



Hopi Health Care Corporation



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

Hopi Health Care Corporation		Location and Driving Time		Resource Summary				
				Existing	Need	%		
				Total Gross Sq Mtrs (GSM)	9,523	13,241	71.9%	
				IHS Supportable GSM	9,510	11,627	81.8%	
				IHS Parking Spaces	384	409	93.9%	
				IHS Site (Hectares)	11.5	15.0	76.9%	
				Recurring IHS Positions vs RRM	199.0	229.2	86.8%	
				IHS Supportable Space Staff	260.0	318.3	81.7%	
Contract Hlth \$	1,808,509	9,498,362	19.0%					
Service Summary								
Primary Care, incl.								
FP, IM, Peds, OB/Gyn								
Emergency Care								
Specialty Care, incl.								
Derm, Gen Surg, Endo.								
ENT, Cardio, Neuro.								
Nephro, Rheuma.								
Traditional Healing								
Dental, Optometry,								
Podiatry, Dialysis, Audiology								
Behavioral Health incl.								
Ment. Hlth., Soc. Svc.,								
Alcohol & S.A., Psych.,								
Inpatient Care								
Births, Adlt Med Acute Care								
Elder Care								
Laboratory, Pharmacy								
Diagnostic Imaging, including								
Rad, Fluoro, Ultra Sound,								
CT, MRI (Mobile)								
Rehab, incl. PT, OT (VP)								
Preventive Care								
PHN, Nutr., EH., Health Ed.,								
Adlt. RTF, Adol. RTF,								
Subst Abuse Trans. Care								
Adtl. Services (see DP)								
CHR, Diabetes, HIV/AIDS								
Case Mgmt., Tobacco,								
WIC, Wellness, & more								
New services are identified in red.								
Primary Care Service Area Communities								
Hotevilla, Keams Canyon, Kykotsmovi, Mishongnovi, Oraibi, Polacca, Second Mesa, Shipaulovi, Shungopovi, Sichomovi, Skunk Sprgs, Snowbird, Spider Mound, Tewa, Walpi, Blue Bird Cn, Leupp, Telehogan, Toreva								
Population Summary								
2003 User Pop	5,733	Growth Rate	7.0%	2015 User Pop	6,136			
2015 by Age								
0-14	1,894	15-44	2,515	45-64	1,153	65+	574	
Average Age								
Service Area	31.3	Phoenix	26.7	USA	36.0			
Expanded Service Area #1				2015 User Pop	N/A			
Services								
Communities								
Expanded Service Area #2				2015 User Pop	N/A			
Services								
Communities								



Executive Summary

Service Area Description

Hopi Health Care Center, serving the Primary Care Service Area Communities listed to the left, is located in the town of Polacca, approximately 71 miles north of Winslow, AZ.

It is a hub of primary care for Native Americans in the Navajo County area. It sends referral workload to the following facilities: Flagstaff Medical Center, Tuba City Regional Healthcare, San Juan Regional Medical Center, and Phoenix Indian Medical Center.

As noted in the Service Summary to the left, Hopi Health Care Center operates as a 40 hour per week facility with complete primary care, dental, behavioral health and supporting ancillary services. New services anticipated for 2015 include Adult and Youth Abuse Treatment Center, Skilled nursing care for elders, and Surgical services. There is no extended service area planned, although partnership opportunities for visiting specialties exist to be explored with the Phoenix Indian Medical Center.

Facility Description

Hopi Health Care Center's facilities total 11,413 square meters, comprised of 2 buildings, all permanent structures, built in 2002.

Services & Resourcing Priorities

1	<i>Adult and Youth Alcohol and Substance Abuse treatment center</i>
2	<i>Skilled Nursing care for Elders</i>
3	<i>Surgical Services for those in need of immediate attention</i>
4	<i>Permanent Specialty Physicians</i>
5	<i>Cafeteria for patients and staff</i>
6	<i>Consider long term facility vs. short stay</i>
7	<i>Kitchen/food services</i>
8	<i>Transportation services</i>
9	<i>Medical Services, staffing/access</i>
10	<i>Contract Health Services, access</i>
11	<i>Wellness Center to include Diabetes Care, Physical Therapy, HP/DP, and Nutrition</i>
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13	
14	
15	



Executive Summary

Services & Resourcing Priorities Continued	
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Campus Infrastructure Priorities			
1	<i>No food operation at the facility. The short stay nursing staff are reheating frozen meals</i>	7	
2		8	
3		9	
4		10	
5		11	
6		12	

Functional Deficiencies			
1	<i>Space for CHS, share with PBO</i>	7	<i>Electric blackouts. Power surges had been experienced which also raised concerns for</i>
2	<i>Lack of storage</i>	8	<i>In adequate office space has been a concern/problem with an ever increasing staff</i>
3	<i>Space in CT suite and CAT does not allow for easy access</i>	9	
4	<i>Separate mail room needed in general supply, it is not restricted</i>	10	
5	<i>Redesign patient registration as first point of contact to capture all patient updates</i>	11	
6	<i>An office area for Nutrition department should be closer to the short stay unit, and the dry</i>	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	28,500	23,902	22,785	25,062	0	0	0	0	0.0%
Internal Medicine	49	1,359	52	487	0	0	0	0	0.0%
Pediatric	45	23	25	31	0	0	0	0	0.0%
Ob/Gyn	1,158	343	806	769	0	0	0	0	0.0%
Emergency Care									
Emergency/Urgent	9,485	10,360	10,678	10,174				0	0.0%
ER/Non-urgent	0	3,102	3,148	2,083				0	0.0%
Specialty Care									
Orthopedics	0	0	0	0	18	0	0	6	100.0%
Ophthalmology	689	611	1,277	859	12	0	0	4	0.5%
Dermatology	34	0	0	11	0	0	0	0	0.0%
General Surgery	158	35	21	71	30	0	0	10	12.3%
Otolaryngology	217	159	0	125	24	0	0	8	6.0%
Cardiology	101	82	113	99	2	0	0	1	0.7%
Urology	0	0	0	0				0	0%
Neurology	40	84	63	62	4	0	0	1	2.1%
Nephrology	183	289	217	230	7	0	0	2	1.0%
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	40,659	40,349	39,185	40,064	97	0	0	32	0.1%
Direct & Tribal Care + Contract Care	40,756	40,349	39,185	40,097					

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

Other Ambulatory Care Services

Dental Service Minutes	385,851	386,371	360,081	377,434				0	0.0%
Optometry Visits	3,035	3,369	1,570	2,658	10	0	0	3	0.1%
Podiatry Visits	620	625	528	591	17	0	0	6	0.9%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	330	299	292	307	12	0	0	4	1.3%
Outpatient Behavioral Health									
Mental Health Visits	150	66	48	88				0	0.0%
Psychiatry	1	0	19	7	7	0	0	2	25.9%
Social Services Visits	775	1,271	1,819	1,288				0	0.0%
Alcohol & Substance Abuse Visits	200	163	96	153				0	0.0%
BH Visit Totals	1,126	1,500	1,982	1,536	7	0	0	2	0.2%



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	83	75	71	76	3	3	4	3	4.2%	
Obstetrics Patient Days	115	104	99	106	7	8	6	7	6.2%	
Neonatology Patient Days	87	91	87	88	22	2	12	12	12.0%	
Pediatric Patient Days	211	196	151	186	37	6	8	17	8.4%	
Adult Medical Patient Days										
Cardiology	81	77	66	75	40	82	57	60	44.4%	
Endocrinology	42	61	33	45	2	5	3	3	6.8%	
Gastroenterology	78	98	106	94	8	65	34	36	27.5%	
General Medicine	44	34	29	36	25	24	30	26	42.5%	
Hematology	19	15	17	17	0	5	10	5	22.7%	
Nephrology	40	65	55	53	19	0	32	17	24.2%	
Neurology	11	17	21	16	1	3	25	10	37.2%	
Oncology	4	1	2	2	0	23	0	8	76.7%	
Pulmonary	121	122	114	119	0	0	100	33	21.9%	
Rheumatology	12	2	3	6	0	0	0	0	0.0%	
Unknown	15	11	17	14	1	0	56	19	57.0%	
Medical Patient Day Total	467	503	463	478	96	207	347	217	31.2%	
Adult Surgical Patient Days										
Dentistry	0	4	1	2	0	0	6	2	54.5%	
Dermatology	0	4	3	2	0	0	0	0	0.0%	
General Surgery	66	73	85	75	46	321	43	137	64.7%	
Gynecology	2	9	1	4	5	0	0	2	29.4%	
Neurosurgery	0	1	0	0	4	13	108	42	99.2%	
Ophthalmology	0	8	1	3	0	0	0	0	0.0%	
Orthopedics	44	24	13	27	44	19	42	35	56.5%	
Otolaryngology	7	12	17	12	0	0	5	2	12.2%	
Thoracic Surgery	1	0	3	1	21	0	1	7	84.6%	
Urology	13	7	12	11	1	5	3	3	22.0%	
Vascular Surgery	2	1	0	1	11	7	59	26	96.3%	
Surgical Patient Day Total	135	143	136	138	132	365	267	255	64.9%	
Psychiatry Patient Days	14	2	4	7	106	112	31	83	92.6%	
Medical Detox Patient Days	19	23	22	21	3	19	0	7	25.6%	
Sub Acute/Transitional Care	0	0	0	0				0	0%	
Inpatient Care Totals	1,048	1,062	962	1,024	403	719	671	598	36.9%	
Direct & Tribal + Contract Care	1,451	1,781	1,633	1,622						
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	128,163	160,567	178,344	155,691				0	0.0%	
Pharmacy Scripts	81,380	63,683	69,111	71,391				0	0.0%	
Acute Dialysis Procedures	0	0	0	0				0	0%	
Radiographic Exams	2,659	3,866	4,119	3,548	0	0	0	0	0.0%	
Ultrasound Exams	290	506	397	398				0	0.0%	
Mammography Exams	0	0	0	0				0	0%	
Fluoroscopy Exams	0	0	0	0				0	0%	
CT Exams	341	673	735	583				0	0.0%	
MRI Exams	1	2	11	5				0	0.0%	
Nuclear Medicine Exams	3	5	8	5				0	0.0%	
Rad. Oncology Treatments	0	0	0	0				0	0%	
Chemotherapy Treatments	1	0	0	0				0	0.0%	
Physical Therapy Visits	1,821	2,931	3,878	2,877				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	77	92	134	101	0	0	0	0	0.0%	
Outpatient Surgery Cases										
Cardiovascular	1	1	0	1	0	0	0	0	0.0%	
Digestive	1	0	3	1	1	0	0	0	20.0%	
Endocrine	0	1	0	0	0	0	0	0	0.0%	
ENT	0	1	0	0	0	0	0	0	0.0%	
Gynecology	9	10	13	11	0	0	0	0	0.0%	
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%	
Integument	3	7	160	57	0	0	0	0	0.0%	
Musculoskeletal	1	3	5	3	0	0	0	0	0.0%	
Nervous	1	1	0	1	0	0	0	0	0.0%	
Ocular	1	4	10	5	0	0	0	0	0.0%	
Respiratory	0	0	0	0	0	0	0	0	0%	
Urogenital	0	0	1	0	0	0	0	0	0.0%	
OP Surgical Case Total	17	28	192	79	1	0	0	0	0%	
Inpatient Surgery Cases	88	87	71	82	22	16	30	23	21.7%	
Surgical Case Total	105	115	263	161	23	16	30	23	13%	
Direct & Tribal + Contract Care	128	131	293	184						
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	16,844	13,397	12,400	14,214	0	0	0	0	0.0%
Internal Medicine	76	982	61	373	0	0	0	0	0.0%
Pediatric	73	43	53	56	0	0	0	0	0.0%
Ob/Gyn	708	218	415	447	0	0	0	0	0.0%
Emergency Care									
Emergency/Urgent	4,524	4,841	4,935	4,767				0	0.0%
ER/Non-urgent	3	1,796	1,715	1,171				0	0.0%
Specialty Care									
Orthopedics	7	3	6	5	20	0	0	7	55.6%
Ophthalmology	603	559	915	692	10	0	0	3	0.5%
Dermatology	31	2	5	13	0	0	0	0	0.0%
General Surgery	142	51	21	71	21	0	0	7	8.9%
Otolaryngology	263	171	51	162	14	0	0	5	2.8%
Cardiology	61	49	56	55	1	0	0	0	0.6%
Urology	0	0	0	0				0	0%
Neurology	23	46	31	33	6	0	0	2	5.7%
Nephrology	159	246	176	194	6	0	0	2	1.0%
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	23,517	22,404	20,840	22,254	78	0	0	26	0.1%
Direct & Tribal Care + Contract Care	23,595	22,404	20,840	22,280					

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

Other Ambulatory Care Services

Dental Service Minutes	385,851	386,371	360,081	377,434				0	0.0%
Optometry Visits	1,795	2,044	1,074	1,638	6	0	0	2	0.1%
Podiatry Visits	464	515	429	469	9	0	0	3	0.6%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	358	276	259	298	2	0	0	1	0.2%
Outpatient Behavioral Health									
Mental Health Visits	150	66	48	88				0	0.0%
Psychiatry	14	5	21	13	1	0	0	0	2.4%
Social Services Visits	775	1,271	1,819	1,288				0	0.0%
Alcohol & Substance Abuse Visits	200	163	96	153				0	0.0%
BH Visit Totals	1,139	1,505	1,984	1,543	1	0	0	0	0.0%

