

March 10, 2021

Trevor Phan MD

Carson Valley Medical Center

1107 Highway 395

Gardnerville, NV 89410

To whom it may concern,

I am writing this letter to express my support for the expansion of Carson Valley Medical Center (CVMC). Having been working as an internist and hospitalist at CVMC for more than six years, I am highly impressed by the growth of the hospital in various aspects. My knowledge about the hospital's progress as well as difficulties has been more in depth after my being appointed to the position of chief hospitalist in 2019. Despite the limitations of a small medical facility, with the joint efforts of the administration and staff, we have achieved an exponential increase in our patient's census over the last several years. However, as our patient population increases, we are facing the challenge of accommodating all the patients in need of medical help. Currently, half of the hospital rooms are double-occupancy. In order to arrange two patients in one room, we have to make sure they are compatible in many aspects, like gender or medical problems. Furthermore, the lack of privacy and the inconvenience of sharing a room with another patient may decrease patients' satisfaction to a certain level. Even with having patients in double-rooms, we are still unable to accommodate all the patients, and in many cases, we have to transfer patients from ER to other hospitals, while patients prefer staying at CVMC.

The need for single rooms is even more critical in situations when we are required to isolate patients for different reasons, such as contagious disease or infection with resistant micro-organism. With the experiencing of pandemic time, when all Covid-19 patients are required to be isolated, we have come to the firm belief that the hospital is indeed lacking single rooms, and this issue has to be addressed as soon as we can.

By expanding the hospital and converting all the double-rooms into single rooms, we will no doubt provide patients with better care and improve patients' experience during their stay at the hospital. Besides, with the expansion of the hospital, we will have more space for all the departments, which have been expanding together with the growth of CVMC so far. For instance, our physical therapy department needs more space now, as the number of patients they serve are as many as some larger hospitals.

Archimedes once said, "Give me a lever long enough and a fulcrum on which to place it, and I shall move the earth." To CVMC, a timely investment in expanding the hospital will surely be the lever in our efforts to improve the medical service, increase patients' satisfaction, and eventually contribute to enhancing the quality of life in the community in general.

I strongly support the plan of remodeling and expanding the hospital, and am looking forward to hearing good news regarding the future change of CVMC.

Sincerely,

A handwritten signature in black ink, appearing to read "TPhan", with a long horizontal flourish extending to the right.

Trevor Phan MD



From the Desk of: DR. KEVIN D. HALOW, MD, MBA, RVT, FACS
CARSON SURGICAL GROUP
1375 VISTA LANE
CARSON CITY, NV 89703
Phone: 775-882-2067 Fax: 775-882-3706
Email: Halowcsg@gmail.com

14 March 2021

To: Department of Health and Human Services- State of Nevada

Ref: Carson Valley Medical Center's application for a Certificate of Need

Greetings,

As a surgeon who cares for patients at Carson Valley Medical Center (CVMC), I am writing to support CVMC's Certificate of Need application.

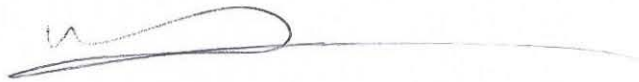
While Nevada has grown for many years, recently that growth has accelerated. In 2018, Nevada was one of the fastest growing states in the nation. (1) In 2020, Nevada was still in the top three of the fastest growing states. (2, 3) The beautiful surroundings, coupled with the plethora of outdoor activities, rapidly growing industry and job market, and lack of state tax has made this area an increasingly attractive area in which to settle. One need only to drive through Minden/Gardnerville to see the rapid development of new homes and businesses. As our population grows, our healthcare services must expand in unison with our rapidly expanding population.

Since 1993, CVMC has been caring for the patients of Minden, Gardnerville, and the surrounding community. As the population has expanded, so has the diversity of medical and surgical services available at CVMC. However, CVMC has now expanded as much as it can within the limits of its physical space and now must expand even further if it hopes to keep up with the healthcare demands of the burgeoning population. CVMC's plan for expanding the ER from 5 to 12 beds, expanding the OR to 3 full size ORs plus 2 procedure rooms, and adding 2 inpatient beds as well as private inpatient and ICU beds will not only improve access to care, but will also improve the environment and quality of care.

As our population expands so must our services to care for that population. Healthcare for the population is one of the most important services that we can provide. For over 27 years, CVMC has been committed to providing healthcare to Minden, Gardnerville, and the surrounding communities. This planned expansion does not simply make sense, it is absolutely essential to maintaining the health of our rapidly growing population.

I fully support CVMC's application for a certificate of need. I implore you to do the same in order to provide our growing population access to high quality health care at CVMC

Sincerely,



Dr. Kevin D. Halow, MD, MBA, RVT, FACS

References:

1. <https://www.census.gov/newsroom/press-releases/2018/estimates-national-state.html>
2. <https://www.usnews.com/news/best-states/slideshows/these-are-the-10-fastest-growing-states-in-america>
3. <https://www.rgj.com/story/news/2020/12/23/nevada-3rd-fastest-growing-state-2020/4024605001/>
4. <https://www.cvmhospital.org/about-us/#:~:text=CVMC%20opened%20its%20doors%20in,therapy%2C%20pharmacy%20and%20medical%20imaging.>

PATRICK CATES
County Manager

JENIFER DAVIDSON
Assistant County Manager



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OFFICE OF THE COUNTY MANAGER

March 17, 2021

Heather Mitchell
Nevada Department of Health & Human Services
Primary Care Office
4150 Technology Way, Suite 300
Carson City, NV 89706

Re: Support for Carson Valley Medical Center Expansion

Dear Ms. Mitchell,

I am pleased to write on behalf of the Carson Valley Medical Center (CVMC) to support its planned expansion and express our community's need for increased capacity. Douglas County, which includes Minden, Gardnerville, the Gardnerville Ranchos, Genoa and the Wellington area, has a moderate growth rate projected at approximately two percent per year. Because of the favorable tax climate of Nevada retirees from other states continue to relocate to our county. The expansion project service area is expected to see 3.5% growth in the years between 2018 and 2023. However the increase in the 65+ population of the area (which makes up one third of the people being served by CVMC) is projected to grow by 13.6%. This age group typically is on Medicare and disproportionately uses medical services as compared to younger demographics. The demographics of our community make this expansion critical to being able to serve our population.

In my position working for Douglas County, I am very aware of the importance of having adequate access to health care. Adequate availability of healthcare is important to businesses looking to expand or relocate to our community. It is considered essential and expected by our residents, many of whom are very active and enjoy outdoor recreation even as they age. Our community needs to have services available without long waits or having to travel to neighboring communities.

The project will expand emergency room beds, operating rooms, and private inpatient and intensive care unit beds. That means our community will have improved access to care in an improved environment all without impacting the cost of health care to patients.

I request Nevada Department of Health and Human Services act favorably on the hospital's planned expansion.

Sincerely,

Lisa Granahan
Economic Vitality Manager

Mailing Address: P.O. Box 218, Minden, NV 89423

Kandra Yee, MD, FACEP
CEO/President Tahoe Emergency Physicians
Physician Member, Lemman Medical Corporation
k.yee@teptahoe.com
503.543.5474



March 19, 2021

NV Dept of Health and Human Services
Nevada Primary Care Office
4150 Technology Way, Suite 300
Carson City, NV 89706

To Whom It May Concern:

I am writing on behalf of the emergency physician group that staffs the emergency department (ED) at Carson Valley Medical Center (CVMC), in strong support of the proposed expansion project and associated Certificate of Need application.

Our group members have partnered with CVMC for over 25 years, beginning with the initial opening of the ED, to provide emergency services to the Carson Valley community and surrounding areas. In the last ten years we have seen a significant increase in our annual emergency department census. We currently have 5 rooms (6 beds) in which to treat all of our emergency patients. This is no longer adequate nor optimal.

As an emergency department we are proud, but also federally mandated, to treat every person who arrives regardless of their problem or ability to pay. On any given day we will treat patients for broken limbs, strokes, heart attacks, life-threatening infections, surgical emergencies, and more. If we have six patients that arrive in one hour, our beds are full and we are not able to see any other patients until those patients can be safely discharged home or moved to other treatment areas such as the operating room or an inpatient hospital bed. More and more often, all of our emergency department beds are occupied resulting in delayed care to patients arriving with new emergencies. Occasionally we might elect to evaluate patients in the hallways or waiting room. This decreases privacy, which at best, leads to patient frustration and at worst, suboptimal treatment. Staffing is not our limiting factor, space is.

In addition to the number of available beds, the amount of available storage is also a concern and has been amplified with our COVID-19 response. A modern ED must have a number of highly specialized, frequently and intermittently used pieces of equipment. These include a baby warmer, ultrasound machine, EKG machine, and eye examining machine (slit lamp), to name a few. Our current ED does not have enough storage space to hold all of our necessary equipment. As a result, these are often stored in patient's rooms (to keep hallways clear). This is no longer feasible or safe with concerns for contamination or even just ease of access when we are trying to limit traffic in and out of patient care areas. Delay to access these and other equipment in critical situations can have significant medical implications.

The proposed construction would more than double our current capacity and create the much needed storage space. We believe this would allow us to not only meet the current needs of the community but

also be prepared for ongoing growth within the local population. The additional proposed operating room would decrease the number of patients that we have to transfer out of the area to receive their emergent surgeries. One important downstream benefit of this includes keeping our EMS agency's ambulances in the area to respond to local emergencies instead of transferring patients between hospitals. The same is true for increasing our inpatient bed capacity.

Overall, the proposed expansion project would allow us to care for more community members closer to home, meet patient expectations in terms of decreased wait times, increased privacy, and state-of-the-art safety and infection control measures. We, as a group, are very excited for this project and support it without reservation!

Sincerely,

A handwritten signature in blue ink that reads "K Yee, MD". The signature is written in a cursive, flowing style.

Kandra Yee, MD, FACEP

Monday, March 29, 2021

NV Department of Health and Human Services

Primary Care Office

Attn: Heather Mitchell

4150 Technology Way, Suite 300

Carson City, NV 89706

To Whom It May Concern,

This letter is in support of Washoe Barton Medical Clinic D/B/A Carson Valley Medical Center's application for Certificate of Need, related to the proposed hospital expansion project.

I am a Registered Nurse at Carson Valley Medical Center in the Medical/Surgical and ICU Departments. Over the past 5 years I have served this wonderful community and witnessed not only a growth in the number of patients in need of care, but also an increasing complexity of their care needs. The existing facility is limiting the amount and quality of care we can provide. Patients are often moved to different rooms on several occasions during a single stay to facilitate appropriate roommate combinations in dual occupancy patient rooms. Adjustments are constantly required as new patients of different gender and medical necessity are admitted and discharged from the hospital. The constant disturbances reduce the healing qualities of the environment as well as consumes the time and energy of staff. The many inefficiencies of the existing facility decrease the amount of quality time spent interacting with patients and providing the skilled interventions necessary for healing and positive outcomes.

Expanding the hospital would greatly improve our ability to provide compassionate quality care. I am in support of improving our environment of care with:

Increased number of patient rooms and converting to exclusively single occupancy rooms for increased comfort, privacy, safety and infection control, allowing more personalized care and support.

Updated ICU rooms with advanced technology to provide high quality care to patients with critical and complex needs, reducing the number of patients transferred to other hospitals.

Expanding the number of fully equipped Operating Rooms to 3 and adding 2 Procedure Rooms to provide greater access to surgeries and procedures for our hospitalized patients.

The proposed plan will not impact patient care that is being provided during construction as opposed to remodeling occupied patient environments. Again, I am in support of the expansion plan and excited about increasing our capacity to provide high quality, compassionate care to our very deserving community.

Kind Regards,

Davia Eakins, RN

Carson Valley Medical Center



EAST FORK FIRE PROTECTION DISTRICT

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Tod F. Carlini, District Fire Chief
Jeff Veliquette, Deputy Fire Chief - Operations
Amy Ray, Deputy Chief/Fire Marshal
Larry Goss, Deputy Chief - Training and Safety
Kathy Lewis, CPA, District Accountant
Lisa Owen, Executive Office Manager

March 30, 2021

Nevada Department of Health and Human Services
Primary Care Office
4150 Technology Way, Suite 300
Carson City, NV 89706

Regarding: Letter of support for Carson Valley Medical Center – Certificate of Need
Attention: Nevada Primary Care Office (PCO)
Heather Mitchell via email at nvpcos@health.nv.gov

Ms. Mitchell,

I would like to officially offer this letter of support for Carson Valley Medical Center's application for its Certificate of Need. (CON)

I have been a part of Nevada's Emergency Medical Services System for over 45 years now and currently serve as the District Fire Chief for the East Fork Fire Protection District. I am the senior and most tenured fire chief in the State of Nevada, having been in my current position for the past twenty-one years. I am an active member of the Douglas County community, and in particular, the service area of Carson Valley Medical Center. Not only do I maintain a business and work relationship with Carson Valley Medical Center, but also elect to choose this facility for my own health care needs as available.

I have a very unique perspective, due to my long tenure working with Carson Valley Medical Center. I have first-hand experience of the highs and lows that many of our rural critical access hospitals experience as they navigate their way to improved and expanded levels of service. Carson Valley Medical Center is no exception. The proposed project represents perhaps one of its very high points and sets an aggressive trajectory towards improved patient care across the board.

As the head of one of Nevada's largest prehospital transport advance life support services, I have extensive knowledge and understanding of the need that this proposed project will attempt to address. We are a growing community; a community which has a high population of elder Americans. Individuals who will require quality health care and for many, health care and treatment that they would prefer to have in their own community. We are also a community which likes to recreate and one that draws many visitors to our area of all ages.

Carson Valley Medical Center, over the years, has been able to expand on its levels of service and service offerings. Many in our community prefer the "local" touch. Their family and friends hope that treatment and service can remain local, negating long drives to other regional facilities. While at times, certain medical conditions simply require interfacility transfers to higher levels of care, Carson Valley Medical Center works hard to

provide patients an option when appropriate. The project planned will contribute significantly to that desire and effort. The project will also expand regional capacity and service as well. As we have seen, the impacts of a global pandemic draw no boundaries when it comes to hospital services and capacity.

The project scope is quite grand for a critical access hospital. Expanding emergency and surgical services facilities and accommodations is a very complex and costly venture. Carson Valley Medical Center is committing a significant financial investment in this project, the community, and the region.

Carson Valley Medical Center has done their "*homework*" with this project and throughout one of the most difficult times of our lives, i.e. the COVID-19 Pandemic. The administration and design team have conducted multiple community needs assessments which yielded a comprehensive analysis. The plan, design, and construction schedules are well developed and geared for success. As just one of the agencies who will ultimately review this project for fire and life safety requirements, I am confident in a very successful outcome.

Each and every project of this type has several primary focus areas. Most are obvious from the onset. Others develop over time and once the project is completed. The project as planned will allow for increased specialty care and an expansion of outpatient services, meaning greater community access. The project will improve the overall hospital environment for the patient, clinicians, and employees. The expansion of the emergency room from five (5) beds to twelve (12) is a significant benefit as are the expanded surgical suites, private inpatient rooms, and intensive care rooms.

In conclusion, I would encourage the support and approval of the Certificate of Need for this project.

Sincerely,



Tod F. Carlini, District Fire Chief

cc: Mr. Jacques Etchegoyhen, Board President – East Fork Fire Protection District
Mr. Jeff Prater, CEO- Carson Valley Medical Center

March 30,2021

Heather Michell
State of Primary Care Office

I was asked to write this letter on behalf of the Carson Valley Medical Center expansion project. Because of our community's growth over the years, patient volume continues to increase, impacting the way we care for our patients. I am a Registered Nurse and started working in the Emergency Room (ED) at CVMC in 2004. I have personally witnessed the increase in population and acuity in our ED. The lack of space and beds in the department has led to increased lengths of stay (LOS), patients leaving without being seen, and treating patients outside of care areas.

I believe an expansion of our emergency department would positively impact our community. We struggle daily with overcrowding issues and lack of space. I remember when providing care in the hallway was uncommon. Because of the limited space and increase in volume, we now routinely evaluate and treat patients in the waiting room and hallways. I empathize when patients experience a lack of privacy and feel as if they are receiving suboptimal care. Complications I have encountered with hallway and waiting room patients vary from excessive and unrelieved pain, delay in time-sensitive labs and procedures, patient and staff dissatisfaction, and exposure to traumatic events.

Patient acuity levels in ED have also increased. We live in an area that has been experiencing population growth in and around surrounding communities. The ED has adjusted accordingly to the influx by increasing the number of nurses in the department daily, but the ED space remains unchanged. The hallway becomes very cluttered with gurneys, wheelchairs, and various equipment due to a lack of storage space. I have witnessed safety concerns related to the clutter in the department.

Carson Valley Medical Center needs to expand and grow to acquire more specialized care for our community. The expansion will benefit the entire hospital and the community, positively affecting the overall health we could provide.

Thankyou
Maria Knight RN, Charge
Carson Valley Medical Center

kglauner@cvmchospital.org

Tahoe Emergency Physicians

Nevada Primary Care Office (PCO)

Attn: Heather Mitchell

To whom it may concern:

I am writing to support the Carson Valley Medical Center's Certificate of Need (CON) application.

I am a member of Tahoe Emergency Physicians and am currently the Emergency Department Director at Carson Valley Medical Center. Our group sees patients in the Emergency Department and is charged with either admitting to Carson Valley Medical Center (CVMC), transferring to a regional hospital or discharging the patients home. Throughout the years, the population, medical need and complexity of patients being seen at CVMC has increased. We have seen greater demand for specialty care and for care in the emergency department and for admission to the hospital. What has not occurred is an increase in the space available either in the emergency department or in the hospital, nor have we seen an increase in availability of specialty care in the community. This leads to increased wait times for patients in the ED waiting room, in the ED itself and potentially in the hospital as they await space in the operating room. These needs will be addressed very directly by the planned expansion of the Emergency Department and the Operating Rooms as well as the addition of beds in the hospital. Offloading of some of the burden on the hospital itself is also addressed in the expansion plan by increasing specialty care and outpatient services. This will allow for more rapid follow up and establishment of care for residents of the area and will likely decrease visits to the emergency department as outpatient care is provided in a more timely and convenient manner.

I fully support the plans of CVMC to update and expand their services and am available for any questions you may have. Please contact me as needed.

Kathi Glauner, MD, PhD

03/17/21

To Whom It May Concern:

I am writing the letter in support of the Carson Valley Medical Center Certificate of Need application for expansion of their hospital. I am an orthopedic surgeon who has been in practice for over 17 years in the Carson Valley. I am physician who does surgical procedures, admits patients, and takes care of emergency patients at Carson Valley Medical Center. I have been here for 17 years and seen the growth in the Carson Valley has been quite significant. Addition of the operating room space as well as emergency room will allow us to provide better care and service to the patient's in our community and beyond. Within the last month, I have taken care of patients as far as Gabbs and Hawthorne, Nevada as well as Bishop and Lone Pine. The volume of cases and the volume of patients that have steadily increased over the last 17 years I have been here has been quite staggering to the point of near-maximum capacity of the hospital at the Carson Valley Medical Center. To truly grow and get to a point that could best serve our community, I think the growth in the hospital is needed.

In conclusion, I strongly support approval of the CON application with enthusiasm for the project at the Carson Valley Medical Center. I believe we have the physicians and the staff capable of treating patients and growing our community already here, we just need the facilities to do so.

If you have any questions, please contact me at (775) 781-9818.

Thank you,

Jeffrey R. Cummings, M.D.
JRC:csm/smu

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