

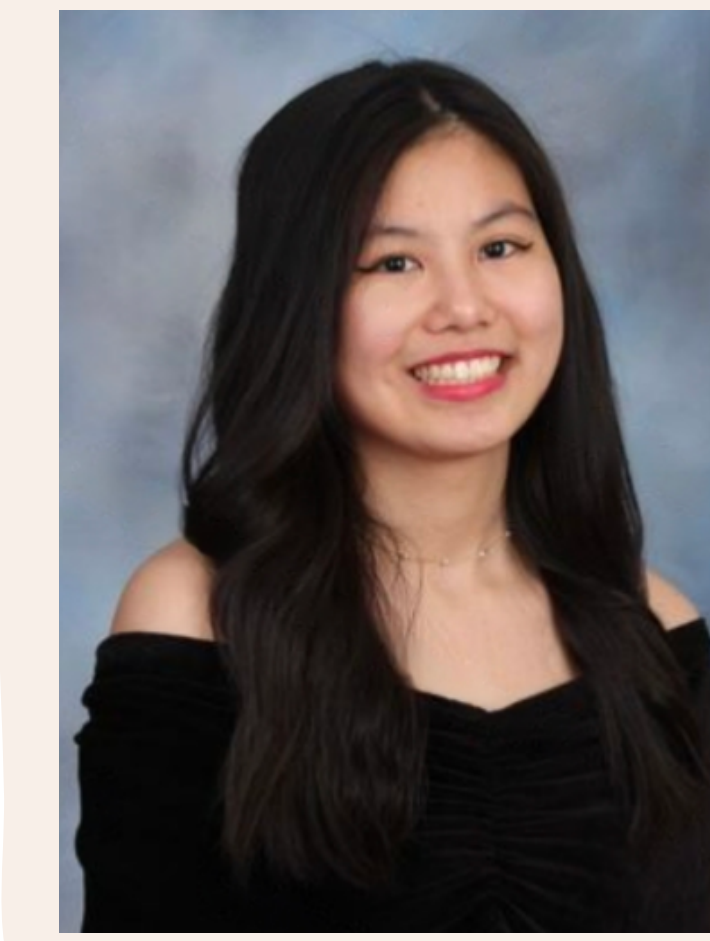
# Office of Licensure & Certification (OLC)

## May 2024 - July 2024

VIRGINIA DEPARTMENT OF HEALTH  
**INTERNSHIP ACADEMY**



### About Me



**Catherine Grace Tang**  
UPenn '27  
B.A. in Health & Societies  
Minor in Data Science & Analytics and French



My LinkedIn



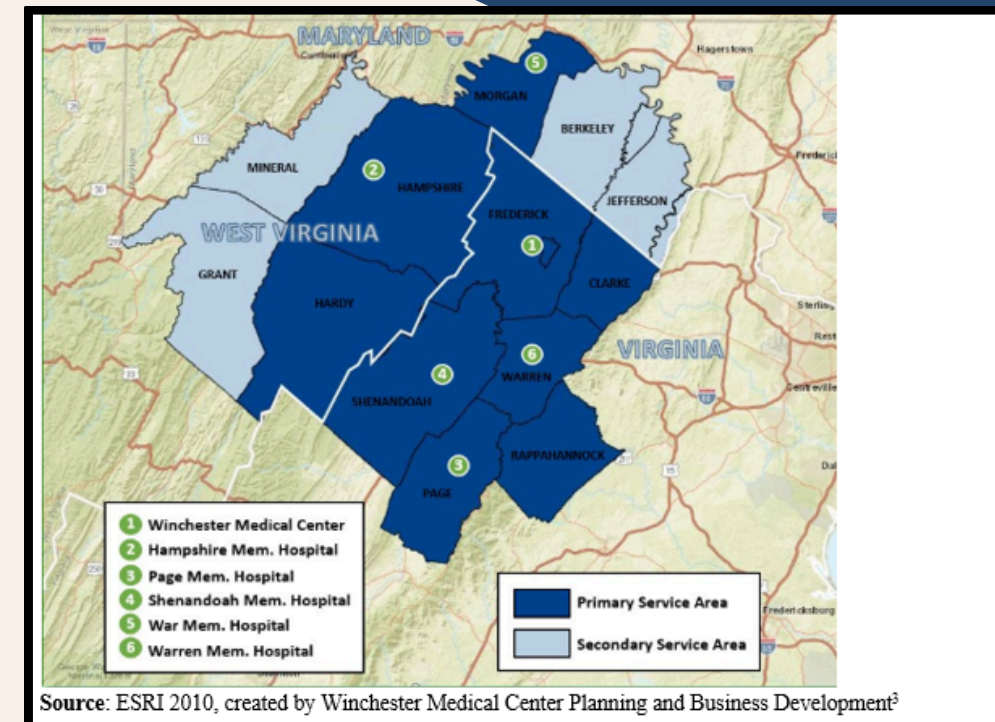
## Certificate of Public Need (COPN)

### DCOPN Request Staff Analysis Report

Produced 17-page COPN report evaluating regulatory compliance, cost-benefit analysis, and population need for MRI scanner relocation request.

### State Health Services Plan (SHSP) Task Force Meeting Deliverables

- \* Analyzed 10 past COPN Annual Reports to design 3-item regulatory framework assessing state psychiatric facilities: i) new facilities development, ii) new services addition, and iii) expansion of service capacity.
- \* Contributed to Tableau dashboards visualizing RWD on i) bed utilization by planning district, ii) inventory of COPN-regulated facilities and services, and iii) competing COPN applications by batch cycle.
- \* Generated Excel workbook detailing existing SMFP definitions and regulations for 18 services.



Source: EMSR 2010, created by Winchester Medical Center Planning and Business Development

To access VHAM's current location, patients must navigate a busy hospital campus where it can be difficult to obtain parking. The site is also tucked behind other buildings on Winchester Medical Center's campus, making VHAM's MRI services inconvenient for patients to access. Although located off the Winchester Medical Center's campus, the new MRI unit will be located on the first floor (Suite 101) of the building, making VHAM's MRI services easy to find upon patients' arrival at the site. The proposed site is also located just 1.7 miles from Winchester Medical Center (Figure 2), increasing patients and staff will have easy access to the medical campus if needed. As such, by relocating VHAM's existing MRI service to the site on Exeter Drive, the proposed project will provide state-of-the-art equipment at a better access point for patients and staff.

## Workshops & Meetings

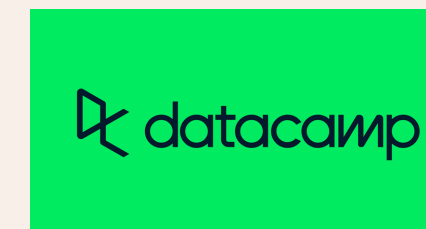
- Policy Analysis
- Legislative/Regulatory Writing Training
- FOIA/Access to Public Records Training
- Policy Analyst Monthly Roundtables



BOH Quarterly Meeting

- Meetings
- SHSP Task Force May/July Meetings - Henrico, VA
- Board of Health Quarterly Meeting - Norfolk, VA
- Ballad Health Review Meeting - Johnson City, TN

### Programming & Languages



Completed self-paced DataCamp courses for Tableau, SQL, R, Excel, PowerBI, and ArcGIS.  
Leveraging Data for Effective Policy Analysis Workshop

## Lessons & Skills Learned

### Creative Problem Solving for Financial Impact Analysis

- \* Analyzing impact of statutory vs regulatory vs budgetary change for maximum impact
- \* Drawing from precedents to evaluate financial feasibility and regulatory compliance for unprecedented COPN request
- \* Cost-benefit analysis & pro forma financial statements for budget amendment requests

### Effective Stakeholder Engagement & Communication

- \* Objectivity in the face of politically contentious topics + remaining responsive to Governor's priorities / agenda
- \* Streamline direct and timely communication to not blindside stakeholders & deferring to SMEs when appropriate
- \* Importance of compromises -> reconcile numerous, oftentimes opposing, interests
- \* Major stakeholders: Medical Society of Virginia, Virginia Health Care Association, Virginia Association of Health Plans, LeadingAge Virginia, Board of Health

### Cross-Department Collaboration

- \* Constant -> OLC, VDH, and even across state lines (TN)!
- \* Importance of seeing the big picture to know what specific questions to ask different departments to make best final decision

### Data Analysis & Visualization

- \* COPN report -> creating models for projected utilization volume, population demographics, and total capital costs to determine financial feasibility
- \* SHSP comprehensive Tableau Dashboards (using data to inform policy decisions -> which projects to move into expedited review?)

**\*Special thanks to Allyson Flinn, Erik Bodin, Kim Beazly, Jeff Stover, Bridget Cochran, OLC staff, and the VDH Internship Academy for such a wonderful experience!!**

## Budget Amendments

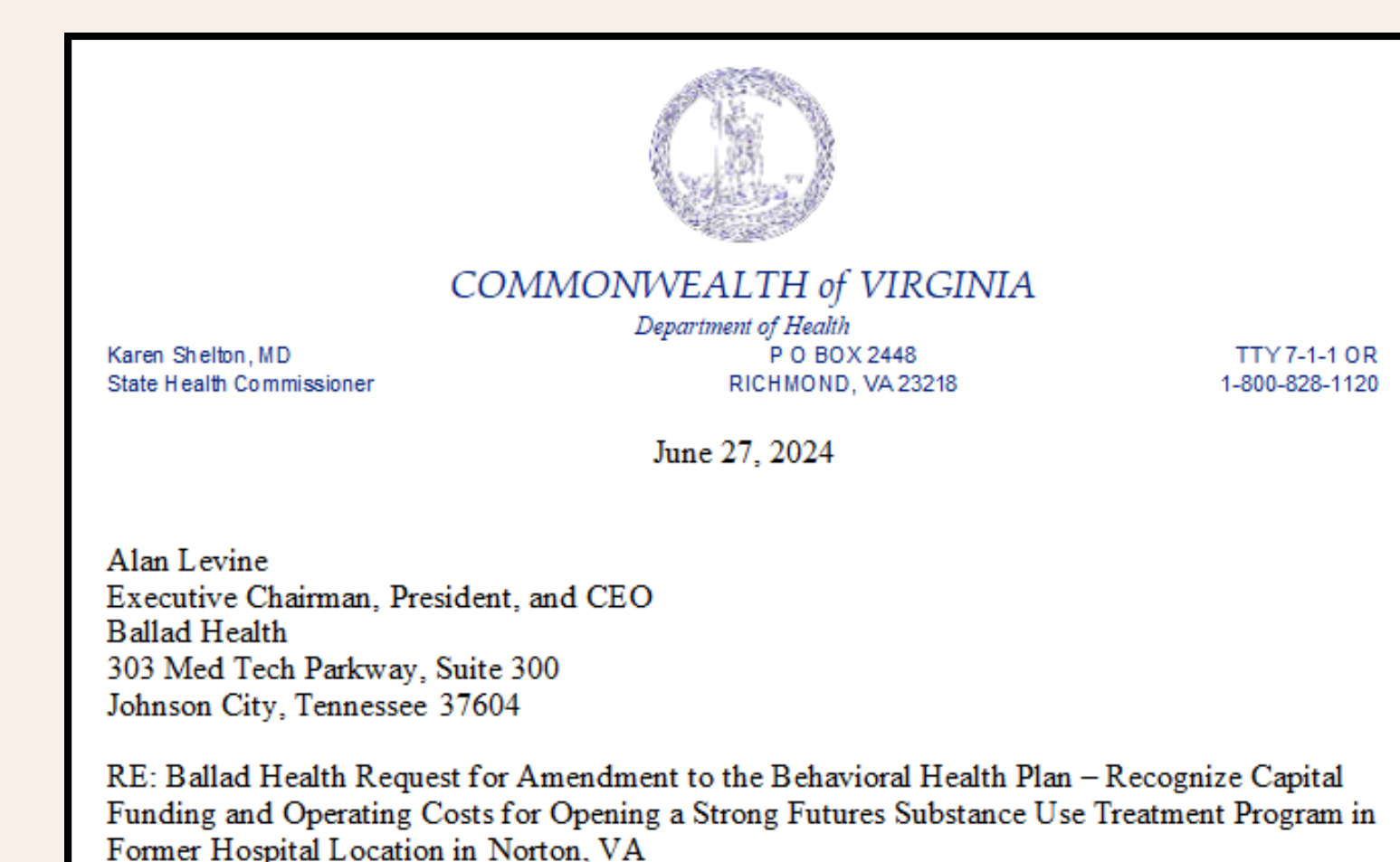
[2025 Virginia General Assembly - Appropriations Act]

- \* Drafted relevant Statement of Need & Budget Amendment Request documents
- \* Authorize Board of Health to update 45-year-old licensure fee schedule for hospitals and nursing homes to ensure timely inspections and self-sustaining programs

## FOIA Requests

- \* Fulfill CMS-2567 FOIA requests for nursing facility citation forms
- \* VHD = federal CMS-designated state survey agency SSA)

Government & Regulatory Affairs					
Decision Package Title: Authorize State Board of Health to Update 45-Year-Old Fee Schedule					
Program or Office Lead: Office of Licensure and Certification (OLC)					
Interdependencies (Other Programs, Offices and/or Districts Impacted): None					
Submitter POC (name, email & contact number):					
<ul style="list-style-type: none"> <li>Catherine Tang</li> <li>Catherine.Tang@vdh.virginia.gov</li> <li>224-522-8097</li> </ul>					
Summary Resource Requirements					
FY2026		FY2027		ETE	
GE	NGE	GE	NGE	GE	NGE
\$0	\$0	\$0	\$0	0	0
1. <b>Description:</b> OLC is requesting a language-only budget amendment that would authorize the State Board of Health (Board) to establish a licensure fee schedule for hospitals and nursing homes via the regulatory process, which would bring these two licensure programs into accordance with the other types of health care facilities and services licensed by the Virginia Department of Health (VDH). It would also create an exemption from the Administrative Process Act (APA) for regulatory actions in which the Board lowers fees.					
2. <b>Justification:</b> This budget amendment request is only for Appropriation Act language and provides for process improvement that will improve VDH's licensure program efficiency. It also					



## Cooperative Agreement - Ballad Health

- Weekly compliance monitoring calls with staff in southwest VA and TN.
- Copyedited Board of Health talking points evaluating Ballad's FY2023 compliance with 49 conditions outlined in Virginia Order.
- Consolidated brief & decision letter for State Health Commissioner investigating legal compliance and analyzing pro forma financial statements for amendment to cooperative agreement establishing women's addiction recovery facility in rural VA.

Category	FY2026	FY2027	ETE
Medical Services	\$1,000,000	\$1,000,000	\$1,000,000
Administrative	\$500,000	\$500,000	\$500,000
Capital	\$2,000,000	\$2,000,000	\$2,000,000

Category	FY2026	FY2027	ETE
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### Report for the 2025 Virginia General Assembly

[Mandated under Chapter 423 of the 2024 Acts of Assembly]

- \* Developed recommendations in conjunction with SHSP Task Force on expedited COPN review for select facilities and project types, particularly psychiatric services and beds.
- \* Drafted report sections on legislative mandate, workgroup activities, and background section on existing COPN regulations and application processes.

**Letter of Intent and Application Submission.** All persons intending to become applicants for COPNs must begin by submitting a Letter of Intent (LOI), which describe the proposed project is enough detail to enable DCOPN to place the project into the appropriate batch cycle review cycle and provide the applicant with the appropriate COPN application package for the proposed project. As such, applicants must meet specific LOI deadlines to be considered during the upcoming batch review cycle, and a LOI will lapse if a COPN application is not submitted within a year of the time the letter was filed. Furthermore, the COPN application must be submitted with an application fee of 1% of the proposed total capital cost of the project, with a minimum of \$1,000 and maximum of \$20,000.

**Application Completeness Review.** DCOPN has 10 days after an application is submitted to assign staff to determine if it is complete. If staff identify areas of incompleteness, have clarifying questions, or request additional information, the application has 30 days to respond to complete review inquiries. Once the requisite information is obtained and an application is deemed complete, a 120-day batch review process begins. If the project requires an Informal Fact Finding Conference (IFFC), the review process is extended to 190 days (more information related to criteria in a later section).