



Bylas Health Center



Executive Summary

Summarizes the Site, Parking, Facility Size, Staff and Contract Health Dollars necessary for the Service Delivery Plan in 2015. Identifies the Direct Care Services Offered to include highlighting any new services. Identifies the communities and population served for each service. The second page of the Executive Summary documents the priority resource issues as identified through the Master Planning process.

Historical Utilization by Location of Encounter

Documents 3 years of RPMS and contract care workloads provided at the facility predominantly serving the Primary Care Service Area by product line and specialty.

Historical Utilization by Community of Residence

Documents 3 years of RPMS and contract care workloads provided to the user population of the Service Delivery Area by product line and specialty.

Market Assessment

Compares the Historical Workload to the Health System Planning software and to national averages of patient care utilization, projecting future workloads based upon the worst case of these three planning scenarios. Also documents the percentage of care that will require contracting due to acuity and the quantity of care that can potentially be served by the direct care system.

Service Delivery Plan

Recommended service delivery plan by product line based upon projected workload, key characteristics, patient classification and tribal and IHS input.

Resource Allocation

Quantifies the necessary space and key characteristics for the Service Delivery Plan and compares them against existing resources. Also tabulates necessary contract health dollars based on the delivery plan.





Executive Summary

Service Area Description

The Bylas Health Center serving the Primary Care Service Area Communities listed to the left, is located in the town of Bylas, AZ, approximately 27 miles north of San Carlos, AZ.

Bylas Health Center is a hub of primary care for Native Americans in the Graham County area. It sends most of its referral workload to San Carlos Service Unit, with higher acuity workload going to the Phoenix Indian Medical Center for Secondary and Tertiary Care.

As noted in the Service Summary to the left, Bylas Health Center operates as a 40 hour per week Health Center with primary care, dental, behavioral health and supporting ancillary services. New services anticipated for 2015 include part-time physical therapy, transportation, full-time social services, security, tele-medicine and diagnostic imaging. There is no extended service area planned, although partnership opportunities for visiting specialties exist to be explored with San Carlos Service Unit and Phoenix Indian Medical Center.

Facility Description

Bylas Health Center's facilities total 569 square meters, comprised of 2 buildings, all permanent structures, built in 1980 and 1996.

Services & Resourcing Priorities

1	<i>Increase the number of visiting clinical staff that include Dentistry, Family Practice</i>
2	<i>Construct a Dental Building with 3 chairs</i>
3	<i>Increase Preventive Services in collaboration with San Carlos Apache Tribe</i>
4	<i>Increase case management in light of Women's Health Package; and for the continuity of care</i>
5	<i>Increase security in collaboration with San Carlos Apache Tribe</i>
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Executive Summary

Services & Resourcing Priorities Continued	
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Campus Infrastructure Priorities			
1	<i>The exam rooms are not sound proof</i>	7	<i>Install some benches at the front entrance of the health center for patient seating</i>
2	<i>Need a larger medical records department. Storage not available for all health records</i>	8	<i>Improve landscaping for health care appearance to patients</i>
3	<i>Relocate the pharmacy dept. next to the lobby area. Patients are coming back into</i>	9	<i>Improving the employee's patio area</i>
4	<i>Install phone jacks in the exam rooms so that pharmacy/lab can call the physican instead</i>	10	
5	<i>Locks on exam doors are needed for privacy</i>	11	
6	<i>Increase water pressure for the building. However, this is a community issue</i>	12	

Functional Deficiencies			
1	<i>Need back-up water storage tank. There was a water outage in the community</i>	7	
2	<i>Need emergency power to entire clinic. Only critical areas have emergency power.</i>	8	
3	<i>Roof is nearly 10 years old. Some leaking started. It needs be be resingled</i>	9	
4	<i>Gaps and bumps in flooring are becoming more apparent</i>	10	
5		11	
6		12	



Historical Workloads by Location of Encounter - Native American

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
Provider Visits Only					Provider Visits Only				
Primary Care									
Family Practice	6,540	6,262	5,325	6,042	0	0	0	0	0.0%
Internal Medicine	793	878	931	867	0	0	0	0	0.0%
Pediatric	484	535	382	467	0	0	0	0	0.0%
Ob/Gyn	274	209	32	172	0	0	0	0	0.0%
Emergency Care									
Emergency/Urgent	0	0	0	0				0	0%
ER/Non-urgent	0	0	0	0				0	0%
Specialty Care									
Orthopedics	0	0	0	0	0	0	0	0	0%
Ophthalmology	0	114	274	129	0	0	0	0	0.0%
Dermatology	0	0	0	0	0	0	0	0	0%
General Surgery	0	0	0	0	0	0	0	0	0%
Otolaryngology	0	0	0	0	0	0	0	0	0%
Cardiology	0	1	9	3	0	0	0	0	0.0%
Urology	0	0	0	0				0	0%
Neurology	0	0	0	0	0	0	0	0	0%
Nephrology	13	3	0	5	0	0	0	0	0.0%
Allergy				0				0	0%
Pulmonology				0				0	0%
Gerontology	No Provider Codes within RPMS System for these types of Specialist.								
Gastroenterology	No Provider Codes within RPMS System for these types of Specialist.								
Rheumatology	No Provider Codes within RPMS System for these types of Specialist.								
Oncology	No Provider Codes within RPMS System for these types of Specialist.								
Pediatric-Genetics				0				0	0%
Traditional Healing	0	0	0	0				0	0%
Totals	8,104	8,002	6,953	7,686	0	0	0	0	0%
Direct & Tribal Care + Contract Care	8,104	8,002	6,953	7,686					

* Provider Visits - Document visits to a Physician, Nurse Practitioner, Midwife, and or Physician Assistant.

Other Ambulatory Care Services

Dental Service Minutes	22,656	43,401	39,333	35,130				0	0.0%
Optometry Visits	548	254	189	330	0	0	0	0	0.0%
Podiatry Visits	34	29	41	35	0	0	0	0	0.0%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	0	0	0	0	0	0	0	0	0%
Outpatient Behavioral Health									
Mental Health Visits	0	0	0	0				0	0%
Psychiatry	0	0	0	0	0	0	0	0	0%
Social Services Visits	0	0	0	0				0	0%
Alcohol & Substance Abuse Visits	0	0	0	0				0	0%
BH Visit Totals	0	0	0	0	0	0	0	0	0%



Historical Workloads by Location of Encounter - Native American

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care					
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care	
Inpatient Care										
Labor & Delivery Births	0	0	0	0	0	0	0	0	0%	
Obstetrics Patient Days	0	0	0	0	0	0	0	0	0%	
Neonatology Patient Days	0	0	0	0	0	0	0	0	0%	
Pediatric Patient Days	0	0	0	0	0	0	0	0	0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	0	0	0	0	0%	
Endocrinology	0	0	0	0	0	0	0	0	0%	
Gastroenterology	0	0	0	0	0	0	0	0	0%	
General Medicine	0	0	0	0	0	0	0	0	0%	
Hematology	0	0	0	0	0	0	0	0	0%	
Nephrology	0	0	0	0	0	0	0	0	0%	
Neurology	0	0	0	0	0	0	0	0	0%	
Oncology	0	0	0	0	0	0	0	0	0%	
Pulmonary	0	0	0	0	0	0	0	0	0%	
Rheumatology	0	0	0	0	0	0	0	0	0%	
Unknown	0	0	0	0	0	0	0	0	0%	
Medical Patient Day Total	0	0	0	0	0	0	0	0	0%	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	0	0	0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	0	0	0	0	0	0	0	0	0%	
Gynecology	0	0	0	0	0	0	0	0	0%	
Neurosurgery	0	0	0	0	0	0	0	0	0%	
Ophthalmology	0	0	0	0	0	0	0	0	0%	
Orthopedics	0	0	0	0	0	0	0	0	0%	
Otolaryngology	0	0	0	0	0	0	0	0	0%	
Thoracic Surgery	0	0	0	0	0	0	0	0	0%	
Urology	0	0	0	0	0	0	0	0	0%	
Vascular Surgery	0	0	0	0	0	0	0	0	0%	
Surgical Patient Day Total	0	0	0	0	0	0	0	0	0%	
Psychiatry Patient Days	0	0	0	0	0	0	0	0	0%	
Medical Detox Patient Days	0	0	0	0	0	0	0	0	0%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
Inpatient Care Totals	0	0	0	0	0	0	0	0	0%	
Direct & Tribal + Contract Care	0	0	0	0						
Substance Abuse Non- Acute Care										
Adult Residential Treatment	0	0	0	0				0	0%	
Adol. Residential Treatment	0	0	0	0				0	0%	
SA Transitional Care	0	0	0	0				0	0%	
Substance Abuse Totals	0	0	0	0	0	0	0	0	0%	
Elder Care										
Skilled Nursing Patients	0	0	0	0				0	0%	
Assisted Living Patients	0	0	0	0				0	0%	
Hospice Patients	0	0	0	0				0	0%	
Nursing Home Totals	0	0	0	0	0	0	0	0	0%	



Historical Workloads by Location of Encounter - Native American

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care					
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care	
Ancillary Services										
Lab Billable Tests	21,702	24,113	26,792	24,202				0	0.0%	
Pharmacy Scripts	23,147	22,698	21,888	22,578				0	0.0%	
Acute Dialysis Procedures	0	0	0	0				0	0%	
Radiographic Exams	0	0	0	0	0	0	0	0	0%	
Ultrasound Exams	0	0	0	0				0	0%	
Mammography Exams	0	0	0	0				0	0%	
Fluoroscopy Exams	0	0	0	0				0	0%	
CT Exams	0	0	0	0				0	0%	
MRI Exams	1	0	0	0				0	0.0%	
Nuclear Medicine Exams	0	0	0	0				0	0%	
Rad. Oncology Treatments	0	0	0	0				0	0%	
Chemotherapy Treatments	0	0	0	0				0	0%	
Physical Therapy Visits	0	0	0	0				0	0%	
Occupational Therapy Visits	0	0	0	0				0	0%	
Speech Therapy Visits	0	0	0	0				0	0%	
Respiratory Therapy	0	0	0	0				0	0%	
Cardiac Catheterization	0	0	0	0				0	0%	
Home Health Care Patients	0	0	0	0				0	0%	
Minor Procedure Cases										
Endoscopy	1	10	6	6	0	0	0	0	0.0%	
Outpatient Surgery Cases										
Cardiovascular	0	0	0	0	0	0	0	0	0%	
Digestive	1	0	0	0	0	0	0	0	0.0%	
Endocrine	0	9	0	3	0	0	0	0	0.0%	
ENT	0	0	0	0	0	0	0	0	0%	
Gynecology	0	6	0	2	0	0	0	0	0.0%	
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%	
Integument	7	6	0	4	0	0	0	0	0.0%	
Musculoskeletal	1	0	0	0	0	0	0	0	0.0%	
Nervous	0	0	0	0	0	0	0	0	0%	
Ocular	1	1	0	1	0	0	0	0	0.0%	
Respiratory	0	0	0	0	0	0	0	0	0%	
Urogenital	0	0	0	0	0	0	0	0	0%	
OP Surgical Case Total	10	22	0	11	0	0	0	0	0%	
Inpatient Surgery Cases	0	0	0	0	0	0	0	0	0%	
Surgical Case Total	10	22	0	11	0	0	0	0	0%	
Direct & Tribal + Contract Care	10	22	0	11						
EMS - Pre-Hospital Resp.	0	0	0	0				0	0%	
EMS - Inter Hospital Resp	0	0	0	0				0	0%	



Historical Workloads by Community of Residence - *Native American*

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
Provider Visits Only					Provider Visits Only				
Primary Care									
Family Practice	6,733	6,940	5,884	6,519	0	0	0	0	0.0%
Internal Medicine	893	959	1,021	958	0	0	0	0	0.0%
Pediatric	507	569	400	492	0	0	0	0	0.0%
Ob/Gyn	337	257	111	235	0	0	0	0	0.0%
Emergency Care									
Emergency/Urgent	2,544	2,618	2,257	2,473				0	0.0%
ER/Non-urgent	1	8	182	64				0	0.0%
Specialty Care									
Orthopedics	185	154	17	119	3	0	0	1	0.8%
Ophthalmology	34	158	328	173	2	0	0	1	0.4%
Dermatology	1	6	6	4	0	0	0	0	0.0%
General Surgery	46	26	42	38	2	0	0	1	1.7%
Otolaryngology	21	24	21	22	0	0	0	0	0.0%
Cardiology	8	5	21	11	0	0	0	0	0.0%
Urology	0	0	0	0				0	0%
Neurology	13	4	4	7	0	0	0	0	0.0%
Nephrology	13	12	20	15	1	0	0	0	2.2%
Allergy				0				0	0%
Pulmonology				0				0	0%
Gerontology	No Provider Codes within RPMS System for these types of Specialist.								
Gastroenterology									
Rheumatology									
Oncology									
Pediatric-Genetics				0				0	0%
Traditional Healing	0	0	0	0				0	0%
Totals	11,336	11,740	10,314	11,130	8	0	0	3	0.0%
Direct & Tribal Care + Contract Care	11,344	11,740	10,314	11,133					
* Provider Visits - Document visits to a Physician, Nurse Practitioner, Midwife, and or Physician Assistant.									
Other Ambulatory Care Services									
Dental Service Minutes	22,656	43,401	39,333	35,130				0	0.0%
Optometry Visits	676	391	260	442	3	0	2	2	0.4%
Podiatry Visits	66	67	80	71	2	0	0	1	0.9%
Dialysis Patients	2	2	2	2				0	0.0%
Audiology Visits	54	55	47	52	4	0	0	1	2.5%
Outpatient Behavioral Health									
Mental Health Visits	0	0	0	0				0	0%
Psychiatry	2	2	11	5	0	0	0	0	0.0%
Social Services Visits	560	560	560	560				0	0.0%
Alcohol & Substance Abuse Visits	0	0	0	0				0	0%
BH Visit Totals	562	562	571	565	0	0	0	0	0.0%



Historical Workloads by Community of Residence - *Native American*

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care					
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care	
Inpatient Care										
Labor & Delivery Births	2	0	1	1	1	0	0	0	25.0%	
Obstetrics Patient Days	37	0	3	13	1	0	0	0	2.4%	
Neonatology Patient Days	5	0	0	2	0	3	0	1	37.5%	
Pediatric Patient Days	36	39	14	30	5	0	2	2	7.3%	
Adult Medical Patient Days										
Cardiology	3	8	8	6	3	12	4	6	50.0%	
Endocrinology	67	35	38	47	0	3	1	1	2.8%	
Gastroenterology	45	43	39	42	8	7	0	5	10.6%	
General Medicine	43	41	6	30	0	5	5	3	10.0%	
Hematology	32	9	4	15	0	0	0	0	0.0%	
Nephrology	41	17	36	31	4	0	0	1	4.1%	
Neurology	3	3	3	3	0	0	0	0	0.0%	
Oncology	0	0	0	0	5	0	0	2	100.0%	
Pulmonary	36	67	31	45	16	9	10	12	20.7%	
Rheumatology	2	0	0	1	0	0	0	0	0.0%	
Unknown	10	5	31	15	0	0	0	0	0.0%	
Medical Patient Day Total	282	228	196	235	36	36	20	31	11.5%	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	0	0	0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	76	32	64	57	5	10	3	6	9.5%	
Gynecology	2	0	13	5	0	0	0	0	0.0%	
Neurosurgery	0	0	1	0	0	0	0	0	0.0%	
Ophthalmology	1	4	0	2	0	0	0	0	0.0%	
Orthopedics	7	0	0	2	0	16	9	8	78.1%	
Otolaryngology	9	3	0	4	4	0	0	1	25.0%	
Thoracic Surgery	0	0	0	0	0	14	0	5	100.0%	
Urology	0	9	0	3	0	0	0	0	0.0%	
Vascular Surgery	0	0	0	0	0	1	0	0	100.0%	
Surgical Patient Day Total	95	48	78	74	9	41	12	21	21.9%	
Psychiatry Patient Days	0	0	0	0	17	44	19	27	100.0%	
Medical Detox Patient Days	4	11	0	5	1	5	0	2	28.6%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
Inpatient Care Totals	459	326	291	359	69	129	53	84	18.9%	
Direct & Tribal + Contract Care	528	455	344	442						
Substance Abuse Non- Acute Care										
Adult Residential Treatment	0	0	0	0				0	0%	
Adol. Residential Treatment	0	0	0	0				0	0%	
SA Transitional Care	0	0	0	0				0	0%	
Substance Abuse Totals	0	0	0	0	0	0	0	0	0%	
Elder Care										
Skilled Nursing Patients	0	0	0	0				0	0%	
Assisted Living Patients	0	0	0	0				0	0%	
Hospice Patients	0	0	0	0				0	0%	
Nursing Home Totals	0	0	0	0	0	0	0	0	0%	



Historical Workloads by Community of Residence - *Native American*

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
Ancillary Services									
Lab Billable Tests	21,702	24,113	26,792	24,202				0	0.0%
Pharmacy Scripts	23,147	22,698	21,888	22,578				0	0.0%
Acute Dialysis Procedures	0	0	0	0				0	0%
Radiographic Exams	0	0	0	0	4	0	0	1	100.0%
Ultrasound Exams	0	0	0	0				0	0%
Mammography Exams	0	0	0	0				0	0%
Fluoroscopy Exams	0	0	0	0				0	0%
CT Exams	0	0	0	0				0	0%
MRI Exams	2	0	0	1				0	0.0%
Nuclear Medicine Exams	0	0	0	0				0	0%
Rad. Oncology Treatments	0	0	0	0				0	0%
Chemotherapy Treatments	3	4	0	2				0	0.0%
Physical Therapy Visits	5	7	4	5				0	0.0%
Occupational Therapy Visits	0	0	0	0				0	0%
Speech Therapy Visits	0	0	0	0				0	0%
Respiratory Therapy	0	0	0	0				0	0%
Cardiac Catheterization	0	0	0	0				0	0%
Home Health Care Patients	0	0	0	0				0	0%
Minor Procedure Cases									
Endoscopy	29	17	21	22	0	0	0	0	0.0%
Outpatient Surgery Cases									
Cardiovascular	0	1	0	0	0	0	0	0	0.0%
Digestive	4	2	1	2	0	0	0	0	0.0%
Endocrine	0	5	1	2	0	0	0	0	0.0%
ENT	0	1	1	1	0	0	0	0	0.0%
Gynecology	11	14	7	11	0	0	0	0	0.0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	9	6	8	8	0	0	0	0	0.0%
Musculoskeletal	1	2	1	1	0	0	0	0	0.0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	5	4	6	5	0	0	0	0	0.0%
Respiratory	0	0	0	0	0	0	0	0	0%
Urogenital	0	0	0	0	0	0	0	0	0%
OP Surgical Case Total	30	35	25	30	0	0	0	0	0%
Inpatient Surgery Cases	24	17	21	21	4	6	4	5	18.4%
Surgical Case Total	54	52	46	51	4	6	4	5	8%
Direct & Tribal + Contract Care	58	58	50	55					
EMS - Pre-Hospital Resp.	0	0	0	0				0	0%
EMS - Inter Hospital Resp	0	0	0	0				0	0%



Market Assessment - Native American

Historical vs. Market Potential - In accordance to the population, compares the Historical Workload to the US State or National Average (USNA) and IHS Health System Planning (HSP) Software. USNA are taken from a number of sources see Patient Utilization Table for sources.

Year	2003			2015			2015 Planning Assumption		
HSP User Pop. - PSA	2,238			2,253					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
Primary care									
Family Practice	6,519	2,377		6,561	2,395		4,958	4,958	0
Internal Medicine	958	804		964	810		964	964	0
Pediatric	492	1,423		495	1,435		1,435	1,435	0
Ob/Gyn	235	893		237	901		901	901	0
Urgent Care Clinic	64			64			64	64	0
Primary Care Sub-Tot.	8,267	5,498	8,235	8,321	5,540	8,296	8,321	8,321	0
Emergency Care									
Emergency/Urgent	2,473	504		2,489	508		2,489	2,489	0
ER/Non-urgent		336			339		0	0	0
Emerg. Care Sub-Tot.	2,473	840	923	2,489	847	929	2,489	2,489	0
Specialty Care									
Orthopedics	120	394		120	397		397	397	0
Ophthalmology	174	242		175	243		243	243	0
Dermatology	4	305		4	307		307	307	0
General Surgery	39	299		39	301		301	301	0
Otolaryngology	22	191		22	192		192	192	0
Cardiology	11	67		11	67		67	67	0
Urology	0	90		0	91		91	91	0
Neurology	7	82		7	83		83	83	0
Other Specialties		631		0	635		419	419	0
Nephrology	15	Unknown		15	Unknown		15	15	0
Allergy	0	69		0	70		70	70	0
Pulmonology	0	30		0	30		30	30	0
Gerontology	0	Unknown		0	Unknown		0	0	0
Gastroenterology	0	58		0	58		58	58	0
Rheumatology	0	Unknown		0	Unknown		0	0	0
Oncology	0	43		0	43		43	43	0
Pediatric-Genetics	0	Unknown		0	Unknown		0	0	0
Traditional Healing	0	Unknown		0	Unknown		0	0	0
Specialty Care Sub-Tot.	392	2,499	352	395	2,517	354	2,316	2,316	0
Total Provider Visits By PSA Residents	11,133	8,837	9,510	11,205	8,904	9,579	13,127	13,127	0
Provider Visits		Unmet need if (-) 1,623	Over Utilization if (+)						
Total Provider Patient Utilization Rate	4.97	3.95	4.25	The rate is established by dividing the Total Provider Visits from the PSA by the User Population.					
Other Ambulatory Care Services									
Dental Service Minutes	35,130	198,973	212,420	35,359	200,471	214,035	214,035	214,035	0
Optometry Visits	444	Unknown	692	447	Unknown	697	697	697	0
Podiatry Visits	72	325		72	326		326	326	0
Dialysis Patients	2	Unknown		2	Unknown		2	2	0
Audiology Visits	53	346	223	54	348	223	348	348	0
Outpatient Behavioral Health Services									
Mental Health Visits	0	Unknown	367	0	Unknown	369	369	369	0
Psychiatry	5	219		5	221		221	221	0
Social Services Visits	560	Unknown		564	Unknown		564	564	0
Alcohol & Substance Abuse	0	Unknown		0	Unknown		0	0	0
BH Visits Totals	565	219	367	569	221	369	1,153	1,153	0



Market Assessment - Native American

Historical vs. Market Potential - In accordance to the population, compares the Historical Workload to the US State or National Average (USNA) and IHS Health System Planning (HSP) Software. USNA are taken from a number of sources see Patient Utilization Table for sources.

Year	2003			2015			2015 Planning Assumption		
HSP User Pop. - PSA	2,238			2,253					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
Inpatient Care									
Labor & Delivery Births	1	45	43	1	45	44	45	37	8
Obstetrics Patient Days	14	90	92	14	91	94	94	77	17
Neonatology Patient Days	3	152		3	153		153	93	60
Pediatric Patient Days	32	75	N/A	32	76	N/A	76	48	28
Adult Medical Patient Days									
Cardiology	13	45		13	46		46	28	9
Endocrinology	48	9		48	9		48	39	0
Gastroenterology	47	31		48	31		48	39	0
General Medicine	33	37		34	37		37	27	3
Hematology	15	6		15	6		15	6	6
Nephrology	33	9		33	9		33	23	4
Neurology	3	19		3	20		20	14	2
Oncology	2	13		2	13		13	3	7
Pulmonary	56	45		57	45		57	39	7
Rheumatology	1	1		1	1		1	1	0
Unknown	15	3		15	4		15	12	0
Medical Patient Day Total	266	219	269	268	220	269	269	231	38
Adult Surgical Patient Days									
Dentistry	0	0		0	0		0	0	0
Dermatology	0	1		0	1		1	1	0
General Surgery	63	68		64	69		69	46	23
Gynecology	5	17		5	17		17	15	3
Neurosurgery	0	17		0	17		17	6	11
Ophthalmology	2	1		2	1		2	1	1
Orthopedics	11	40		11	40		40	34	6
Otolaryngology	5	14		5	14		14	2	12
Thoracic Surgery	5	24		5	24		24	1	22
Urology	3	9		3	9		9	4	5
Vascular Surgery	0	15		0	15		15	6	9
Surgical Patient Day Total	94	207	178	95	208	178	208	116	92
Psychiatry Patient Days	27	43	30	27	43	30	43	11	32
Medical Detox Patient Days	7	7		7	7		7	5	2
Sub Acute/Transitional Care	0	116		0	117		117	117	0
Inpatient Care Totals	442	910	569	445	916	571	967	697	270
Inpatient Patient Days	Unmet need if (-) -468 Over Utilization if (+)								
Substance Abuse Non-Acute Care									
Adult Residential Treatment	0	336		0	339		339	339	0
Adol. Residential Treatment	0	120		0	117		117	117	0
SA Transitional Care	0	16		0	16		16	16	0
Substance Abuse Total	0	473	0	0	472	0	472	472	0
Elder Care									
Skilled Nursing Patients	0	2		0	2		2	2	0
Assisted Living Patients	0	3		0	3		3	3	0
Hospice Patients	0	0		0	0		0	0	0
Nursing Home Total	0	5	0	0	5	0	5	5	0



Market Assessment - Native American

Historical vs. Market Potential - In accordance to the population, compares the Historical Workload to the US State or National Average (USNA) and IHS Health System Planning (HSP) Software. USNA are taken from a number of sources see Patient Utilization Table for sources.

Year	2003			2015			2015 Planning Assumption		
HSP User Pop. - PSA	2,238			2,253					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
Ancillary Services									
Laboratory Services									
Clinical Lab Billable Tests		8,616	7,380		8,675	7,434	8,675	18,615	1,188
Microbiology Billable Tests		1,255	1,727		1,264	1,740	1,740	2,383	1,589
Blood Bank Billable Tests		211	142		212	143	212	475	10
Anatomical Pathology		18	44		18	44	44	65	35
Lab Billable Tests	24,202	10,100	9,293	24,360	10,170	9,361	24,360	21,538	2,822
Pharmacy Scripts	22,578	22,093		22,725	22,259		22,725	22,725	0
Acute Dialysis Procedures	0	5		0	5		5	5	0
Radiographic Exams	1	694	847	1	699	853	853	853	0
Ultrasound Exams	0	138	119	0	139	120	139	139	0
Mammography Exams	0	238	209	0	239	211	239	239	0
Fluoroscopy Exams	0	35	59	0	35	60	60	60	0
CT Exams	0	51	20	0	52	20	52	52	0
MRI Exams	1	36		1	37		37	37	0
Nuclear Medicine Exams	0	97		0	98		98	98	0
Rad. Oncology Treatments	0	Unknown		0	Unknown		0	0	0
Chemotherapy Treatments	2	Unknown		2	Unknown		2	2	0
Rehabilitation Services									
Physical Therapy Visits	5	Unknown		5	Unknown		5	624	0
Occupational Therapy Visits	0	Unknown		0	Unknown		0	178	0
Speech Therapy Visits	0	Unknown		0	Unknown		0	89	0
Rehab Total Visits	5	-	887	5	-	892	892	892	0
Respiratory Therapy		Unknown	9,400		Unknown	9,466	9,466	9,466	0
Workload Minutes	0			0					
Cardiac Catheterization	0	8		0	11		11	11	0
Home Health Care Patients	0	12		0	12		12	12	0
Minor Procedure Cases									
Endoscopy	22	29		22	29		29	29	0
Outpatient Surgery Cases									
Cardiovascular	0	2		0	2		2	2	0
Digestive	2	32		2	32		32	32	0
Endocrine	2	0		2	0		2	2	0
ENT	1	18		1	18		18	18	0
Gynecology	11	12		11	12		12	12	0
Hemic and Lymphatic	0	1		0	1		1	1	0
Integument	8	13		8	13		13	13	0
Musculoskeletal	1	21		1	21		21	21	0
Nervous	0	5		0	5		5	5	0
Ocular	5	10		5	10		10	10	0
Respiratory	0	2		0	2		2	2	0
Urogenital	0	8		0	8		8	8	0
OP Surgical Case Total	30	125	63	30	126	63	127	127	0
Inpatient Surgery Cases	25	48	52	25	49	52	52	32	20
Surgical Case Total	55	173	115	56	174	115	179	159	20
EMS Responses	0	293		0	295		295	295	0

