



**Note: Clinic occupies a small part of the Kaibab Paiute Tribal Administration building, below.**

## Kaibab Paiute Clinic



### 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 Kaibab Paiute Clinic, serving the Primary Care Service Area Communities listed to the left, is located on the Kaibab Paiute Reservation, part of Kaibab Paiute Administration building approximately 14 miles West of Fredonia, Arizona and 21 miles Southwest of Kanab, Utah.

The Kaibab Paiute Clinic has limited optometry and behavioral health care. It sends most of its referral workload to the Kane County Hospital, with higher acuity workload going to St. George or Flagstaff for Secondary and Tertiary Care.

As noted in the Service Summary to the left, the Kaibab Paiute Clinic operates as part of the tribal offices 40 hours per week. New services anticipated for 2015 include Primary care and nursing support, Traditional healing, Dental, a wellness program, and women's preventive care.

### Facility Description

The Kaibab Paiute Clinic totals 20 square meters, comprised of one building is part of the Kaibab Paiute Tribal Administration Building, built in 2003.

### Services & Resourcing Priorities

1	<i>Add Dentist.</i>
2	<i>Increase PC Space.</i>
3	<i>Add PC Staff.</i>
4	<i>Add PC Offices.</i>
5	<i>Add Health Information Management Staff/Space.</i>
6	<i>Increase Behavioral Health Staff.</i>
7	<i>Add Information Management Staff/Space.</i>
8	<i>Add Contract Health Staff/Space.</i>
9	<i>Add Business Office Staff/Space.</i>
10	<i>Add Facility Management Staff.</i>
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## Executive Summary

Services & Resourcing Priorities Continued	
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Campus Infrastructure Priorities			
1	<i>Equipment sent to the Hopi Health Center is not returned in a timely manner.</i>	7	
2		8	
3		9	
4		10	
5		11	
6		12	

Functional Deficiencies			
1	<i>Little privacy in the administration building;</i>	7	
2	<i>Lack of storage space;</i>	8	
3	<i>Need a better waiting area; currently congregate outside the door.</i>	9	
4		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
<b>Provider Visits Only</b>					<b>Provider Visits Only</b>				
<b>Primary Care</b>									
Family Practice	0	0	0	0	0	0	0	0	0%
Internal Medicine	0	0	0	0	0	0	0	0	0%
Pediatric	0	0	0	0	0	0	0	0	0%
Ob/Gyn	0	0	0	0	0	0	0	0	0%
<b>Emergency Care</b>									
Emergency/Urgent	0	0	0	0				0	0%
ER/Non-urgent	0	0	0	0				0	0%
<b>Specialty Care</b>									
Orthopedics	0	0	0	0	0	0	0	0	0%
Ophthalmology	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%
Otolaryngology	0	0	0	0	0	0	0	0	0%
Cardiology	0	0	0	0	0	0	0	0	0%
Urology	0	0	0	0				0	0%
Neurology	0	0	0	0	0	0	0	0	0%
Nephrology	0	0	0	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%
<b>Totals</b>	0	0	0		0	0	0		0%
<b>Direct &amp; Tribal Care + Contract Care</b>	0	0	0						
<b>Other Ambulatory Care Services</b>									
Dental Service Minutes	0	0	0	0				0	0%
Optometry Visits	0	0	0	0	0	0	0	0	0%
Podiatry Visits	0	0	0	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%
<b>Outpatient Behavioral Health</b>									
Mental Health Visits	250	275	300	275				0	0.0%
Psychiatry	0	0	0	0	0	0	0	0	0%
Social Services Visits	650	700	750	700				0	0.0%
Alcohol & Substance Abuse Visits	400	450	500	450				0	0.0%
<b>BH Visit Totals</b>	1,300	1,425	1,550	1,425	0	0	0	0	0.0%

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



### 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	
<b>Inpatient Care</b>										
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%	
<b>Medical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
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%	
<b>Surgical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
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%	
<b>Inpatient Care Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Direct &amp; Tribal + Contract Care</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>						
<b>Substance Abuse Non- Acute Care</b>										
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%	
<b>Substance Abuse Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Elder Care</b>										
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%	
<b>Nursing Home Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	



### 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
<b>Ancillary Services</b>									
Lab Billable Tests	0	0	0	0				0	0%
Pharmacy Scripts	0	0	0	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	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	2	2	2	2				0	0.0%
Minor Procedure Cases									
Endoscopy	0	0	0	0	0	0	0	0	0%
Outpatient Surgery Cases									
Cardiovascular	0	0	0	0	0	0	0	0	0%
Digestive	0	0	0	0	0	0	0	0	0%
Endocrine	0	0	0	0	0	0	0	0	0%
ENT	0	0	0	0	0	0	0	0	0%
Gynecology	0	0	0	0	0	0	0	0	0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	0	0	0	0	0	0	0	0	0%
Musculoskeletal	0	0	0	0	0	0	0	0	0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	0	0	0	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%
<b>OP Surgical Case Total</b>	0	0	0	0	0	0	0	0	0%
Inpatient Surgery Cases	0	0	0	0	0	0	0	0	0%
<b>Surgical Case Total</b>	0	0	0	0	0	0	0	0	0%
<b>Direct &amp; Tribal + Contract Care</b>	0	0	0	0					
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
<b>Provider Visits Only</b>					<b>Provider Visits Only</b>				
<b>Primary Care</b>									
Family Practice	15	36	23	25	0	0	0	0	0.0%
Internal Medicine	0	0	0	0	0	0	0	0	0%
Pediatric	1	0	0	0	0	0	0	0	0.0%
Ob/Gyn	0	0	0	0	0	0	0	0	0%
<b>Emergency Care</b>									
Emergency/Urgent	3	0	3	2				0	0.0%
ER/Non-urgent	0	0	0	0				0	0%
<b>Specialty Care</b>									
Orthopedics	0	0	0	0	3	0	0	1	100.0%
Ophthalmology	0	1	2	1	3	0	0	1	50.0%
Dermatology	0	0	0	0	0	0	0	0	0%
General Surgery	0	0	0	0	5	0	0	2	100.0%
Otolaryngology	3	4	2	3	10	0	0	3	52.6%
Cardiology	0	0	0	0	1	0	0	0	100.0%
Urology	0	0	0	0				0	0%
Neurology	0	0	0	0	0	0	0	0	0%
Nephrology	0	0	0	0	1	0	0	0	100.0%
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%
<b>Totals</b>	<b>22</b>	<b>41</b>	<b>30</b>	<b>31</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>19.8%</b>
<b>Direct &amp; Tribal Care + Contract Care</b>	<b>45</b>	<b>41</b>	<b>30</b>	<b>39</b>					

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

### Other Ambulatory Care Services

Dental Service Minutes	0	0	0	0				0	0%
Optometry Visits	4	0	1	2	6	0	0	2	54.5%
Podiatry Visits	1	1	0	1	8	0	0	3	80.0%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	4	4	2	3	24	0	0	8	70.6%
<b>Outpatient Behavioral Health</b>									
Mental Health Visits	250	275	300	275				0	0.0%
Psychiatry	0	0	0	0	6	0	0	2	100.0%
Social Services Visits	650	700	750	700				0	0.0%
Alcohol & Substance Abuse Visits	400	450	500	450				0	0.0%
<b>BH Visit Totals</b>	<b>1,300</b>	<b>1,425</b>	<b>1,550</b>	<b>1,425</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0.1%</b>



### 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	
<b>Inpatient Care</b>										
Labor & Delivery Births	0	0	0	0	1	1	0	1	100.0%	
Obstetrics Patient Days	0	0	0	0	2	1	0	1	100.0%	
Neonatology Patient Days	0	0	0	0	1	0	0	0	100.0%	
Pediatric Patient Days	0	0	0	0	0	0	0	0	0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	0	0	2	1	100.0%	
Endocrinology	0	0	0	0	0	0	0	0	0%	
Gastroenterology	0	0	0	0	5	0	5	3	100.0%	
General Medicine	0	0	0	0	0	0	4	1	100.0%	
Hematology	0	0	0	0	0	0	0	0	0%	
Nephrology	0	0	0	0	0	0	4	1	100.0%	
Neurology	0	0	0	0	0	1	0	0	100.0%	
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%	
<b>Medical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>15</b>	<b>7</b>	<b>100.0%</b>	
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	3	0	0	1	100.0%	
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	3	1	100.0%	
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%	
<b>Surgical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>100.0%</b>	
Psychiatry Patient Days	0	0	0	0	0	0	0	0	0%	
Medical Detox Patient Days	0	0	0	0	1	0	0	0	100.0%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
<b>Inpatient Care Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>2</b>	<b>18</b>	<b>11</b>	<b>100.0%</b>	
<b>Direct &amp; Tribal + Contract Care</b>	<b>12</b>	<b>2</b>	<b>18</b>	<b>11</b>						
<b>Substance Abuse Non- Acute Care</b>										
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%
<b>Substance Abuse Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Elder Care</b>										
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%
<b>Nursing Home Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	



### 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
<b>Ancillary Services</b>									
Lab Billable Tests	0	0	0	0				0	0%
Pharmacy Scripts	0	0	0	0				0	0%
Acute Dialysis Procedures	0	0	0	0				0	0%
Radiographic Exams	0	0	0	0	1	0	0	0	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	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	2	2	2	2				0	0.0%
Minor Procedure Cases									
Endoscopy	0	0	0	0	0	0	0	0	0%
Outpatient Surgery Cases									
Cardiovascular	0	0	0	0	0	0	0	0	0%
Digestive	0	0	0	0	0	0	0	0	0%
Endocrine	0	0	0	0	0	0	0	0	0%
ENT	0	1	0	0	0	0	0	0	0.0%
Gynecology	0	0	0	0	0	0	0	0	0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	0	0	0	0	0	0	0	0	0%
Musculoskeletal	0	0	0	0	0	0	0	0	0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	0	0	0	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%
<b>OP Surgical Case Total</b>	0	1	0	0	0	0	0	0	0%
Inpatient Surgery Cases	0	0	0	0	1	0	1	1	100.0%
<b>Surgical Case Total</b>	0	1	0	0	1	0	1	1	67%
<b>Direct &amp; Tribal + Contract Care</b>	1	1	1	1					
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	139			172					
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		
<b>Primary care</b>									
Family Practice	25	143		31	183		482	482	0
Internal Medicine	0	54		0	69		69	69	0
Pediatric	0	74		0	94		94	94	0
Ob/Gyn	0	51		0	66		66	66	0
Urgent Care Clinic	0			0			0	0	0
Primary Care Sub-Tot.	25	321	552	31	411	710	710	710	0
<b>Emergency Care</b>									
Emergency/Urgent	2	30		2	38		38	38	0
ER/Non-urgent		20			25		41	41	0
Emerg. Care Sub-Tot.	2	49	61	2	63	79	79	79	0
<b>Specialty Care</b>									
Orthopedics	1	25		1	32		32	32	0
Ophthalmology	2	17		2	21		21	21	0
Dermatology	0	19		0	24		24	24	0
General Surgery	2	19		2	24		24	24	0
Otolaryngology	6	11		8	15		15	15	0
Cardiology	0	5		0	7		7	7	0
Urology	0	6		0	8		8	8	0
Neurology	0	5		0	7		7	7	0
Other Specialties		41		0	53		37	37	0
Nephrology	0	Unknown		0	Unknown		0	0	0
Allergy	0	4		0	5		5	5	0
Pulmonology	0	2		0	2		2	2	0
Gerontology	0	Unknown		0	Unknown		0	0	0
Gastroenterology	0	3		0	4		4	4	0
Rheumatology	0	Unknown		0	Unknown		0	0	0
Oncology	0	3		0	3		3	3	0
Pediatric-Genetics	0	Unknown		0	Unknown		0	0	0
Traditional Healing	0	Unknown		0	Unknown		0	0	0
Specialty Care Sub-Tot.	12	160	23	14	205	31	189	189	0
<b>Total Provider Visits By PSA Residents</b>	39	531	636	48	679	820	978	978	0
<b>Provider Visits</b>		Unmet need if (-) -597	Over Utilization if (+)						
<b>Total Provider Patient Utilization Rate</b>	0.28	3.82	4.58	The rate is established by dividing the Total Provider Visits from the PSA by the User Population.					
<b>Other Ambulatory Care Services</b>									
Dental Service Minutes	0	12,197	12,730	0	15,671	16,340	16,340	16,340	0
Optometry Visits	4	Unknown	43	5	Unknown	56	56	56	0
Podiatry Visits	3	26		4	33		33	33	0
Dialysis Patients	0	Unknown		0	Unknown		0	0	0
Audiology Visits	11	21	15	14	27	18	27	27	0
<b>Outpatient Behavioral Health Services</b>									
Mental Health Visits	275	Unknown	25	341	Unknown	33	341	341	0
Psychiatry	2	14		2	17		17	17	0
Social Services Visits	700	Unknown		867	Unknown		867	867	0
Alcohol & Substance Abuse	450	Unknown		557	Unknown		557	557	0
<b>BH Visits Totals</b>	1,427	14	25	1,768	17	33	1,783	1,783	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	139			172					
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		
<b>Inpatient Care</b>									
Labor & Delivery Births	1	3	3	1	3	4	4	3	1
Obstetrics Patient Days	1	5	6	1	6	8	8	7	1
Neonatology Patient Days	0	8		0	10		10	6	4
Pediatric Patient Days	0	4	N/A	0	5	N/A	5	3	2
Adult Medical Patient Days									
Cardiology	1	4		1	5		5	4	1
Endocrinology	0	1		0	1		1	1	0
Gastroenterology	3	2		4	3		4	4	0
General Medicine	1	3		2	3		3	3	0
Hematology	0	0		0	1		1	0	0
Nephrology	1	1		2	1		2	1	0
Neurology	0	1		0	2		2	2	0
Oncology	0	1		0	1		1	0	1
Pulmonary	0	4		0	4		4	4	1
Rheumatology	0	0		0	0		0	0	0
Unknown	0	0		0	0		0	0	0
<b>Medical Patient Day Total</b>	7	17	20	9	21	24	24	20	4
Adult Surgical Patient Days									
Dentistry	0	0		0	0		0	0	0
Dermatology	0	0		0	0		0	0	0
General Surgery	1	5		1	6		6	4	2
Gynecology	0	1		0	2		2	1	0
Neurosurgery	0	1		0	2		2	1	1
Ophthalmology	0	0		0	0		0	0	0
Orthopedics	1	3		1	4		4	3	1
Otolaryngology	0	1		0	1		1	0	1
Thoracic Surgery	0	2		0	2		2	0	2
Urology	0	1		0	1		1	0	0
Vascular Surgery	0	1		0	2		2	1	1
<b>Surgical Patient Day Total</b>	2	16	13	2	20	17	20	11	9
Psychiatry Patient Days	0	3	0	0	3	0	3	1	3
Medical Detox Patient Days	0	0		0	1		1	0	0
Sub Acute/Transitional Care	0	9		0	11		11	11	0
<b>Inpatient Care Totals</b>	11	61	39	13	77	49	81	59	23
<b>Inpatient Patient Days</b>	Unmet need if (-) -50 Over Utilization if (+)								
<b>Substance Abuse Non-Acute Care</b>									
Adult Residential Treatment	0	24		0	31		31	31	0
Adol. Residential Treatment	0	6		0	7		7	7	0
SA Transitional Care	0	1		0	1		1	1	0
<b>Substance Abuse Total</b>	0	31	0	0	39	0	39	39	0
<b>Elder Care</b>									
Skilled Nursing Patients	0	0		0	0		0	0	0
Assisted Living Patients	0	0		0	0		0	0	0
Hospice Patients	0	0		0	0		0	0	0
<b>Nursing Home Total</b>	0	0	0	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	139			172					
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		
<b>Ancillary Services</b>									
<b>Laboratory Services</b>									
Clinical Lab Billable Tests		540	0		686	0	686	645	41
Microbiology Billable Tests		77	0		98	0	98	59	39
Blood Bank Billable Tests		13	0		17	0	17	17	0
Anatomical Pathology		1	0		1	0	1	1	0
Lab Billable Tests	0	631	0	0	802	0	802	721	81
Pharmacy Scripts	0	1,327		0	1,698		1,698	1,698	0
Acute Dialysis Procedures	0	0		0	0		0	0	0
Radiographic Exams	0	44	57	0	55	73	73	73	0
Ultrasound Exams	0	9	8	0	11	10	11	11	0
Mammography Exams	0	21	17	0	26	23	26	26	0
Fluoroscopy Exams	0	2	4	0	3	5	5	5	0
CT Exams	0	3	1	0	4	2	4	4	0
MRI Exams	0	2		0	3		3	3	0
Nuclear Medicine Exams	0	6		0	7		7	7	0
Rad. Oncology Treatments	0	Unknown		0	Unknown		0	0	0
Chemotherapy Treatments	0	Unknown		0	Unknown		0	0	0
<b>Rehabilitation Services</b>									
Physical Therapy Visits	0	Unknown		0	Unknown		0	55	0
Occupational Therapy Visits	0	Unknown		0	Unknown		0	16	0
Speech Therapy Visits	0	Unknown		0	Unknown		0	8	0
<b>Rehab Total Visits</b>	0	-	61	0	-	79	79	79	0
Respiratory Therapy		Unknown	0		Unknown	0		0	0
Workload Minutes	0			0					
Cardiac Catheterization	0	1		0	1		1	1	0
Home Health Care Patients	2	1		2	1		2	2	0
Minor Procedure Cases									
Endoscopy	0	2		0	3		3	3	0
<b>Outpatient Surgery Cases</b>									
Cardiovascular	0	0		0	0		0	0	0
Digestive	0	2		0	3		3	3	0
Endocrine	0	0		0	0		0	0	0
ENT	0	1		0	1		1	1	0
Gynecology	0	1		0	1		1	1	0
Hemic and Lymphatic	0	0		0	0		0	0	0
Integument	0	1		0	1		1	1	0
Musculoskeletal	0	1		0	2		2	2	0
Nervous	0	0		0	0		0	0	0
Ocular	0	1		0	1		1	1	0
Respiratory	0	0		0	0		0	0	0
Urogenital	0	1		0	1		1	1	0
<b>OP Surgical Case Total</b>	0	8	2	0	11	3	11	11	0
Inpatient Surgery Cases	1	3	1	1	4	2	4	3	2
<b>Surgical Case Total</b>	1	12	3	1	15	5	15	13	2
EMS Responses	0	18		0	23		23	23	0



**Delivery Plan - Native American (IHS)**

**Small Health Station SAC**

Establishes Projected workload and key characteristics per product line, while recommending a delivery option.

Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks
<b>Primary Care (Provider Visits)</b>											
Crossover %	0.0%										
<i>Primary Care Clinic examines, diagnoses, and treats ambulatory patients giving continuity and coordination to their total healthcare including referral to other health professionals and admissions to inpatient services while retaining primary responsibility for care of these patients, as appropriate. Primary Care Clinic assesses, provides, and evaluates the care of patients with healthcare problems including history and physical, assessment and treatment of common minor illnesses, maintenance care of patients with chronic diseases, and health counseling and teaching.</i>											
Family Practice	482	482	Providers	0.2	710	710					SAC - local
Internal Medicine	69	69	Providers	0.0							rolled up in FP
Pediatric	94	94	Providers	0.0							rolled up in FP
Ob/Gyn	66	66	Providers	0.0							rolled up in FP
Urgent Care Clinic	0	0	Providers	0.0	0						
Primary Care Total	710	710	Providers	0.2	0	710	710	0	0		
<b>Emergency Care</b>											
Crossover %	0.0%										
<i>The Emergency Medical Clinic provides emergency care, diagnostic services, treatment, surgical procedures, and proper medical disposition of an emergency nature to patients who present themselves to the service. It refers patients to specialty clinics and admits patients as needed; provides clinical consultation services and professional training of assigned personnel; supports mass casualty and fire drills; and prepares reports.</i>											
Emergency/Urgent	38	38	Patient Spaces	0.0			38				
ER/Non-urgent	41	41	Providers	0.0			41				
Emergency Care Total	79	79	Patient Spaces	0.0	0	0	79	0	0		
<b>Specialty Care</b>											
Crossover %	0.0%										
<i>Specialty Care examines, diagnoses, and treats diseases and injuries requiring specialized capabilities diagnosis and procedures beyond the Primary Care team. The service is typically provided by visiting providers who have established clinic hours for consistent referral patterns.</i>											
Orthopedics	32	32	Providers	0.0			32				
Ophthalmology	21	21	Providers	0.0			21				
Dermatology	24	24	Providers	0.0			24				Telemedicine
General Surgery	24	24	Providers	0.0			24				
Otolaryngology	15	15	Providers	0.0			15				
Cardiology	7	7	Providers	0.0			7				
Urology	8	8	Providers	0.0			8				
Neurology	7	7	Providers	0.0			7				
Subspecialties	37	37	Providers	0.0			37				
Nephrology	0	0	Providers	0.0			0				
Allergy	5	5	Providers	0.0			5				
Pulmonology	2	2	Providers	0.0			2				
Gerontology	Unknown	0	Providers	Unknown			x				
Gastroenterology	4	4	Providers	0.0			4				
Rheumatology	Unknown	0	Providers	Unknown			x				
Oncology	3	3	Providers	0.0			3				
Pediatric-Specialist	Unknown	0	Providers	Unknown			x				
Traditional Healing	0	0	Providers	0.0	1.0						
Specialty Care Sub-Total	189	189			1	0	189	0	0		



**Delivery Plan - Native American (IHS)**

**Small Health Station SAC**

Establishes Projected workload and key characteristics per product line, while recommending a delivery option.

Discipline	Projected Need				Delivery Options							
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold				
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks	
<b>Other Ambulatory Care</b>												
Dental Service	16,340	16,340	Dentists	0.4	16,340							SAC
			Visiting Specialist			0.0						
<i>Dental Clinic provides assistance in achieving and maintaining the highest level of oral health possible. It also emphasizes the prevention of disease.</i>												
Optometry Visits	56	56	Optometrist	0.0		56	56					SAC - local
<i>The Optometry Clinic examines the eyes, cheeks, and adnexa including refraction and other procedures, prescribes lenses to correct refractive error and improve vision; and refers patients to physicians for diagnosis and treatment of suspected disease.</i>												
Podiatry Visits	33	33	Podiatrists	0.0			33					
<i>Podiatry examines, diagnoses, and treats patients with disorders, diseases, and injuries to the foot or adjunctive tissue; provides follow-up care for selected post-operative ambulatory patients; provides a comprehensive plan of care for patients, including monitoring and maintaining their state of health, counseling and guidance, health education, rehabilitation, and prevention of disease; and provides clinical and consultation services, medical care evaluation, professional training of assigned personnel, preparation and submission of reports, and maintenance of medical records.</i>												
Dialysis Patients	0	0	Dialysis Stations	0.0			0					
<i>Dialysis provides the purification of the patient's blood through use of an artificial kidney machine or similar device. Specially trained personnel operate, maintain, and monitor the hemodialysis equipment and other specialized support equipment for patients who are undergoing hemodialysis treatment in the unit.</i>												
Audiology Visits	27	27	Audiologists	0.0			27					
<i>The Audiology Clinic provides comprehensive audiologic support for patients for the determination of etiology, pathology, and magnitude of hearing loss and potential for remediation and rehabilitation; assists in the evaluation of auditory and vestibular systems. Specific services include pure tone threshold audiometry; basic and advanced clinical testing; pediatric evaluations; neonatal hearing testing as part of the early hearing loss identification program; hearing aid evaluation, fittings, and repairs; ear mold fittings; vestibular evaluations, dispensing of hearing protection devices (fitting, education, and motivation); determination of proper referral and disposition.</i>												
<b>Behavioral Health</b>												
<i>Behavioral Health provides psychiatric, psychological, psychosocial, substance abuse, and socioeconomic evaluation and consultation; individual and group services, patient care, information, referral, and follow-up services to facilitate medical diagnosis, care, treatment; and proper disposition of patients (inpatient and outpatient) referred to the Social Work Clinic, which includes self-referred patients and those seen automatically on the basis of diagnosis (for example, suspected child abuse or attempted suicide). It provides a comprehensive plan of service to patients and their families including counseling and guidance, therapy, information and referral, and discharge planning; provides clinical and consultative services to patients and families, social service delivery evaluation; professional training of assigned and contractually affiliated personnel; prepares and submits reports; maintains medical and social service records.</i>												
Mental Health	341	341	Counselors	0.4	0.4							SAC
Psychiatry Provider	17	17	Providers	0.0		0.0	17					
Social Service	867	867	Counselors	0.0	0.0							
Alcohol & Substance Abuse	557	557	Counselors	0.0	1.0							Override
Behavioral Health Totals	1,783	1,783	Counselors	0.4	1.4		17					
<b>Inpatient Care</b>												
Labor & Delivery	3	3	LDRs	0.1	0		3					
Obstetrics Patient Days	7	7	# of Beds	0.2	0		7					
<i>Obstetrics provides for specialized care, treatment, and consultative evaluation to eligible inpatients; provides antepartum, delivery, and postpartum care to maternity patients; and has responsibility for the operation and maintenance of the labor and delivery suite. The labor and delivery suite provides labor and delivery care by specially trained personnel to eligible patients, including prenatal care during labor, assistance during delivery, post-natal care, and minor gynecological surgery, if it is performed in the suite. Additional activities may include preparing sterile set-ups for deliveries; preparing patients for transportation to the delivery suite and the post-anesthesia.</i>												
Neonatology Patient Days	6	6	# of Bassinets	0.2	0		6					
<i>The Newborn Nursery provides specialized inpatient care, treatment, and consultative evaluation of newborn infants; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of the newborn, including those born prematurely; and provides for, or otherwise ensures, appropriate diagnostic evaluation and care of all inpatient in the neonatal age group; prepares medical records; and submits required reports.</i>												
Pediatric Patient Days	3	3	# of Beds	0.2	0		3					



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Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks

*Pediatric Care provides specialized inpatient care, treatment, and consultative evaluation of infants, children, and adolescents; maintains close liaison with the other professional services; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of eligible patients; prepares medical records; and submits required reports.*

**Adult Medical Acute Care**

*Medical Care provides inpatient care and consultative evaluation in the medical specialties and subspecialties described in this section; coordinates healthcare delivery relative to the examination, diagnosis, treatment and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the medical care function will vary according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.*

Cardiology	4	4	# of Beds	0.1	0		4				
Endocrinology	1	1	# of Beds	0.0	0		1				
Gastroenterology	4	4	# of Beds	0.1	0		4				
General Medicine	3	3	# of Beds	0.1	0		3				
Hematology	0	0	# of Beds	0.0	0		0				
Nephrology	1	1	# of Beds	0.0	0		1				
Neurology	2	2	# of Beds	0.0	0		2				
Oncology	0	0	# of Beds	0.0	0		0				
Pulmonary	4	4	# of Beds	0.1	0		4				
Rheumatology	0	0	# of Beds	0.0	0		0				
Unknown	0	0	# of Beds	0.0	0		0				
Medical Patient Day Total	20	20		0.4	0		20	0	0		

**Adult Surgical Acute Care**

*Surgical Care provides inpatient care and consultative evaluation in the surgical specialties and subspecialties described in this subsection; coordinates healthcare delivery relative to the examination, treatment, diagnosis, and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the surgical care function varies according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.*

Dentistry	0	0	# of Beds	0.0	0		0				
Dermatology	0	0	# of Beds	0.0	0		0				
General Surgery	4	4	# of Beds	0.1	0		4				
Gynecology	1	1	# of Beds	0.0	0		1				
Neurosurgery	1	1	# of Beds	0.0	0		1				
Ophthalmology	0	0	# of Beds	0.0	0		0				
Orthopedics	3	3	# of Beds	0.1	0		3				
Otolaryngology	0	0	# of Beds	0.0	0		0				
Thoracic Surgery	0	0	# of Beds	0.0	0		0				
Urology	0	0	# of Beds	0.0	0		0				
Vascular Surgery	1	1	# of Beds	0.0	0		1				
Surgical Patient Day Total	11	11	# of Beds	0.3	0		11	0	0		
Intensive Care	6	6	# of beds	0.0	0		6				

*Intensive Care Units (ICUs) provide treatment for patients who require intensified, comprehensive observation and care because of shock, trauma, or other life-threatening conditions. They are staffed with specially trained personnel and contain monitoring equipment and other specialized support equipment for treating .*

Psychiatry	1	1	# of Beds	0.0	0		1				
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*Psychiatric Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of patients with psychotic, neurotic, or other mental disorders; maintains protective custody of patients with psychiatric disorders when required to prevent injury to themselves or to others; establishes therapeutic regimens; conducts individual or group therapy sessions; provides short-term treatment to patients psychologically or physically dependent upon alcohol or drugs; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports.*



**Delivery Plan - Native American (IHS)**

**Small Health Station SAC**

Establishes Projected workload and key characteristics per product line, while recommending a delivery option.

Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks
Medical Detox	0	0	# of Beds	0.0	0		0				
<i>Substance Abuse Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis treatment, and proper disposition of patients psychologically or physically dependent upon alcohol or drugs; maintains protective custody of patients when required to prevent injury to themselves or to others; establishes therapeutic regimens; conducts individual or group therapy sessions; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports.</i>											
Sub Acute / Transitional Care	11	11	# of Beds	0.0	0		11				
<i>Transitional Care provides care and treatment for patients who require inpatient nursing care beyond their discharge from acute care. Staffing, while less than acute care, provides specific therapy and activities to prepare the patient for returning home.</i>											
Inpatient Care Totals	65	65	# of Beds	1	0		65	0	0		
<b>Substance Abuse Non-Acute Care</b>											
<i>Substance Abuse Non-Acute Care - the treatment of substance abuse disorders in an age and security specific setting.</i>											
Adult Residential Treatment	31	31	# of Beds	0.1			31				
Adolescent Residential Treatment	7	7	# of Beds	0.0			7				
Substance Abuse Transitional Care	1	1	# of Beds	0.2	1						
Substance Abuse Non-Acute Care Totals	39	39		0.3	1		38	0	0		
<b>Elder Care</b>											
<i>Elderly Care Program provides physical, psychological, social, and spiritual care for healthy and dying seniors in an environment outside of a hospital.</i>											
Nursing Home	0	0	# of Beds	0.0			0				
Assisted Living	0	0	# of Beds	0.0			0				
Hospice	0	0	# of Beds	0.0			0				
Elder Care Totals	0	0		0.0	0		0	0	0		
<b>Ancillary Services</b>											
Crossover % - Pharmacy	0.0%										
<b>Laboratory</b>											
<i>Clinical Pathology operates the clinical laboratories and conducts studies, investigations, analyses, and examinations, including diagnostic and routine tests and systems. Additional activities may include, but are not limited to, transportation of specimens from the nursing floors and surgical suites and preparation of samples for testing. The Clinical Lab includes Chemistry, Urinalysis, Hematology, Serology, Immunology and Coagulation.</i>											
Clinical Lab	645	645	Techs @ Peak	0.0			645				SAC (Ltd Space in PC)
Microbiology	59	59	Techs @ Peak	0.0			59				
Blood Bank	17	17	Techs @ Peak	0.0			17				
Anatomical	1	1	Techs @ Peak	0.0			1				
<i>Anatomical Pathology conducts the histopathology and cytopathology laboratories; directs studies, examinations, and evaluations including diagnostic and routine procedures; provides referrals and consultations; performs post-mortem examinations; and operates the morgue.</i>											
Lab Totals	721	721	Techs @ Peak	0.0	0	0	721	0	0		
Pharmacy	1,698	1,698	Pharmacists	0.0			1,698				SAC
Acute Dialysis	0	0	Rooms	0.0			0				
<i>Acute Dialysis Services provides purification of the patient's blood, removing excess water and toxins, at the bedside while the patient is hospitalized. Specialty trained personnel, supervised by a nephrologist, rotate through the hospital caring for and providing this service to admitted patients requiring dialysis.</i>											





















