for expanded imaging and supportive ancillary uses

Phase 3 – 4 Story Building (75,000 square feet):

- Space for future medical office development
- Space for future assisted living facility or limited service hotel

Phase 1 will be completed in the last quarter of 2012. Inova has about another year to go in the County site plan review and approval process. Inova has requested that the application be rezoned as a Planned Development Commercial (PDC) District. The application will go to the Planning Commission on July 15 and to the Board of Supervisors (BOS) on July 27.

Mr. Walters said that market demand would determine the time frame for building Phase 2 and Phase 3.

A question was asked about Potomac Hospital. Mr. Walters said that Potomac Hospital is 5-6 miles away from the Lorton site. He stated that Woodbridge residents may be inclined to use Potomac Hospital, but that they may also choose the HealthPlex. He stated that the HealthPlex is convenient, efficient, and directly visible from the highway.

With respect to the Franconia-Springfield HealthPlex, Mr. Walters reported that it is almost at capacity. Current usage is exceptionally high.

There was a brief discussion about an initiative to reduce wait times across the Inova Health System. Inova Emergency Wait Times are updated every ten minutes and represent the average estimated length of time from registration to being assigned a "first provider" (i.e., a doctor, nurse practitioner or physician assistant). Patients can now access these wait times online at http://www.inova.org/emergency-room-wait-times/. Ms. Blum suggested that the HCAB advise the BOS about this initiative.

Francine Jupiter commented that people in the Mount Vernon area are eager for the HealthPlex to open. Mr. Walters said that the proposal has received widespread support from the region's civic associations.

Mr. Walters was unable to confirm whether there is existing bus service in the area. However, he mentioned that the proposal includes plans for a bus shelter on site, making it accessible to public bus routes.

Mr. Walters said he did not know if there were any other health organizations interested in building in the Lorton area.

Bill Finerfrock expressed concern that other than Interstate 95, the site did not appear to be particularly accessible. Mr. Walters assured the HCAB that Inova has been working closely with the Department of Planning and Zoning to develop accessible entry points into the facility. He stated that there is quite a bit of road construction associated with the project.

Mr. Walters reminded the HCAB that Lorton will be one of the highest growth areas of the County for the next decade. Mr. Finerfrock said that to his knowledge, most of the land has been developed. It was unclear whether a population boom would necessarily follow. However, the

Base Realignment and Closure (BRAC) relocations to Fort Belvoir and the resulting influx of new Department of Defense workers would probably increase the demand for health care services.

Ms. Blum asked who would be served by the lab and imaging centers. Mr. Walters replied that the ER, HealthPlex doctors, and community providers would all be served.

Mr. Finerfrock expressed reluctance to approve Phase 3 of the proposal without seeing additional data. He mentioned Reston Hospital Center's attempt to secure approval for development that it may or may not need.

Dr. Lebowitz felt that it was unfair to compare Inova's proposal with Reston's.

Mr. Finerfrock replied that Inova would have approval to build an assisted living facility without having to return to the HCAB.

Sarah Hall, the attorney representing Inova, said that because the proposal is seeking a PDC reclassification, Inova is not required to return to the HCAB.

Ms. Blum said that that would not change the HCAB's decision and that the HCAB would specifically explain to the BOS its reluctance to approve an assisted living facility without any information.

Dr. Lebowitz echoed Mr. Finerfrock and Ms. Blum's concerns.

Mr. Finerfrock moved approval of the rezoning application to build the Lorton HealthPlex, excluding the assisted living facility, to include those components under the HCAB's purview - the Emergency Department, Laboratory, Imaging Center, and potential Ambulatory Surgery Center. Inova would need to return to the HCAB to receive approval of the assisted living facility. Ellyn Crawford seconded the motion.

Ms. Hall asked the HCAB to rephrase the motion to refer to Building A, rather than the assisted living facility. HCAB members felt this distinction was immaterial.

The motion carried unanimously.

Mr. Walters suggested that Inova could remove the assisted living facility from the application's permitted uses. This would force Inova to seek a proffered condition amendment and subsequent review by the Planning Commission, BOS, and HCAB.

Jennifer Siciliano noted that Inova had worked closely with Supervisor Hyland's office to secure approval for the Lorton HealthPlex.

Update of the Capital Project Notification Threshold

Under the terms of the County's lease agreement with Inova, the County must be informed of and review any project which alters service delivery patterns at Fairfax or Mount Vernon Hospitals, or which costs $1 million or more in 1990 dollars. Using the TURNER Building Cost Index, the project notification threshold has been adjusted for construction inflation factors and is valued at $1,944,478 in 2009 dollars.

Mr. Walters stated that there has been an overall decrease in construction costs, which is reflective of decreased private sector development and investment. Commodity prices have slightly increased due to global demand but have not resulted in upward pressure on construction pricing. Mr. Walters concluded that competitive conditions in the building construction industry are driving labor to increase productivity, therefore, reducing labor costs.

Inova Capital Projects Update

Inova Fairfax Hospital

Ongoing capital improvement projects for Inova Fairfax Hospital include the expansion of the existing campus. The total project is budgeted at $850 million and is staggered over several phases.

Phase 1 (2009-2012): $183 million

- Existing Tower Building (ETB) infrastructure improvements
- Inova Heart and Vascular Institute (IHVI) helipad
- New South Patient Tower groundbreaking

Phase 2 (2011-2014): $430 million

- Boulevard construction
- Off-site transportation improvements (Gallows and Woodburn Road expansions)
- New Women's Hospital Patient Tower
- Green Garage

Phase 3 (2012-2017): $200 million

- ETB renovations
- Children's Hospital renovations

Auxiliary (2011): $37 million

- Willow Oaks Site and Northern Off Site Work

Ongoing projects that are outside the Fairfax Hospital campus expansion include:

- Consolidated pharmacy with automated drug packaging and dispensing systems
- Trilogy linear accelerator (LINAC) equipment replacement

Completed capital projects include:

- Pediatric post anesthesia care unit
- Fully automated central lab providing bulk specimen processing across the system

Inova Mount Vernon Hospital

Ongoing capital projects include:

- Imaging Center expansion

- First Floor renovations
- Emergency power system replacement/expansion

Future capital projects include:

- Operating Room (OR) expansion
- Additional private patient rooms.

Inova Fair Oaks Hospital

Completed capital projects include:

- Third medical office building
- Outpatient imaging and surgery center

Future capital projects include:

- New access to campus
- Fourth medical office building
- Construction of a Cancer Center (pending approval from the state)

Inova Alexandria Hospital

Ongoing capital projects include:

- Patient room upgrades
- Surgery addition

Completed capital projects include:

- Cardiovascular and Interventional Radiology (CVIR) laboratory
- Lab relocation

A future capital project costing $1.9 million or more is a Telemetry Unit.

Update on Inova's Long Term Care Communities

Robert Hager, Assistant Vice President of Long Term Care, Inova Health System, informed the HCAB that Inova will divest its 2 long term care facilities – Inova Cameron Glen Care Center (ICGCC) and Inova Commonwealth Care Centers (ICCC) – and the Assisted Living unit at ICGCC.

Inova Cameron Glen Care Center, located in Reston, Virginia, is a free-standing Long Term Care Center with 173 Licensed Skilled Nursing and Long Term Care Beds and 61 Assisted Living Beds. 263 employees work at the ICGCC. Inova Commonwealth Care Center, located in Fairfax, Virginia, is a free-standing Long Term Care Center with 143 Licensed Skilled Nursing and Long Term Care Beds. 198 employees work at the ICCC.

Two of Inova's skilled nursing facilities have presented significant operating losses and a financial drain on the system for the past 8 years. In addition to operating losses, the facilities are at a point where significant capital investment will be required to maintain them. In 2008, Inova began to consider strategic options for long term care, including the potential to discontinue management/ownership of the 2 facilities in Fairfax County.

Inova leadership retained Cain Brothers to study the impact on Inova hospitals' continuum should Inova discontinue management or ownership. In addition, Inova asked that Cain Brothers opine on the likelihood of finding a suitable partner, and/or purchaser.

Should an outright sale be a recommended option, Cain Brothers would provide information on potential developer/operators, and manage an RFP process as well as a transaction.

Major findings from the Cain Brothers study included:

- The outright loss of Inova's 316 skilled beds would raise occupancy levels in Northern Virginia to 99-100%, and create significant capacity issues.
- With the exception of a ventilator unit and care of 12-15 purely "indigent" patients, Inova Skilled Nursing Facilities (SNFs) do not serve unique patient populations.
- Inova SNFs provide "backup" for hospital discharge planning, particularly for short stay sub-acute care.
- Seven SNFs (none of them Inova) serve the majority of Inova's post-acute discharged patients.
- The SNFs receiving the largest number of Inova referrals could be leveraged to take Inova's difficult-to-place patients.
- In order to be successful, a potential partner/buyer for Inova SNF beds could not adhere to Inova's above market, hospital linked personnel, salary and staffing levels.

Inova solicited Request for Proposals (RFPs) from senior living providers to assume operational responsibility for both facilities.

In addition to providing high quality care, RFP candidates were required to demonstrate the financial capacity to (1) *absorb* the existing facilities and (2) *replace* them with new facilities on property within Health Planning District 8 (i.e., Counties of Arlington, Fairfax, Loudoun and Prince William; the cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park; the towns of Dumfries, Herndon, Leesburg, Purcellville and Vienna).

Potential candidates would sign a 48-month triple net operating lease, allowing them time to construct, relocate and vacate the Inova properties. Inova would maintain ownership of the real estate and the ICGCC and ICCC facilities.

The HCAB was also informed that a letter of intent has been signed with a for-profit long term care provider. Mr. Hager would not disclose further details, citing the need to have a definitive agreement signed and in place.

Mr. Hager assured the HCAB that the new provider will assume care for all of ICGCC and ICCC's current patients, including the 12-15 who are classified as "indigent," meaning they do not have Medicare or Medicaid. However, Inova cannot guarantee that the new provider will continue this practice in the future; the new provider is not required to serve low income or indigent patients in need of skilled nursing care, although the provider is Medicare/Medicaid licensed.

Several HCAB members expressed concern about the new provider leaving Fairfax County and building in another jurisdiction. Mr. Hager said he could not comment as the new provider was not required to disclose where it will build or the availability, size, and cost of land.

Mr. Hager said that the HCAB should not assume Inova is getting out of the long term care business. In fact, Inova recently petitioned the state to become a Program of All-inclusive Care for the Elderly (PACE) Provider. Mr. Hager stated that Inova is removing itself from the skilled nursing care business only, concluding that there are more efficient SNF operators than Inova.

In response to a question about selling the properties, Mr. Walters stated that future use and/or sale of the facilities, including the ICCC emergency department, have not been discussed.

Mr. Finerfrock made a motion to send a memo to the BOS that informs the Board that Inova has satisfied the requirements of its lease by providing an update on ongoing, completed, and future capital projects. Additionally, the Board should be updated on the status of Inova's 2 long term care communities and the implications, specifically that in 3-5 years, residents will be relocated, potentially outside of Fairfax County, and that the level of care currently provided for indigent patients may be discontinued. Susan Conrad seconded the motion. The motion carried unanimously.

Health Care Reform Memorandum

Ms. Blum relinquished the chair to Mr. Finerfrock.

At the May 10 HCAB meeting, a motion was made that the HCAB prepare a memo recommending that the Health Department, and if necessary, the Board of Supervisors, review the health care reform legislation to determine how it might affect the County and how Fairfax could influence the regulations to assist populations that have difficulty accessing health care. Ms. Blum, Mr. Finerfrock, Rose Chu, along with Health Department staff, developed a draft of the memo, which was distributed at the meeting. Ms. Blum moved that the HCAB send its memo on health care reform to the BOS. Dr. Lebowitz seconded. During discussion, it was recommended that the second-to-last sentence in the first paragraph be deleted to change the tone of the memo. The sentence was removed. The motion carried unanimously.

Mr. Finerfrock relinquished the chair back to Ms. Blum.

School Health Memorandum of Agreement

Esther Walker provided the latest draft of the Fairfax County Health Department (FCHD) and Fairfax County Public Schools (FCPS) School Health Memorandum of Agreement (MOA). The MOA reflects 11 months of work. The multidisciplinary group that came together to work on the MOA had representation from the school system, including Assistant Superintendent Kim Dockery; principals from all three school levels (elementary, middle, high school); information technology; and facilities and transportation services. Ms. Walker, Rosalyn Foroobar, a Nurse Manager, a Public Health Nurse, and a School Health Aide represented the Health Department.

Additionally, Brenda Green, with the National Association of State School Boards and a School Health Advisory Committee (SHAC) representative attended MOA meetings.

The SHAC is a School Board-appointed, school system-sponsored committee with representatives from each School Board Member. There is also representation from the FCPS, Health Department, parent appointed representatives, 2 principal representatives, safety and security representatives, and 1 FCPS student.

The goal of the discussions was to develop an MOA that spelled out the roles and responsibilities for both parties. Participants hope to have something signed and in place before the School Year (SY) 2010-2011 begins.

The one page summary, provided to HCAB members in advance, was written for new FCPS and FCHD employees and will be used as a reference guide by new principals during orientation.

Dr. Lebowitz asked if the MOA presents a major modification in the way FCHD and FCPS conduct school health business.

Ms. Walker replied that it is a codification of what FCHD and FCPS currently do, with the exception of equipment and supplies.

Ms. Foroobar added that the MOA supports the direction that the FCHD is going – realigning by clusters and defining physical work spaces.

Several changes were suggested to the one page document including:

- Clarifying medication administration by SHAs to "facilitate medication administration"
- Adding communication with families to the FCHD's responsibilities

Ms. Blum and Mr. Finerfrock thanked staff for all their work on the MOA.

Other Business

The HCAB does not meet in July or August. However, the budget meeting with Inova is scheduled for Thursday, August 5 at 12:00 pm.

Sherryn Craig will be polling members on their meeting availability in October, as the second Monday of the month is Columbus Day.

With no further business, the meeting was adjourned at 9:54 pm.