



Parker Indian 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



Primary Care Service Area Communities

Big River, Blythe, Bouse, Dolan Springs, Earp, Ehrenberg, Lake Havasu C, Oatman, Parker, Parker Dam, Poston, Quartzsite, Salome, Wenden, Wickieup, Yucca, Vicksburg, Vidal

Resource Summary			
	Existing	Need	%
Total Gross Sq Mtrs (GSM)	8,645	9,163	94.3%
IHS Supportable GSM	8,645	7,665	112.8%
IHS Parking Spaces	268	248	108.2%
IHS Site (Hectares)	3.2	8.6	37.4%
Recurring IHS Positions vs RRM	178.0	145.7	122.2%
IHS Supportable Space Staff	224.0	192.1	116.6%
Contract Hlth \$	2,186,887	6,031,436	36.3%

Service Summary	
Primary Care, incl.	FP, IM, Peds,
Emergency Care	
Specialty Care (VP), incl.	OB/Gyn., Gen Surg
	Ortho, Ophtha, Derm,
	ENT, Cardio,
	Neurology, Nephrology, Pulm.,
Dental, Dental Spec., Opt,	
Dialysis, Podiatry	
Behavioral Health incl.	Ment. Hlth., Soc. Svc., Psych.,
	Alcohol & S.A.
Inpatient Medical Acute Care	
	Med. Detox, Sub-Acute Tran. Care
Laboratory, Pharmacy	
Diagnostic Imaging, include.	Rad, Ultra Snd, Mammo, CT
	SA Transitional Care
Rehab, including PT,	
	Respiratory Therapy
Preventive Care	
	PHN, Nutr., Env. Hlth., Health Ed.,
	Elder Care, including
	Nursing Hm., Ast Lvg., Hospice,
Adtl. Services (see Delivery Plan)	
	Case Mgmt., CHR, Diabetes,
	WIC, Wmns Prev. Care,
	Tribal Health Admin.
	New services are identified in red.

Population Summary							
2003 User Pop	3,671	Growth Rate	8.9%	2015 User Pop	3,997		
2015 by Age							
0-14	1,373	15-44	1,692	45-64	653	65+	279
Average Age							
Service Area	29.0	Phoenix	26.7	USA	36.0		
Expanded Service Area #1				2015 User Pop	6,780		
Services	IM, Peds, Mental Hlth, Soc Svcs, Podiatry, SA Transitional Care, Pharmacy, X-Ray, PT.						
Communities	Chemehuevi, Peach Springs and/or Ft. Mojave PSA Communities						
Expanded Service Area #2				2015 User Pop	8,248		
Services	Psych., Adult Medical Acute Care, Optometry						
Communities	Service Unit						



Executive Summary

Service Area Description

Parker Health Center, serving the Primary Care Service Area Communities listed to the left, is located in the town of Parker, Arizona approximately 160 miles west of Phoenix. It is a hub of primary care for Native Americans in the La Paz and southern Mohave County areas. It sends most of its referral workload to Parker and Lake Havasu City; Phoenix for higher acuity workload in Secondary and Tertiary Care.

As noted in the Service Summary to the left, Parker Health Center operates as a 40 hour per week expanded Health Center with complete primary care, dental, behavioral health and supporting ancillary services. It also offers inpatient medical acute care as well as emergency department services. New services anticipated for 2015 include visiting professionals for Orthopedics, Dermatology, Neurology, Nephrology, and Pulmonology. Other new services anticipated include mammography, CT, SA transitional care, respiratory therapy and elder care. Parker serves 2 extended service areas as shown on the opposite page, primarily populations from the service unit.

Facility Description

Parker's facilities total 8,645 square meters, comprised of 3 buildings, all permanent structures: the main clinical complex, the behavioral health portion of tribal health space, and diabetes/wellness space. The main clinic was constructed in 2001. Parker also maintains staff quarters for itself and satellite clinics it supports: Peach Springs and Supai.

Services & Resourcing Priorities

1	Add Medical Detox Bed and space	Top 6 Needs Prioritized
2	Provide Sub-Acute/Transitional Care bed and space	
3	Provide Case Management staff	
4	Provide Case Management space	
5	Provide Hospice services for elders	
6	Increase Health Information Management Staff	
7	Provide offices for PC Providers (4)	Balance of Needs not Prioritized
8	Provide Dedicated Inpatient Physician for Internal Medicine	
9	Provide offices for Internal Medicine Providers	
10	Provide office for Pediatrician	
11	Provide 2 Exam rooms for Visiting Professional Clinic	
12	Provide 1 Provider office for VP clinic	
13	Provide departmental space for VP clinic	
14	Add 1 office for Optometry	
15	Add Mental Health Counselor	



Executive Summary

Services & Resourcing Priorities Continued	
16	Add Alcohol Counselors
17	Add office for Behavioral Health
18	Increase Pharmacy space
19	Increase Diagnostic Imaging space
20	Add room for Mammography
21	Add Respiratory Therapy FTE and support space
22	Increase Quality Management Space
23	Increase Business Office space
24	Increase space for Clinical Engineering
25	Add Dietary Services

Campus Infrastructure Priorities			
1		7	
2		8	
3		9	
4		10	
5		11	
6		12	

Functional Deficiencies			
1	ER screening room too small. No drug room (all done in nursing area). Bays are not enclosed, leading to privacy issues.	7	No automatic opening doors - wheelchair patients get slammed.
2	No helipad	8	Need more exam rooms (other programs have taken spaces)
3	PT is too small (Hydro Therapy room put in but we don't need.	9	No kitchen - so no employee food or patient food. We have to contract.
4	Podiatry has utilized procedure rooms in the clinic. He's very good but we can't access	10	
5	Nurse triage rooms in ambulatory are too small	11	
6	Inadequate storage - too small in all departments.	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	16,580	17,124	18,967	17,557	0	0	0	0	0.0%
Internal Medicine	0	7	0	2	0	0	0	0	0.0%
Pediatric	270	349	742	454	0	0	0	0	0.0%
Ob/Gyn	286	322	152	253	0	0	0	0	0.0%
Emergency Care									
Emergency/Urgent	7,196	9,660	8,912	8,589				0	0.0%
ER/Non-urgent	0	0	0	0				0	0%
Specialty Care									
Orthopedics	0	0	0	0	28	0	0	9	100.0%
Ophthalmology	310	360	433	368	2	0	0	1	0.2%
Dermatology	15	0	0	5	1	0	0	0	6.3%
General Surgery	163	186	244	198	1	0	0	0	0.2%
Otolaryngology	208	196	257	220	5	0	0	2	0.8%
Cardiology	57	50	26	44	10	0	0	3	7.0%
Urology	0	0	0	0				0	0%
Neurology	36	0	0	12	0	0	0	0	0.0%
Nephrology	40	61	39	47	2	0	0	1	1.4%
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	25,161	28,315	29,772	27,749	49	0	0	16	0.1%
Direct & Tribal Care + Contract Care	25,210	28,315	29,772	27,766					

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

Other Ambulatory Care Services

Dental Service Minutes	0	0	319,813	106,604				0	0.0%
Optometry Visits	742	1,212	1,407	1,120	5	0	0	2	0.1%
Podiatry Visits	385	994	1,144	841	0	0	0	0	0.0%
Dialysis Patients	26	24	23	24				0	0.0%
Audiology Visits	171	141	191	168	0	0	1	0	0.2%
Outpatient Behavioral Health									
Mental Health Visits	1,274	1,884	2,473	1,877				0	0.0%
Psychiatry	71	70	356	166	0	0	0	0	0.0%
Social Services Visits	472	759	502	578				0	0.0%
Alcohol & Substance Abuse Visits	0	225	2,248	824				0	0.0%
BH Visit Totals	1,817	2,938	5,579	3,445	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	3	8	3	5	1	2	1	1	22.2%	
Obstetrics Patient Days	8	67	46	40	2	5	1	3	6.2%	
Neonatology Patient Days	0	0	0	0	0	3	2	2	100.0%	
Pediatric Patient Days	92	115	118	108	0	1	1	1	0.6%	
Adult Medical Patient Days										
Cardiology	162	155	68	128	28	21	33	27	17.6%	
Endocrinology	184	81	78	114	2	3	1	2	1.7%	
Gastroenterology	90	190	98	126	124	14	3	47	27.2%	
General Medicine	225	168	124	172	4	0	15	6	3.5%	
Hematology	6	10	9	8	0	21	0	7	45.7%	
Nephrology	70	178	55	101	0	0	5	2	1.6%	
Neurology	54	54	27	45	0	42	2	15	24.6%	
Oncology	3	2	0	2	0	0	18	6	78.3%	
Pulmonary	237	227	105	190	22	15	13	17	8.1%	
Rheumatology	0	5	2	2	0	0	0	0	0.0%	
Unknown	21	71	18	37	0	0	12	4	9.8%	
Medical Patient Day Total	1,052	1,141	584	926	180	116	102	133	12.5%	
Adult Surgical Patient Days										
Dentistry	11	0	0	4	0	0	0	0	0.0%	
Dermatology	0	6	3	3	0	0	0	0	0.0%	
General Surgery	411	703	460	525	0	1	16	6	1.1%	
Gynecology	45	8	8	20	0	0	0	0	0.0%	
Neurosurgery	0	0	0	0	1	5	0	2	100.0%	
Ophthalmology	14	1	5	7	0	7	0	2	25.9%	
Orthopedics	53	94	18	55	6	34	57	32	37.0%	
Otolaryngology	22	34	24	27	0	0	5	2	5.9%	
Thoracic Surgery	0	36	0	12	0	0	0	0	0.0%	
Urology	46	3	6	18	9	0	0	3	14.1%	
Vascular Surgery	48	0	18	22	11	5	0	5	19.5%	
Surgical Patient Day Total	650	885	542	692	27	52	78	52	7.0%	
Psychiatry Patient Days	9	46	2	19	0	59	15	25	56.5%	
Medical Detox Patient Days	273	300	242	272	0	5	0	2	0.6%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
Inpatient Care Totals	2,084	2,554	1,534	2,057	209	241	199	216	9.5%	
Direct & Tribal + Contract Care	2,293	2,795	1,733	2,274						
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	4,531	10,005	14,965	9,834				0	0.0%
Pharmacy Scripts	75,162	87,165	87,545	83,291				0	0.0%
Acute Dialysis Procedures	0	0	0	0				0	0%
Radiographic Exams	1,826	3,504	3,787	3,039	10	0	0	3	0.1%
Ultrasound Exams	162	209	284	218				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	1	0	0	0				0	0.0%
Rad. Oncology Treatments	0	0	0	0				0	0%
Chemotherapy Treatments	0	1	0	0				0	0.0%
Physical Therapy Visits	248	695	541	495				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	10	9	3	7	0	0	0	0	0.0%
Outpatient Surgery Cases									
Cardiovascular	3	2	2	2	0	0	0	0	0.0%
Digestive	0	0	4	1	0	0	0	0	0.0%
Endocrine	2	8	5	5	0	0	0	0	0.0%
ENT	0	0	0	0	0	0	0	0	0%
Gynecology	6	10	6	7	0	0	0	0	0.0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	0	3	3	2	0	0	0	0	0.0%
Musculoskeletal	0	3	3	2	0	0	0	0	0.0%
Nervous	0	1	1	1	0	0	0	0	0.0%
Ocular	8	5	2	5	0	0	0	0	0.0%
Respiratory	0	0	0	0	0	0	0	0	0%
Urogenital	0	2	0	1	0	0	0	0	0.0%
OP Surgical Case Total	19	34	26	26	0	0	0	0	0%
Inpatient Surgery Cases	90	103	71	88	7	14	14	12	11.7%
Surgical Case Total	109	137	97	114	7	14	14	12	9%
Direct & Tribal + Contract Care	116	151	111	126					
EMS - Pre-Hospital Resp.	83	205	225	171				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									
Primary Care									
Family Practice	15,316	15,795	17,250	16,120	0	0	0	0	0.0%
Internal Medicine	185	213	88	162	0	0	0	0	0.0%
Pediatric	289	344	733	455	0	0	0	0	0.0%
Ob/Gyn	284	326	161	257	0	0	0	0	0.0%
Emergency Care									
Emergency/Urgent	6,891	9,214	8,529	8,211				0	0.0%
ER/Non-urgent	0	0	0	0				0	0%
Specialty Care									
Orthopedics	5	6	45	19	26	0	0	9	31.7%
Ophthalmology	423	469	481	458	2	0	0	1	0.1%
Dermatology	16	9	19	15	0	0	0	0	0.0%
General Surgery	190	216	239	215	1	0	0	0	0.2%
Otolaryngology	213	224	266	234	5	0	0	2	0.7%
Cardiology	45	42	24	37	10	0	0	3	8.3%
Urology	0	0	0	0				0	0%
Neurology	40	2	1	14	0	0	0	0	0.0%
Nephrology	34	57	36	42	2	0	0	1	1.6%
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	23,931	26,917	27,872	26,240	46	0	0	15	0.1%
Direct & Tribal Care + Contract Care	23,977	26,917	27,872	26,255					

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

Other Ambulatory Care Services

Italics indicates only last yr of wkld used

Dental Service Minutes	0	0	<i>319,813</i>	319,813				0	0.0%
Optometry Visits	718	1,133	<i>1,331</i>	1,331	21	10	11	14	1.0%
Podiatry Visits	476	952	<i>1,039</i>	1,039	0	0	0	0	0.0%
Dialysis Patients	26	24	<i>23</i>	24				0	0.0%
Audiology Visits	152	142	<i>157</i>	150	72	30	41	48	24.1%
Outpatient Behavioral Health									
Mental Health Visits	1,274	1,884	<i>2,473</i>	1,877				0	0.0%
Psychiatry	105	74	<i>338</i>	172	0	0	0	0	0.0%
Social Services Visits	472	759	<i>502</i>	578				0	0.0%
Alcohol & Substance Abuse Visits	0	225	<i>2,248</i>	824				0	0.0%
BH Visit Totals	1,851	2,942	5,561	3,451	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	9	19	9	12	3	4	3	3	21.3%	
Obstetrics Patient Days	26	103	68	66	5	9	12	9	11.7%	
Neonatology Patient Days	13	18	4	12	0	9	3	4	25.5%	
Pediatric Patient Days	99	164	138	134	28	12	3	14	9.7%	
Adult Medical Patient Days										
Cardiology	167	155	59	127	75	55	33	54	30.0%	
Endocrinology	228	79	88	132	6	3	5	5	3.4%	
Gastroenterology	98	237	142	159	103	14	14	44	21.5%	
General Medicine	237	227	118	194	34	12	36	27	12.3%	
Hematology	9	9	10	9	16	21	0	12	56.9%	
Nephrology	67	154	64	95	4	11	7	7	7.2%	
Neurology	36	60	12	36	19	42	53	38	51.4%	
Oncology	4	1	2	2	0	0	24	8	77.4%	
Pulmonary	216	150	89	152	19	17	15	17	10.1%	
Rheumatology	0	5	2	2	0	0	0	0	0.0%	
Unknown	23	61	16	33	0	0	12	4	10.7%	
Medical Patient Day Total	1,085	1,138	602	942	276	175	199	217	18.7%	
Adult Surgical Patient Days										
Dentistry	11	1	0	4	2	0	0	1	14.3%	
Dermatology	0	6	3	3	0	0	0	0	0.0%	
General Surgery	565	902	451	639	34	4	39	26	3.9%	
Gynecology	45	26	13	28	4	0	0	1	4.5%	
Neurosurgery	0	0	0	0	2	5	1	3	100.0%	
Ophthalmology	14	3	7	8	0	7	0	2	22.6%	
Orthopedics	76	55	17	49	33	39	70	47	49.0%	
Otolaryngology	47	50	23	40	0	0	6	2	4.8%	
Thoracic Surgery	0	36	0	12	14	0	0	5	28.0%	
Urology	25	3	6	11	9	0	0	3	20.9%	
Vascular Surgery	91	0	10	34	16	13	0	10	22.3%	
Surgical Patient Day Total	874	1,082	530	829	114	68	116	99	10.7%	
Psychiatry Patient Days	9	33	2	15	77	82	37	65	81.7%	
Medical Detox Patient Days	226	230	111	189	7	5	13	8	4.2%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
Inpatient Care Totals	2,332	2,768	1,455	2,185	507	360	383	417	16.0%	
Direct & Tribal + Contract Care	2,839	3,128	1,838	2,602						
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	4,531	10,005	14,965	14,965				0	0.0%	
Pharmacy Scripts	75,162	87,165	87,545	83,291				0	0.0%	
Acute Dialysis Procedures	0	0	0	0				0	0%	
Radiographic Exams	1,826	3,504	3,787	3,787	721	373	487	527	12.2%	
Ultrasound Exams	162	209	284	218				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	1	0	0	0				0	0.0%	
Rad. Oncology Treatments	0	0	0	0				0	0%	
Chemotherapy Treatments	4	1	0	2				0	0.0%	
Physical Therapy Visits	247	639	515	515				0	0.0%	
Occupational Therapy Visits	0	0	0	0				0	0%	
Speech Therapy Visits	0	1	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	22	38	24	28	0	0	0	0	0.0%	
Outpatient Surgery Cases										
Cardiovascular	4	2	2	3	0	0	0	0	0.0%	
Digestive	5	12	9	9	0	0	0	0	0.0%	
Endocrine	2	7	6	5	0	0	0	0	0.0%	
ENT	3	5	6	5	0	0	0	0	0.0%	
Gynecology	7	12	6	8	0	0	0	0	0.0%	
Hemic and Lymphatic	0	1	0	0	0	0	0	0	0%	
Integument	24	7	8	13	0	0	0	0	0.0%	
Musculoskeletal	6	7	9	7	0	0	0	0	0.0%	
Nervous	0	2	1	1	0	0	0	0	0.0%	
Ocular	29	25	22	25	0	0	0	0	0.0%	
Respiratory	0	1	0	0	0	0	0	0	0.0%	
Urogenital	0	1	0	0	0	0	0	0	0.0%	
OP Surgical Case Total	80	82	69	77	0	0	0	0	0%	
Inpatient Surgery Cases	109	126	79	105	22	22	24	23	17.8%	
Surgical Case Total	189	208	148	182	22	22	24	23	11%	
Direct & Tribal + Contract Care	211	230	172	204						
EMS - Pre-Hospital Resp.	83	205	225	225				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	3,671			3,997					
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	16,120	3,900		17,550	4,259		12,989	12,989	0
Internal Medicine	162	1,428		176	1,556		1,556	1,556	0
Pediatric	455	2,113		496	2,457		2,457	2,457	0
Ob/Gyn	257	1,417		280	1,500		1,500	1,500	0
Urgent Care Clinic	0			0			0	0	0
Primary Care Sub-Tot.	16,995	8,859	14,008	18,502	9,771	15,607	18,502	18,502	0
Emergency Care									
Emergency/Urgent	8,211	814		8,939	901		8,939	8,939	0
ER/Non-urgent		543			601		0	0	0
Emerg. Care Sub-Tot.	8,211	1,357	1,573	8,939	1,502	1,752	8,939	8,939	0
Specialty Care									
Orthopedics	27	657		30	709		709	709	0
Ophthalmology	458	453		499	509		509	509	0
Dermatology	15	510		16	552		552	552	0
General Surgery	215	504		234	549		549	549	0
Otolaryngology	236	312		257	344		344	344	0
Cardiology	40	139		44	156		156	156	0
Urology	0	167		0	185		185	185	0
Neurology	14	139		16	150		150	150	0
Other Specialties		1,091		0	1,180		777	777	0
Nephrology	43	Unknown		47	Unknown		47	47	0
Allergy	0	112		0	124		124	124	0
Pulmonology	0	48		0	53		53	53	0
Gerontology	0	Unknown		0	Unknown		0	0	0
Gastroenterology	0	93		0	103		103	103	0
Rheumatology	0	Unknown		0	Unknown		0	0	0
Oncology	0	69		0	76		76	76	0
Pediatric-Genetics	0	Unknown		0	Unknown		0	0	0
Traditional Healing	0	Unknown		0	Unknown		0	0	0
Specialty Care Sub-Tot.	1,049	4,294	614	1,142	4,690	671	4,334	4,334	0
Total Provider Visits By PSA Residents	26,255	14,510	16,195	28,583	15,964	18,030	31,776	31,776	0
Provider Visits		Unmet need if (-) 10,060	Over Utilization if (+)						
Total Provider Patient Utilization Rate	7.15	3.95	4.41	The rate is established by dividing the Total Provider Visits from the PSA by the User Population.					
Other Ambulatory Care Services									
Dental Service Minutes	319,813	324,979	343,995	348,172	357,940	379,715	379,715	379,715	0
Optometry Visits	1,345	Unknown	1,151	1,464	Unknown	1,257	1,464	1,464	0
Podiatry Visits	1,039	660		1,131	731		1,131	1,131	0
Dialysis Patients	24	Unknown		26	Unknown		26	26	0
Audiology Visits	198	580	392	216	663	457	663	663	0
Outpatient Behavioral Health Services									
Mental Health Visits	1,877	Unknown	600	2,043	Unknown	629	2,043	2,043	0
Psychiatry	172	360		188	383		383	383	0
Social Services Visits	578	Unknown		629	Unknown		629	629	0
Alcohol & Substance Abuse	824	Unknown		897	Unknown		897	897	0
BH Visits Totals	3,451	360	600	3,757	383	629	3,953	3,953	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	3,671			3,997					
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	16	72	72	17	80	105	105	86	19
Obstetrics Patient Days	74	140	155	81	148	225	225	185	41
Neonatology Patient Days	16	222		17	264		264	161	103
Pediatric Patient Days	148	110	N/A	161	131	N/A	161	102	60
Adult Medical Patient Days									
Cardiology	181	98		197	111		197	146	49
Endocrinology	136	17		148	19		148	146	0
Gastroenterology	203	60		221	67		221	218	0
General Medicine	221	73		241	82		241	214	24
Hematology	22	11		24	11		24	12	12
Nephrology	102	18		111	20		111	94	15
Neurology	74	40		81	46		81	70	10
Oncology	10	25		11	28		28	9	18
Pulmonary	169	95		184	107		184	152	29
Rheumatology	2	3		3	4		4	4	0
Unknown	37	6		41	6		41	40	0
Medical Patient Day Total	1,158	446	549	1,261	501	614	1,261	1,105	156
Adult Surgical Patient Days									
Dentistry	5	1		5	1		5	4	1
Dermatology	3	3		3	3		3	3	0
General Surgery	665	131		724	143		724	452	223
Gynecology	29	30		32	32		32	26	5
Neurosurgery	3	32		3	35		35	11	21
Ophthalmology	10	1		11	1		11	4	6
Orthopedics	97	80		105	90		105	82	16
Otolaryngology	42	27		46	30		46	6	37
Thoracic Surgery	17	49		18	55		55	3	49
Urology	14	18		16	20		20	9	10
Vascular Surgery	43	32		47	36		47	18	26
Surgical Patient Day Total	928	404	350	1,010	445	389	1,010	617	393
Psychiatry Patient Days	80	74	51	87	80	54	87	23	64
Medical Detox Patient Days	197	12		215	13		215	146	69
Sub Acute/Transitional Care	0	252		0	293		293	293	0
Inpatient Care Totals	2,602	1,660	1,105	2,832	1,875	1,282	3,517	2,631	886
Inpatient Patient Days	Unmet need if (-) 941		Over Utilization if (+)						
Substance Abuse Non-Acute Care									
Adult Residential Treatment	0	595		0	630		630	630	0
Adol. Residential Treatment	0	175		0	190		190	190	0
SA Transitional Care	0	26		0	28		28	28	0
Substance Abuse Total	0	795	0	0	848	0	848	848	0
Elder Care									
Skilled Nursing Patients	0	5		0	6		6	6	0
Assisted Living Patients	0	6		0	8		8	8	0
Hospice Patients	0	0		0	1		1	1	0
Nursing Home Total	0	12	0	0	15	0	15	15	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	3,671			3,997					
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		14,734	12,576		16,381	14,037	16,381	14,619	933
Microbiology Billable Tests		2,097	2,944		2,317	3,287	3,287	1,872	1,248
Blood Bank Billable Tests		367	241		410	269	410	381	8
Anatomical Pathology		30	75		33	84	84	52	28
Lab Billable Tests	14,965	17,227	15,836	16,292	19,141	17,677	19,141	16,924	2,217
Pharmacy Scripts	83,291	36,275		90,676	39,910		90,676	90,676	0
Acute Dialysis Procedures	0	10		0	12		12	12	0
Radiographic Exams	4,314	1,199	1,441	4,697	1,332	1,605	4,697	4,697	0
Ultrasound Exams	218	236	202	238	256	226	256	256	0
Mammography Exams	0	482	416	0	521	438	521	521	0
Fluoroscopy Exams	0	60	101	0	67	113	113	113	0
CT Exams	0	91	332	0	100	357	357	357	0
MRI Exams	0	62		0	67		67	67	0
Nuclear Medicine Exams	0	157		0	173		173	173	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	515	Unknown		561	Unknown		561	1,211	0
Occupational Therapy Visits	0	Unknown		0	Unknown		0	346	0
Speech Therapy Visits	0	Unknown		0	Unknown		0	173	0
Rehab Total Visits	515	-	1,602	561	-	1,730	1,730	1,730	0
Respiratory Therapy		Unknown	16,034		Unknown	17,901	17,901	17,901	0
Workload Minutes	0			0					
Cardiac Catheterization	0	14		0	25		25	25	0
Home Health Care Patients	0	23		0	26		26	26	0
Minor Procedure Cases									
Endoscopy	28	57		30	62		62	62	0
Outpatient Surgery Cases									
Cardiovascular	3	4		3	4		4	4	0
Digestive	9	59		9	64		64	64	0
Endocrine	5	0		5	0		5	5	0
ENT	5	28		5	32		32	32	0
Gynecology	8	20		9	21		21	21	0
Hemic and Lymphatic	0	1		0	1		1	1	0
Integument	13	23		14	24		24	24	0
Musculoskeletal	7	37		8	39		39	39	0
Nervous	1	10		1	10		10	10	0
Ocular	25	22		28	25		28	28	0
Respiratory	0	3		0	4		4	4	0
Urogenital	0	15		0	17		17	17	0
OP Surgical Case Total	77	221	220	84	242	234	249	249	0
Inpatient Surgery Cases	127	88	86	139	97	91	139	85	54
Surgical Case Total	204	309	306	222	339	325	388	334	54
EMS Responses	225	474		245	524		524	524	0



Delivery Plan - Native American (IHS)

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
Primary Care (Provider Visits)											
Crossover %	5.0%										
<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	13,639	13,639	Providers	3.0	13,639						
Internal Medicine	1,633	1,633	Providers	0.4	1,633			on-site already - supports SU			
Pediatric	2,579	2,579	Providers	0.6	2,579			on-site already - supports SU			
Ob/Gyn	1,575	1,575	Providers	0.5	1,575			from PIMC			
Urgent Care Clinic	0	0	Providers	0.0	0						
Primary Care Total	19,427	19,427	Providers	4.6	17,852	1,575	0	0	0		
Emergency Care											
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	8,939	8,939	Patient Spaces	2.2	8,939						
ER/Non-urgent	0	0	Providers	0.0	0						
Emergency Care Total	8,939	8,939	Patient Spaces	4.6	8,939	0	0	0	0		
Specialty Care											
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	709	731	Providers	0.3	731						
Ophthalmology	509	509	Providers	0.1	509			From PIMC			
Dermatology	552	552	Providers	0.1	552			Telemedicine			
General Surgery	549	567	Providers	0.2	567			From PIMC			
Otolaryngology	344	344	Providers	0.1	344			From PIMC			
Cardiology	156	156	Providers	0.1	156			From PIMC			
Urology	185	185	Providers	0.1	185			Area			
Neurology	150	150	Providers	0.1	150			From PIMC			
Subspecialties	777	777	Providers	0.4	777						
Nephrology	47	47	Providers	0.0	47			From PIMC			
Allergy	124	124	Providers	0.1	124						
Pulmonology	53	53	Providers	0.0	53						
Gerontology	Unknown	0	Providers	Unknown	x						
Gastroenterology	103	103	Providers	0.1	103			Area			
Rheumatology	Unknown	0	Providers	Unknown	0			From PIMC			
Oncology	76	76	Providers	0.0	76			Area			
Pediatric-Specialist	Unknown	0	Providers	Unknown	0						
Traditional Healing	0	0	Providers	0.0	0			Provided within Community			
Specialty Care Sub-Total	4,334	4,374			0	2,325	1,685	0	0		



Delivery Plan - Native American (IHS)

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	
Other Ambulatory Care												
Dental Service	379,715	379,715	Dentists	2.3	379,715			Visits to SU				
			Visiting Specialist			2.0		1 Ortho & 1 Pedo				
<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	1,464	1,464	Optometrist	0.7	1,464			Visits to SU				
<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	1,131	1,179	Podiatrists	0.4	1,179			Visits to SU				
<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	26	26	Dialysis Stations	8.2	26			not in hospital				
<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	663	663	Audiologists	0.3	663							
<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>												
Behavioral Health												
<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	2,043	2,043	Counselors	2.4	2.1			Tribal				
Psychiatry Provider	383	535	Providers	0.3	0.3			Already on-site				
Social Service	629	629	Counselors	1.5	1.5			Tribal				
Alcohol & Substance Abuse	897	897	Counselors	0.0	7.8			Override				
Behavioral Health Totals	3,953	4,105	Counselors	3.9	11.7			0				
Inpatient Care												
Labor & Delivery	86	86	LDRs	0.9	0		86					
Obstetrics Patient Days	185	185	# of Beds	1.7	0		185					
<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	161	161	# of Bassinets	1.5	0		161					
<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	102	102	# of Beds	1.1	0		102					



Delivery Plan - Native American (IHS)

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
<p><i>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.</i></p>											
<p>Adult Medical Acute Care</p>											
<p><i>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.</i></p>											
Cardiology	146	174	# of Beds	0.8	162		12				
Endocrinology	146	154	# of Beds	0.7	151		3				
Gastroenterology	218	250	# of Beds	1.1	230		20				
General Medicine	214	247	# of Beds	1.1	247		0				
Hematology	12	14	# of Beds	0.1	14		0				
Nephrology	94	108	# of Beds	0.5	108		0				
Neurology	70	110	# of Beds	0.5	110		0				
Oncology	9	12	# of Beds	0.1	12		0				
Pulmonary	152	203	# of Beds	0.9	203		0				
Rheumatology	4	5	# of Beds	0.0	5		0				
Unknown	40	42	# of Beds	0.2	42		0				
Medical Patient Day Total	1,105	1,320	# of Beds	5.9	1,285		35	0	0		
<p>Adult Surgical Acute Care</p>											
<p><i>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.</i></p>											
Dentistry	4	4	# of Beds	0.0	0		3				1
Dermatology	3	3	# of Beds	0.0	0		0				3
General Surgery	452	457	# of Beds	2.5	0		388				68 85% to Prkr
Gynecology	26	27	# of Beds	0.1	0		23				4 85% to Prkr
Neurosurgery	11	11	# of Beds	0.1	0		11				
Ophthalmology	4	4	# of Beds	0.0	0		0				4
Orthopedics	82	86	# of Beds	0.5	0		73				13 85% to Prkr
Otolaryngology	6	6	# of Beds	0.0	0		0				6
Thoracic Surgery	3	3	# of Beds	0.0	0		3				0
Urology	9	9	# of Beds	0.1	0		8				1 85% to Prkr
Vascular Surgery	18	18	# of Beds	0.1	0		16				2
Surgical Patient Day Total	617	627	# of Beds	3.5	0		525	0	0		103
Intensive Care	301	301	# of beds	1.2	0		0				301
<p><i>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 .</i></p>											
Psychiatry	23	23	# of Beds	0.1	0		0				23
<p><i>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.</i></p>											



Delivery Plan - Native American (IHS)

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

Discipline	Projected Need				Delivery Options							
	PSA Direct Care	+ ESA Direct Care	Key Characteristics (KC)	# Req'd in 2015	PSA			Referrals due to Threshold				
					On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks	
Medical Detox	146	146	# of Beds	0.5	131		0					15
<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	293	293	# of Beds	1.0	293		0					
<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	2,932	3,157	# of Beds	17	1,710		1,007	0	0			
Substance Abuse Non-Acute Care												
<i>Substance Abuse Non-Acute Care - the treatment of substance abuse disorders in an age and security specific setting.</i>												
Adult Residential Treatment	630	630	# of Beds	2.3								630
Adolescent Residential Treatment	190	190	# of Beds	0.7								190
Substance Abuse Transitional Care	28	30	# of Beds	5.0	30							
Substance Abuse Non-Acute Care Totals	848	850		8.0	30		0	0	820			
Elder Care												
<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	6	6	# of Beds	7.0	6							Tribe trying to facilitate
Assisted Living	8	8	# of Beds	8.0	8							Tribe trying to facilitate
Hospice	1	1	# of Beds	1.0	1							Tribe trying to facilitate
Elder Care Totals	15	15		16.0	15		0	0	0			
Ancillary Services												
Crossover % - Pharmacy	0.0%											
Laboratory												
<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	14,619	15,112	Techs @ Peak	1.5	15,112							
Microbiology	1,872	1,872	Techs @ Peak	0.2	1,872							Parker does about 10% of Service Unit labs (Peach, Cheme, Ft. Mojave).
Blood Bank	381	381	Techs @ Peak	0.0	381							
Anatomical	52	52	Techs @ Peak	0.0							52	Clarify Area
<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	16,924	17,417	Techs @ Peak	1.7	17,365	0	0	0	0			
Pharmacy	90,676	93,399	Pharmacists	5.2	93,399							
Acute Dialysis	12	12	Rooms	0.0			12					Medicare
<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>												



Delivery Plan - Native American (IHS)

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
Diagnostic Imaging											
<i>Diagnostic Radiology provides diagnostic radiologic services to inpatients and outpatients. Activities include, but are not limited to, processing, examining, interpreting, storing, and retrieving radiographs and fluorographs; directing a radiological safety program; and consulting with physicians and patients.</i>											
Radiographic	4,697	4,798	Rooms	0.8	4,798						
Ultrasound	256	256	Rooms	0.1	256						
Mammography	521	521	Rooms	0.1	521						
Fluoroscopy	113	113	Rooms	0.1	113						
CT	357	357	Rooms	0.1	357						
MRI	67	67	Rooms	0.0	67						
Diagnostic Imaging Totals	6,011	6,112	Radiologist	0.5	5,932	0	180	Already requisitioned			
Nuclear Medicine	173	173	Rooms	0.1	173						
<i>Nuclear Medicine provides diagnostic nuclear medicine studies, interprets such studies, and performs therapeutic nuclear medicine treatment through the use of injectable or ingestible radioactive isotopes in conformance with licensure regulations. Functions and activities of the work center include, but are not limited to, performing clinical investigative studies, providing whole blood counting, evaluating patients suspected of being contaminated with gamma-emitting radio nuclides, consulting with patients and attending physicians, and maintaining radioactive waste disposal and storage of radioactive materials.</i>											
Rad. Oncology	0	0	Rooms	0.0	0						
Chemotherapy	2	2	Patient Spaces	0.0	2						
Rehabilitation Services											
<i>Rehabilitation Services develops, coordinates, and uses special knowledge and skills in planning, organizing, and managing programs for the care of inpatients and outpatients whose ability to function is impaired or threatened by disease or injury and incorporates activities such as: direct patient care, evaluation, testing, consultation, counseling, teaching, administration, research, and community services. This service typically consists of three disciplines: Physical Therapy, Occupational Therapy, and Speech Therapy.</i>											
Physical Therapy	1,211	1,217	Therapy FTE	0.7	1,217						
Occupational	346	346	Therapy FTE	0.2	346						
Speech Therapy	173	173	Therapy FTE	0.1	173						
Rehab Total	1,730	1,736	Therapy FTE	1.0	1,217	0	0	519			
Respiratory Therapy	17,901	17,901	Therapy FTE	0.2	17,901						
<i>Respiratory Therapy provides and administers oxygen, humidification, aerosol, and certain potent drugs through inhalation or positive pressure and provides other forms of rehabilitative therapy including initiating, monitoring, and evaluating patient performance and reactions to therapy and performing blood gas analysis. The service also tests and evaluates the patient's ability to exchange oxygen and other gases through measurement of inhaled and exhaled gases and analysis of blood.</i>											
Cardiac Catheterization Cases	25	25	Rooms	0.0	25						
<i>The Cardiac Catheterization provides services including the operations and maintenance of specialized equipment that displays and records the condition of the heart and circulatory system. Other activities include explaining test procedures to patients; performing invasive procedures using catheters and other techniques; retrieving and analyzing test results; and inspecting, testing, calibrating, and maintaining special equipment.</i>											
Home Health Care	26	26	# FTE	1.9	26						
<i>Home Health Care is provided to individuals and families in their places of residence to promote, maintain, or restore health or to maximize the level of independence while minimizing the effects of disability and illness, including terminal illness.</i>											
Surgery											
<i>The Surgery product line includes Anesthesiology, Pre & Post Recovery, and the provision of invasive procedures requiring the sterility of an Operating Room or Minor Procedure Room.</i>											
Minor Procedure											
Endoscopy	62	62	Endo Suites	0.0	62						
desire an area solution for all of these, cover with CHS											
Outpatient Surgery Cases											
Cardiovascular	4	4	Outpatient ORs	0.0	4	MOU with PIMC but very few patients receive surgical services at PIMC. Parker still desires Area support/solutions but present scenario is often not practical. CHS coverage is also entered					4
Digestive	64	64	Outpatient ORs	0.1	64						64
Endocrine	5	5	Outpatient ORs	0.0	5						5
ENT	32	32	Outpatient ORs	0.0	32						32
Gynecology	21	21	Outpatient ORs	0.0	21						21
Hemic / Lymphatic	1	1	Outpatient ORs	0.0	1						1
Integument	24	24	Outpatient ORs	0.0	24						24
Musculoskeletal	39	39	Outpatient ORs	0.0	39						39



Delivery Plan - Native American (IHS)

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

Discipline	Projected Need				Delivery Options								
	PSA Direct Care	+ ESA Direct Care	Key Characteristics (KC)	# Req'd in 2015	PSA			Referrals due to Threshold					
					On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks		
Nervous	10	10	Outpatient ORs	0.0			10					10	
Ocular	28	28	Outpatient ORs	0.0			28					28	
Respiratory	4	4	Outpatient ORs	0.0			4					4	
Urogenital	17	17	Outpatient ORs	0.0			17					17	
OP Surgical Case	249	249	Outpatient ORs	0.2	0	0	249	0	0			249	
Inpatient Surgery	85	85	Inpatient ORs	0.1			85					85	
Surgical Case	334	334		0.3	0	0	396	0	0			396	

Administrative Support

Administration	# of FTE	11.6	11.6
<i>Administration organizes, administers, and supervises all professional and administrative aspects of the facility; responsible for all personnel assigned or attached to the facility; determines medical capabilities related to available medical services officers, support staff, and facilities; implements directed programs; is responsible for the care, treatment, and welfare of all patients.</i>			
Nursing Administration	# of FTE	0.0	0.0
<i>Oversees the nursing care within the facility, both inpatient and outpatient. Responsible for the hiring and continued education of the nursing and medical aid staff. Manages nursing quality improvement efforts.</i>			
Quality Management	# of FTE	1.6	1.6
<i>Responsible for credentialing of the professional staff, performance improvement efforts within the facility and patient care utilization review.</i>			
Information Management	# of FTE	2.2	2.2
<i>Information Management Department provides the responsibility for managing the day to day operation, training, maintenance and development of the computerization hardware, software and networking resources allocated to the facility by the Indian Health Service.</i>			
Health Information Management	# of FTE	12.0	12.0
<i>Health Information Management is responsible for assembling, collecting, completing, analyzing, ensuring availability, and safekeeping of patient records (also called charts) in order to facilitate, evaluate, and improve patient care.</i>			
Business Office	# of FTE	6.4	6.4
<i>Business Office implements administrative procedures to maximize net recovery of healthcare delivery costs from third-party payers; identifies patients that have other health insurance; reviews all aspects of accounts receivable management, complies with third-party payer requirements; submits all claims to third-party payers; follows up to ensure that collections are made; and documents and reports collection activities.</i>			
Contract Health	# of FTE	2.9	2.9
<i>Contract Health Service Program coordinates access to medical care that is not available at the facility. This is done by determining eligibility for Contract Health Care, identifying other alternate resources, establishing medical priorities and having an effective working relationship with all private providers, patients, and staff.</i>			

Facility Support Services

Clinical Engineering	# of FTE	2.2	2.2
<i>Clinical Engineering provides preventive maintenance, inspection, and repair of medical and dental equipment; conducts a systematic inspection of equipment to determine operational status, and assigns serviceability condition codes to equipment; performs scheduled preventive maintenance of medical and dental equipment; repairs or replaces worn or broken parts; rebuilds and fabricates equipment or components; modifies equipment and installs new equipment; inspects and tests contract installed equipment; disassembles, packs, receives, and inspects equipment; and maintains audio and video equipment.</i>			
Facility Management	# of FTE	10.8	10.8
<i>The maintenance of a health sites facilities, building systems and grounds</i>			
Central Sterile	# of FTE	0.7	0.7
<i>The decontamination, assembly, sterilization and distribution of reusable instrumentation. Also responsible for the distribution of other sterile products.</i>			
Dietary	# of FTE	1.0	1.0
<i>The ordering, maintenance, preparation, serving and distribution of meals to inpatients, outpatients and staff. Nutritional oversight for these meals as well as nutritional consultations with patients and staff.</i>			
Property & Supply	# of FTE	1.8	1.8
<i>Property & Supply provides or arranges for the supplies, equipment, and certain services necessary to support the mission. Basic responsibilities include: procurement, inventory control, receipt, storage, quality assurance, issue, turn in, disposition, property accounting and reporting actions for designated medical and non-medical supplies and equipment required in support of the medical mission; installation management of the medical stock fund; management and control of medical organization in-use property through authorization, property accounting, reporting and budgetary procedures; and planning, pre-positioning, and managing the installation medical war readiness materiel program.</i>			

