



Payson Service Area



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 Payson Health Program, serving the Primary Care Service Area Communities listed to the left, is located in the town of Payson, AZ, approximately 90 miles north east of Phoenix.

It is a hub of primary care for Native Americans in the Gila County area.

As noted in the Service Summary to the left, Payson currently operates as a contract health provider with CHR, Alcohol & Substance Abuse and Diabetes Program. New services anticipated for 2015 include Family Practice, Dental, Mental Health, and Tribal Health Administration.

Facility Description

This information was not provided by the facility.

Services & Resourcing Priorities

1	<i>Complete a PJD/POR</i>	These priorities were not provided or prioritized by the service area but are rather suggestive as a result of the Resource Allocation pages of this Master Plan.
2	<i>Add Primary Care Providers and Space</i>	
3	<i>Add Nursing Support</i>	
4	<i>Add Traditional Healing Provider and space</i>	
5	<i>Add Dental Provider</i>	
6	<i>Add Mental Health provider and space</i>	
7	<i>Add Information Management personnel</i>	
8	<i>Add Health Information Management personnel and space</i>	
9	<i>Add Business Office personnel</i>	
10	<i>Add Contract Health personnel</i>	
11	<i>Add Property & Supply personnel and space</i>	
12	<i>Add Housekeeping and linen personnel and space</i>	
13	<i>Increase Public Health Nursing personnel</i>	
14	<i>Add Transportation personnel</i>	
15	<i>Add Diabetes Personnel</i>	



Executive Summary

Services & Resourcing Priorities Continued	
16	
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24	
25	

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

Functional Deficiencies			
1		7	
2		8	
3		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	
Provider Visits Only					Provider Visits Only					
Primary Care										
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%	
Emergency Care										
Emergency/Urgent	0	0	0	0				0	0%	
ER/Non-urgent	0	0	0	0				0	0%	
Specialty Care										
Orthopedics	0	0	0	0	0	0	0	0	0%	
Ophthalmology	0	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.								0	0%
Gastroenterology									0	0%
Rheumatology									0	0%
Oncology									0	0%
Pediatric-Genetics				0				0	0%	
Traditional Healing	0	0	0	0				0	0%	
Totals	0	0	0		0	0	0		0%	
Direct & Tribal Care + Contract Care	0	0	0							
Other Ambulatory Care Services										
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%	
Outpatient Behavioral Health										
Mental Health Visits	0	0	0	0				0	0%	
Psychiatry	0	0	0	0	0	0	0	0	0%	
Social Services Visits	0	0	0	0				0	0%	
Alcohol & Substance Abuse Visits	0	0	0	0				0	0%	
BH Visit Totals	0	0	0	0	0	0	0	0	0%	

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



Historical Workloads by Location of Encounter - Native American

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

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
Ancillary Services									
Lab Billable Tests	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	0	0	0	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%
OP Surgical Case Total	0	0	0	0	0	0	0	0	0%
Inpatient Surgery Cases	0	0	0	0	0	0	0	0	0%
Surgical Case Total	0	0	0	0	0	0	0	0	0%
Direct & Tribal + Contract Care	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
Provider Visits Only					Provider Visits Only				
Primary Care									
Family Practice	49	75	124	83	0	0	0	0	0.0%
Internal Medicine	45	27	13	28	0	0	0	0	0.0%
Pediatric	6	3	9	6	0	0	0	0	0.0%
Ob/Gyn	14	4	5	8	0	0	0	0	0.0%
Emergency Care									
Emergency/Urgent	29	29	34	31				0	0.0%
ER/Non-urgent	0	0	2	1				0	0.0%
Specialty Care									
Orthopedics	1	1	5	2	0	0	0	0	0.0%
Ophthalmology	17	10	20	16	0	0	0	0	0.0%
Dermatology	5	2	7	5	0	0	0	0	0.0%
General Surgery	7	11	5	8	0	0	0	0	0.0%
Otolaryngology	7	3	2	4	0	0	0	0	0.0%
Cardiology	3	2	1	2	0	0	0	0	0.0%
Urology	0	0	0	0				0	0%
Neurology	1	0	2	1	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									
Rheumatology									
Oncology									
Pediatric-Genetics									
Traditional Healing	0	0	0	0				0	0%
Totals	184	167	229	193	0	0	0		0%
Direct & Tribal Care + Contract Care	184	167	229	193					

* 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	16	20	17	18	1	0	0	0	1.9%
Podiatry Visits	18	20	14	17	0	0	0	0	0.0%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	1	2	3	2	2	0	0	1	25.0%
Outpatient Behavioral Health									
Mental Health Visits	0	0	0	0				0	0%
Psychiatry	3	0	0	1	0	0	0	0	0.0%
Social Services Visits	0	0	0	0				0	0%
Alcohol & Substance Abuse Visits	0	0	0	0				0	0%
BH Visit Totals	3	0	0	1	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	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	0	0	0	0	0%	
Pediatric Patient Days	0	0	1	0	3	5	0	3	88.9%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	1	0	1	1	100.0%	
Endocrinology	0	5	0	2	0	2	3	2	50.0%	
Gastroenterology	0	0	0	0	12	7	0	6	100.0%	
General Medicine	0	1	0	0	0	1	0	0	50.0%	
Hematology	0	0	0	0	4	0	0	1	100.0%	
Nephrology	0	0	0	0	0	0	0	0	0%	
Neurology	1	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	2	1	100.0%	
Medical Patient Day Total	1	6	0	2	17	10	6	11	82.5%	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	0	0	0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	2	6	0	3	10	0	5	5	65.2%	
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	3	0	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%	
Surgical Patient Day Total	2	6	0	3	10	3	5	6	69.2%	
Psychiatry Patient Days	0	0	0	0	0	0	0	0	0%	
Medical Detox Patient Days	0	0	0	0	0	0	1	0	100.0%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
Inpatient Care Totals	3	12	1	5	32	19	12	21	79.7%	
Direct & Tribal + Contract Care	35	31	13	26						
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	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	1	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	3	2	2	2				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	2	3	2	2	0	0	0	0	0.0%
Outpatient Surgery Cases									
Cardiovascular	0	0	0	0	0	0	0	0	0%
Digestive	0	1	0	0	0	0	0	0	0.0%
Endocrine	0	0	1	0	0	0	0	0	0.0%
ENT	0	0	0	0	0	0	0	0	0%
Gynecology	1	1	0	1	0	0	0	0	0.0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	0	0	2	1	0	0	0	0	0.0%
Musculoskeletal	0	2	0	1	0	0	0	0	0.0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	1	1	0	1	0	0	0	0	0.0%
Respiratory	0	0	0	0	0	0	0	0	0%
Urogenital	0	0	0	0	0	0	0	0	0%
OP Surgical Case Total	2	5	3	3	0	0	0	0	0%
Inpatient Surgery Cases	1	1	0	1	3	1	1	2	71.4%
Surgical Case Total	3	6	3	4	3	1	1	2	29%
Direct & Tribal + Contract Care	6	7	4	6					
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	124			146					
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	83	136		97	164		434	434	0
Internal Medicine	28	62		33	74		74	74	0
Pediatric	6	53		7	66		66	66	0
Ob/Gyn	8	42		9	51		51	51	0
Urgent Care Clinic	1			1			1	1	0
Primary Care Sub-Tot.	125	294	522	147	355	626	626	626	0
Emergency Care									
Emergency/Urgent	31	27		36	33		36	36	0
ER/Non-urgent		18			22		19	19	0
Emerg. Care Sub-Tot.	31	45	50	36	55	55	55	55	0
Specialty Care									
Orthopedics	2	24		3	28		28	28	0
Ophthalmology	16	23		18	28		28	28	0
Dermatology	5	19		5	23		23	23	0
General Surgery	8	19		9	23		23	23	0
Otolaryngology	4	11		5	13		13	13	0
Cardiology	2	8		2	10		10	10	0
Urology	0	8		0	10		10	10	0
Neurology	1	5		1	6		6	6	0
Other Specialties		44		0	52		39	39	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	2		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.	37	172	19	44	206	23	193	193	0
Total Provider Visits By PSA Residents	193	511	591	227	616	704	874	874	0
Provider Visits		Unmet need if (-) -398	Over Utilization if (+)						
Total Provider Patient Utilization Rate	1.56	4.11	4.76	The rate is established by dividing the Total Provider Visits from the PSA by the User Population.					
Other Ambulatory Care Services									
Dental Service Minutes	0	11,085	11,020	0	13,352	12,160	13,352	13,352	0
Optometry Visits	18	Unknown	37	21	Unknown	40	40	40	0
Podiatry Visits	17	38		20	45		45	45	0
Dialysis Patients	0	Unknown		0	Unknown		0	0	0
Audiology Visits	3	23	9	3	28	11	28	28	0
Outpatient Behavioral Health Services									
Mental Health Visits	0	Unknown	23	0	Unknown	27	27	27	0
Psychiatry	1	12		1	14		14	14	0
Social Services Visits	0	Unknown		0	Unknown		0	0	0
Alcohol & Substance Abuse	0	Unknown		0	Unknown		0	0	0
BH Visits Totals	1	12	23	1	14	27	41	41	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	124			146					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
Inpatient Care									
Labor & Delivery Births	1	2	2	1	3	2	3	2	1
Obstetrics Patient Days	1	4	4	1	5	5	5	4	1
Neonatology Patient Days	0	5		0	7		7	4	3
Pediatric Patient Days	3	3	N/A	4	3	N/A	4	2	1
Adult Medical Patient Days									
Cardiology	1	6		1	8		8	5	2
Endocrinology	3	1		4	1		4	3	0
Gastroenterology	6	3		7	4		7	6	0
General Medicine	1	4		1	5		5	4	0
Hematology	1	0		2	1		2	1	1
Nephrology	0	1		0	1		1	1	0
Neurology	0	2		0	3		3	2	0
Oncology	0	1		0	2		2	0	1
Pulmonary	0	6		0	7		7	5	1
Rheumatology	0	0		0	0		0	0	0
Unknown	1	0		1	0		1	1	0
Medical Patient Day Total	13	26	21	16	32	22	32	27	5
Adult Surgical Patient Days									
Dentistry	0	0		0	0		0	0	0
Dermatology	0	0		0	0		0	0	0
General Surgery	8	7		9	8		9	6	3
Gynecology	0	1		0	1		1	1	0
Neurosurgery	0	2		0	2		2	1	1
Ophthalmology	0	0		0	0		0	0	0
Orthopedics	1	5		1	6		6	4	1
Otolaryngology	0	1		0	2		2	0	1
Thoracic Surgery	0	3		0	4		4	0	3
Urology	0	1		0	1		1	1	1
Vascular Surgery	0	2		0	2		2	1	1
Surgical Patient Day Total	9	22	12	10	26	13	26	14	12
Psychiatry Patient Days	0	3	0	0	4	0	4	1	3
Medical Detox Patient Days	0	0		0	1		1	0	0
Sub Acute/Transitional Care	0	17		0	20		20	20	0
Inpatient Care Totals	26	80	37	31	97	40	97	73	24
Inpatient Patient Days	Unmet need if (-) -54 Over Utilization if (+)								
Substance Abuse Non-Acute Care									
Adult Residential Treatment	0	25		0	29		29	29	0
Adol. Residential Treatment	0	4		0	4		4	4	0
SA Transitional Care	0	1		0	1		1	1	0
Substance Abuse Total	0	29	0	0	35	0	35	35	0
Elder Care									
Skilled Nursing Patients	0	0		0	0		0	0	0
Assisted Living Patients	0	0		0	1		1	1	0
Hospice Patients	0	0		0	0		0	0	0
Nursing Home Total	0	1	0	0	1	0	1	1	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	124			146					
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		596	435		719	522	719	666	43
Microbiology Billable Tests		79	89		95	106	106	63	42
Blood Bank Billable Tests		16	8		19	10	19	18	0
Anatomical Pathology		1	1		1	1	1	1	0
Lab Billable Tests	0	692	533	0	833	639	833	748	85
Pharmacy Scripts	0	1,277		0	1,540		1,540	1,540	0
Acute Dialysis Procedures	0	1		0	1		1	1	0
Radiographic Exams	0	50	44	0	60	53	60	60	0
Ultrasound Exams	0	9	7	0	11	9	11	11	0
Mammography Exams	0	26	16	0	31	17	31	31	0
Fluoroscopy Exams	0	3	4	0	3	4	4	4	0
CT Exams	0	4	1	0	5	1	5	5	0
MRI Exams	0	2		0	3		3	3	0
Nuclear Medicine Exams	0	5		0	6		6	6	0
Rad. Oncology Treatments	0	Unknown		0	Unknown		0	0	0
Chemotherapy Treatments	0	Unknown		0	Unknown		0	0	0
Rehabilitation Services									
Physical Therapy Visits	2	Unknown		3	Unknown		3	41	0
Occupational Therapy Visits	0	Unknown		0	Unknown		0	12	0
Speech Therapy Visits	0	Unknown		0	Unknown		0	6	0
Rehab Total Visits	2	-	54	3	-	59	59	59	0
Respiratory Therapy		Unknown	368		Unknown	441	441	441	0
Workload Minutes	0			0					
Cardiac Catheterization	0	1		0	2		2	2	0
Home Health Care Patients	0	1		0	2		2	2	0
Minor Procedure Cases									
Endoscopy	2	3		3	4		4	4	0
Outpatient Surgery Cases									
Cardiovascular	0	0		0	0		0	0	0
Digestive	0	3		0	3		3	3	0
Endocrine	0	0		0	0		0	0	0
ENT	0	1		0	1		1	1	0
Gynecology	1	1		1	1		1	1	0
Hemic and Lymphatic	0	0		0	0		0	0	0
Integument	1	1		1	1		1	1	0
Musculoskeletal	1	1		1	2		2	2	0
Nervous	0	0		0	0		0	0	0
Ocular	1	1		1	2		2	2	0
Respiratory	0	0		0	0		0	0	0
Urogenital	0	1		0	1		1	1	0
OP Surgical Case Total	3	10	3	4	11	3	12	12	0
Inpatient Surgery Cases	2	4	3	3	5	3	5	3	2
Surgical Case Total	6	14	6	7	16	6	17	15	2
EMS Responses	0	16		0	19		19	19	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
Primary Care (Provider Visits)											
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	434	434	Providers	0.2	626	626					SAC - local
Internal Medicine	74	74	Providers	0.0							rolled up in FP
Pediatric	66	66	Providers	0.0							rolled up in FP
Ob/Gyn	51	51	Providers	0.0							rolled up in FP
Urgent Care Clinic	1	1	Providers	0.0							rolled up in FP
Primary Care Total	626	626	Providers	0.1	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	36	36	Patient Spaces	0.0			36				
ER/Non-urgent	19	19	Providers	0.0			19				
Emergency Care Total	55	55	Patient Spaces	0.0			55				
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	28	28	Providers	0.0			28				
Ophthalmology	28	28	Providers	0.0				28			Phoenix
Dermatology	23	23	Providers	0.0			23				
General Surgery	23	23	Providers	0.0			23				
Otolaryngology	13	13	Providers	0.0			13				
Cardiology	10	10	Providers	0.0			10				
Urology	10	10	Providers	0.0			10				
Neurology	6	6	Providers	0.0				6			
Subspecialties	39	39	Providers	0.0			39				
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	193	193			1	148	6	28	11.0584		



Delivery Plan - Native American (IHS)

Small Health Station SAC

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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	
Other Ambulatory Care												
Dental Service	13,352	13,352	Dentists	0.4	13,352							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	40	40	Optometrist	0.0		40	40					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	45	45	Podiatrists	0.0			45					
<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	28	28	Audiologists	0.0				28				Supported at PIMC
<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	27	27	Counselors	0.4	0.4							SAC
Psychiatry Provider	14	14	Providers	0.0			14					
Social Service	0	0	Counselors	0.0	0.0							
Alcohol & Substance Abuse	0	0	Counselors	0.0	1.5							SAC Override
Behavioral Health Totals	41	41	Counselors	0.4	1.9		14					
Inpatient Care												
Labor & Delivery	2	2	LDRs	0.1	0		0	2				
Obstetrics Patient Days	4	4	# of Beds	0.2	0		0	4				
<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	4	4	# of Bassinets	0.2	0		0	4				
<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	2	2	# of Beds	0.1	0		0	2				



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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
<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	5	5	# of Beds	0.1	0		0	5			
Endocrinology	3	3	# of Beds	0.1	0		0	3			
Gastroenterology	6	6	# of Beds	0.1	0		0	6			
General Medicine	4	4	# of Beds	0.1	0		0	4			
Hematology	1	1	# of Beds	0.0	0		0	1			
Nephrology	1	1	# of Beds	0.0	0		0	1			
Neurology	2	2	# of Beds	0.0	0		0	2			
Oncology	0	0	# of Beds	0.0	0		0	0			
Pulmonary	5	5	# of Beds	0.1	0		0	5			
Rheumatology	0	0	# of Beds	0.0	0		0	0			
Unknown	1	1	# of Beds	0.0	0		0	1			
Medical Patient Day Total	27	27	# of Beds	0.5	0		0	27			Supported at PIMC
<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	0	0	# of Beds	0.0	0		0	0			
Dermatology	0	0	# of Beds	0.0	0		0	0			
General Surgery	6	6	# of Beds	0.1	0		0	6			
Gynecology	1	1	# of Beds	0.0	0		0	1			
Neurosurgery	1	1	# of Beds	0.0	0		0	1			
Ophthalmology	0	0	# of Beds	0.0	0		0	0			
Orthopedics	4	4	# of Beds	0.1	0		0	4			
Otolaryngology	0	0	# of Beds	0.0	0		0	0			
Thoracic Surgery	0	0	# of Beds	0.0	0		0	0			
Urology	1	1	# of Beds	0.0	0		0	1			
Vascular Surgery	1	1	# of Beds	0.0	0		0	1			
Surgical Patient Day Total	14	14	# of Beds	0.4	0		0	14			Supported at PIMC
Intensive Care	7	7	# of beds	0.0	0		7				
<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	1	1	# of Beds	0.0	0		1				1
<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)

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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	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	20	20	# of Beds	0.1	0		20						
<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	80	80	# of Beds	1	0		29						
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	29	29	# of Beds	0.1			29			29			
Adolescent Residential Treatment	4	4	# of Beds	0.0			4			4			
Substance Abuse Transitional Care	1	1	# of Beds	0.2	1								
Substance Abuse Non-Acute Care Totals	35	35		0.3	1		34			34			
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	0	0	# of Beds	1.0			0						
Assisted Living	1	1	# of Beds	1.0			1						
Hospice	0	0	# of Beds	0.0			0						
Elder Care Totals	1	1		2.0			1						
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	666	666	Techs @ Peak	0.0			666						SAC
Microbiology	63	63	Techs @ Peak	0.0			63						
Blood Bank	18	18	Techs @ Peak	0.0			18						
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	748	748	Techs @ Peak	0.0			747			1			
Pharmacy	1,540	1,540	Pharmacists	0.0			1,540						SAC (doc dispenses)
Acute Dialysis	1	1	Rooms	0.0									1
<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)

Small Health Station SAC

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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
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	60	60	Rooms	0.0			60				
Ultrasound	11	11	Rooms	0.0			11				
Mammography	31	31	Rooms	0.0					31		Mobile
Fluoroscopy	4	4	Rooms	0.0			4				
CT	5	5	Rooms	0.0			5				
MRI	3	3	Rooms	0.0					3		
Diagnostic Imaging Totals	114	114	Radiologist	0.0			80		34		
Nuclear Medicine	6	6	Rooms	0.0					6		
<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	0	0	Patient Spaces	0.0			0				
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	41	41	Therapy FTE	0.0			41				
Occupational	12	12	Therapy FTE	0.0			12				
Speech Therapy	6	6	Therapy FTE	0.0			6				
Rehab Total	59	59	Therapy FTE	0.0			59				
Respiratory Therapy	441	441	Therapy FTE	0.0			441				
<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	2	2	Rooms	0.0			2				
<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	2	2	# FTE	0.0							incl. in PHN
<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	4	4	Endo Suites	0.0			4				
Outpatient Surgery Cases											
Cardiovascular	0	0	Outpatient ORs	0.0			0				
Digestive	3	3	Outpatient ORs	0.0			3				
Endocrine	0	0	Outpatient ORs	0.0			0				
ENT	1	1	Outpatient ORs	0.0			1				
Gynecology	1	1	Outpatient ORs	0.0			1				
Hemic / Lymphatic	0	0	Outpatient ORs	0.0			0				
Integument	1	1	Outpatient ORs	0.0			1				
Musculoskeletal	2	2	Outpatient ORs	0.0			2				



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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	0	0	Outpatient ORs	0.0			0						
Ocular	2	2	Outpatient ORs	0.0			2						
Respiratory	0	0	Outpatient ORs	0.0			0						
Urogenital	1	1	Outpatient ORs	0.0			1						
OP Surgical Case	12	12	Outpatient ORs	0.0			12						
Inpatient Surgery	3	3	Inpatient ORs	0.0			3						
Surgical Case	15	15		0.0			18						
Administrative Support													
Administration				# of FTE 0.0			0.0						SAC
<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						SAC
<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 0.0			0.0						SAC
<i>Responsible for credentialing of the professional staff, performance improvement efforts within the facility and patient care utilization review.</i>													
Information Management				# of FTE 0.2			0.2						SAC
<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 0.6			0.6						SAC
<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 0.6			0.6						SAC
<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 0.6			0.6						SAC
<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 0.1			0.1						SAC
<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 0.1			0.1						SAC
<i>The maintenance of a health sites facilities, building systems and grounds</i>													
Central Sterile				# of FTE 0.0			0.0						SAC
<i>The decontamination, assembly, sterilization and distribution of reusable instrumentation. Also responsible for the distribution of other sterile products.</i>													
Dietary				# of FTE 0.0			0.0						SAC
<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 0.2			0.2						SAC
<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>													



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	
Housekeeping & Linen			# of FTE	0.2	0.2							SAC
<p><i>The Housekeeping Service provides responsibility for maintaining the interior of a facility at the highest level of cleanliness and sanitation achievable. Housekeeping, also, is responsible for picking up, sorting, issuing, distributing, mending, washing, and processing in-service linens including uniforms and special linens.</i></p>												
Preventive Care/HPDP												
<p><i>The oversight of all preventive care and health education programs within the facility. Education efforts will involve the public as well as the entire health system staff. These departments provide leadership to all areas of the facility in their efforts to increase the health awareness of the public. HPDP - Health Promotion & Disease Prevention</i></p>												
Public Health Nursing			# of FTE	0.4	0.4							SAC
Public Health Nutrition			# of FTE	0.0	0.0							
Environmental Health			# of FTE	0.5	0.5							Supported at SU
Health Education			# of FTE	0.0	0.0							
Additional Services												
Case Management			# of FTE	0.0	0.0							SAC incl. in PHN
<p><i>Case Management provides professional staff dedicated to insuring a continuum of care and follow up for chronically ill or potentially chronically ill patients.</i></p>												
CHR			# of FTE	0.0	1.5							1 Currently
<p><i>Community Health representatives inform community members about available health services, make referrals to appropriate agencies, and assist PHN staff with basic health care screening. Also participate in health promotion activities and health fairs.</i></p>												
Diabetes Program			# of FTE	0.0	1.0							
<p><i>The Diabetes Program provides for the diabetic patient's education and case management and the prospective diabetic patient with preventive education and clinical screening. The program is supported clinically with pre-renal examinations and Podiatry care.</i></p>												
Senior Citizen Center			# of FTE	0.0	0.0							Believes this comes from IHS
<p><i>Congregate meal, meal delivery, companionship, advisory, exercise, transport. (3 people per center; Suprv., Cook, Driver) (Centers/Staff)</i></p>												
EMS	19	19	Loc #1 - # of FTE	0.0	0.0			19				
			# of Ambulances	0.0	0.0							
			Loc #2 - # of FTE	0.0	0.0							
			# of Ambulances	0.0	0.0							
			Loc #3 - # of FTE	0.0	0.0							
			# of Ambulances	0.0	0.0							
<p><i>Emergency Medical Services provide emergency medical services within the boundaries of a service unit. Ambulances are available twenty-four hours a day seven days a week, staffed with State Certified EMT, IEMT and Paramedics.</i></p>												
Alternative Medicine			# of FTE	0.0	0.0							
<p><i>This service provides natural, traditional and chiropractic services to the community as well as educational services related to various health issues. It also seeks to alleviate concerns community members may have regarding unaddressed health issues.</i></p>												
Transportation			# of FTE	0.4	0.4							SAC (currently 3 days/wk)
<p><i>Transportation Department transports community residents to health related facilities within the service unit, and surrounding cities. It includes all the expenses incurred for automotive operation and maintenance and the administration of garage and dispatching activities in support of the medical mission.</i></p>												
Maternal Child Health			# of FTE	0.0	0.0							
<p><i>Maternal and Child Health services exist to provide basic prenatal and childbirth education and support to Native American mothers. These services can include breastfeeding education/support, home visit evaluations for pre and post natal care, education on topics such as FAS/FAE, car seat use and safety, and nutrition.</i></p>												
WIC			# of FTE	0.0	0.0							
<p><i>WIC Program provides nutrition screening, nutrition education, supplemental food and referral to needed Community resources for pregnant, breastfeeding, postpartum women, infants and children <5 years of age who meet income guidelines (185% poverty) and are found to have a nutritional risk.</i></p>												
Security			# of FTE	0.0	0.0							
<p><i>Security is responsible for the safety and well being of hospital patients, visitors, and personnel. It includes physical security of parking lots, surrounding grounds, and interiors of the facility.</i></p>												



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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
Domestic Violence			# of FTE	0.0	0.0						
<i>Family Planning/Domestic Violence promotes Native American health through emphasizing benefits of family planning and supporting such emphasis through education, appointment referrals for sterilization procedures, and pre-natal/post-natal home visits to discuss family planning needs; as well as lowering incidents of domestic violence through the provision of shelters/safe houses and/or referrals to other Domestic Violence assistance services. Referrals come through other programs such as WIC, PHN, etc.</i>											
Wellness Center			# of FTE	0.0	0.0						
<i>Wellness Center provides fitness equipment, training, coaching and education for Native Americans of all ages, acting either as an independent service or in support or cooperation with such other programs as Elder Care, Diabetes, CHRs etc.</i>											
Outreach Elder Care			# of FTE	0.0	0.0						
<i>Elder Care provides an open and supportive environment as well as an outreach program for the community's elders. Lunch distribution, social functions, health education and health benefit counseling is provided by the staff.</i>											
HIV/AIDS			# of FTE	0.0	0.0						
<i>Coordinates all educational services for persons at high-risk for contracting the virus which causes HIV/AIDS. Case management is also provided to those living with HIV/AIDS.</i>											
Injury Prevention			# of FTE	0.0	0.0						
<i>Reduce injury morbidity and mortality among Native Americans.</i>											
Tribal Health Administration			# of FTE	2.0	SAC Derivative provides 2 FTE and 35 square meters			SAC			
<i>Tribal Health Administration Department oversees and ensures quality health services for service unit residents, while encouraging more self-reliance and personal control over their health and quality of life.</i>											
Tobacco			# of FTE	0.0	0.0						
<i>Tobacco prevention and cessation services focus primarily on reducing incidents of youth use and possession as well as reducing exposure to second hand smoke. It also encourages tobacco cessation through education and public awareness events.</i>											
Bio-Terrorism			# of FTE	0.0	0.0						
<i>The bioterrorism program is responsible for coordination and planning of emergency response activities, including emerging infectious diseases, healthcare security systems and associated policy development for the Service Area.</i>											
Women's Preventive Care			# of FTE	0.0	0.0						
<i>Women's Preventive Care provides breast and cervical cancer screening to all women enrolled through the program, and to educate them about the importance of early detection for breast and cervical cancer.</i>											
Total 2015 Non-Deviated RRM Staff FTEs				5.6	10.3	Required IHS Supportable Space Staff					SAC



Resource Allocation - Native American (IHS)

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Discipline	Direct Health Care					Contract Health Care		
	Planned Projected	Key Characteristics (KC)	# Req'd in 2015	Exist KC (From Quest.)	% of Need	Planned Projected	Cost / Unit	Total CH Dollars
Primary Care						Provider Visits Only		
Family Practice	0	Providers	0.2		0%	626	\$69	\$43,463
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	2.0		0%			
Internal Medicine	0	Providers	0.0		100%	0	\$69	\$0
		Visiting Providers to outlying areas.						
		Inpatient Physician	0.0		100%			
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Pediatric	0	Providers	0.0		100%	0	\$50	\$0
		Visiting Providers to outlying areas.						
		Inpatient Physician	0.0		100%			
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Ob/Gyn	0	Providers	0.0		100%	0	\$255	\$0
		Visiting Providers to outlying areas.						
		Inpatient Physician	0.0		100%			
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Urgent Care Clinic	0	Providers	0.0		100%	0	\$226	\$0
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Primary Care Total	0	Providers	0.2	0.0	0%	626		\$43,463
		Provider Offices	0.0	0.0	100%			
		Nursing Support (RN+LPN+CNA)	0.4		0%			
		Ambulatory Care Nutritionist			100%			
		Exam Rooms	2.0	0.0	0%			
		Dept. Gross Sq. Mtrs	110.8		0%			
Emergency Care	0	ER Providers	0.0		100%	55	\$247	\$13,609
		Nursing Support (RN+LPN)	0.0		100%			
		Patient Spaces	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Specialty Care						Provider Visits Only		
Orthopedics	0	Providers	0.0		100%	28	\$278	\$7,874
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Ophthalmology	0	Providers	0.0		100%	0	\$226	\$0
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Dermatology	0	Providers	0.0		100%	23	\$92	\$2,073
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
General Surgery	0	Providers	0.0		100%	23	\$216	\$4,949
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Otolaryngology	0	Providers	0.0		100%	13	\$189	\$2,485
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			



Resource Allocation - Native American (IHS)

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Discipline	Direct Health Care					Contract Health Care		
	Planned Projected	Key Characteristics (KC)	# Req'd in 2015	Exist KC (From Quest.)	% of Need	Planned Projected	Cost / Unit	Total CH Dollars
Cardiology	0	Providers	0.0		100%	10	\$207	\$2,078
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Urology	0	Providers	0.0		100%	10	\$216	\$2,102
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Neurology	0	Providers	0.0		100%	0	\$207	\$0
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Other Subspecialties						39	\$205	\$8,073
Nephrology	0	Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Allergy		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Pulmonology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Gerontology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Gastroenterology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Rheumatology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Oncology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Pediatric-Specialist		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Traditional Healing		Providers	1.0		0%			
		Provider Offices	1.0		0%			
		Exam Rooms	1.0		0%			
		Podiatry Visits	0		100%			
Podiatry Visits	45	Podiatrists	0.0		100%	45	\$656	\$29,590
		Visiting Providers to outlying areas.						
		Podiatry Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Specialty Care Sub-Total	191	Exam Rooms	1.0	0.0	0%	191		\$29,634
		Provider Offices	1.0	0.0	0%			
		Nursing Support (RN+LPN+CNA)	0.0		100%			
		Dept. Gross Sq. Mtrs	73.0		0%			
Total In-House Providers						0		



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Discipline	Direct Health Care					Contract Health Care		
	Planned Projected	Key Characteristics (KC)	# Req'd in 2015	Exist KC (From Quest.)	% of Need	Planned Projected	Cost / Unit	Total CH Dollars
Visiting Professional Clinic	40	Exam	0.0		100%			
		Provider Offices	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Services Include: Optometry						SAC Included in PC		
Other Ambulatory Care Services								
Dental Service Minutes	13,352	Dentists	0.4		0%	0	\$7	\$0
		Visiting Specialists	0.0		100%			
		Visiting Providers to outlying areas.						
		Hygienists	0.0		100%			
		Dental Chair	2.0		0%			
		Specialist Chair	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
						SAC Space Included in PC		
Optometry Visits	0	Optometrist	0.0		100%	40	\$245	\$9,800
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Eye Lanes	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Dialysis Patients	0	Dialysis Stations	0.0		100%	0	\$543	\$0
		Dept. Gross Sq. Mtrs	0.0		100%			
Audiology Visits	0	Audiologists	0.0		100%	0	\$493	\$0
		Visiting Providers to outlying areas.						
		Audiologist Offices	0.0		100%			
		Audiology Booths	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Behavioral Health								
Mental Health		Counselors	0.4		0%			
Psychiatry		Counselors	0.0		100%			
Social Service		Counselors	0.0		100%			
Alcohol & Substance Abuse		Counselors	1.5	1.0	67%			
Behavioral Health Total		Total Counselors	1.9	1.0	53%	14	\$871	\$12,616
		Visiting Providers to outlying areas.						
		Counselor Offices	2.0		0%			
		Dept. Gross Sq. Mtrs	73.5		0%			
						47.5 SAC Base Allocation + 26 sm		
Inpatient Care								
Births	0	LDRPs	0.0		100%	1	\$2,949	\$1,550
		Dept. Gross Sq. Mtrs	0.0		100%			
Obstetric Patient Days	0	Post Partum beds	0.0		100%	1		
		Dept. Gross Sq. Mtrs	0.0		100%			
Neonatology Patient Days	0	# of Bassinets	0.0		100%	3	\$1,473	\$3,868
		Dept. Gross Sq. Mtrs	0.0		100%			
Pediatric Patient Days	0	# of Beds	0.0		100%	1	\$1,473	\$1,921
		Dept. Gross Sq. Mtrs	0.0		100%			
Adult Medical Acute Care	0	# of Beds	0.0		100%	5	\$957	\$4,556
		Dept. Gross Sq. Mtrs	0.0		100%			
Adult Surgical Acute Care	0	# of Beds	0.0		100%	12	\$957	\$11,230
		Dept. Gross Sq. Mtrs	0.0		100%			
Intensive Care Patient Days	0	# of Beds	0.0		100%	7	\$957	\$6,776
		Dept. Gross Sq. Mtrs	0.0		100%			
Psychiatric Patient Days	0	# of Beds	0.0		100%	4	\$513	\$1,808
		Dept. Gross Sq. Mtrs	0.0		100%			
Medical Detox Patient Days	0	# of Beds	0.0		100%	1	\$681	\$360
		Dept. Gross Sq. Mtrs	0.0		100%			
Sub Acute/Transitional Care	0	# of Beds	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Inpatient Care Total	0	# of patient beds	0	0	100%	32		\$32,070
		Dept. Gross Sq. Mtrs	0	0	100%			



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Discipline	Direct Health Care					Contract Health Care		
	Planned Projected	Key Characteristics (KC)	# Req'd in 2015	Exist KC (From Quest.)	% of Need	Planned Projected	Cost / Unit	Total CH Dollars
Ancillary Services								
Laboratory Services								
Clinical Lab	0	Tech staff @ peak	0.0		100%			
Microbiology Lab	0	Tech staff @ peak	0.0		100%			
Blood Bank	0	Tech staff @ peak	0.0		100%			
Anatomical Pathology	0	Tech staff @ peak	0.0		100%			
Lab Total	0	Tech staff @ peak	0.0	0.0	100%	747	\$119	\$89,300
		Dept. Gross Sq. Mtrs	0.0		100%			
Pharmacy	0	Pharmacists	0.0		100%	1,540		\$0
		Dept. Gross Sq. Mtrs	0.0		100%			
Acute Dialysis	0	Rooms	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Diagnostic Imaging								
Radiographic exams	0	Rooms	0.0		100%	60	\$101	\$6,109
Ultrasound Exams	0	Rooms	0.0		100%	11	\$170	\$1,878
Mammography Exams	0	Rooms	0.0		100%	0	\$70	\$0
Fluoroscopy Exams	0	Rooms	0.0		100%	4	\$101	\$405
CT	0	Rooms	0.0		100%	5	\$489	\$2,348
MRI exams	0	Rooms	0.0		100%	0	\$669	\$0
Diagnostic Imaging Total	0	Radiologists	0.0		100%	80		\$10,740
		Dept. Gross Sq. Mtrs	0.0		100%			
Nuclear Medicine	0	Rooms	0.0		100%	0	\$345	\$0
		Dept. Gross Sq. Mtrs	0.0		100%			
Radiation Oncology	0	Rooms	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Chemotherapy	0	Patient Spaces	0.0		100%	0	\$296	\$0
		Dept. Gross Sq. Mtrs	0.0		100%			
Rehabilitation Services								
PT Visits	0	Therapy FTE	0.0		100%			
OT Visits	0	Therapy FTE	0.0		100%			
Speech Therapy Visits	0	Therapy FTE	0.0		100%			
Rehab Total	0	Therapy FTE	0.0	0.0	100%	59	\$93	\$5,488
		Dept. Gross Sq. Mtrs	0.0		100%			
RT Workload Minutes	0	Therapy FTE	0.0		100%	441		\$0
		Dept. Gross Sq. Mtrs	0.0		100%			
Cardiac Catheterization	0	Rooms	0.0		100%	2	\$3,451	\$5,265
		Dept. Gross Sq. Mtrs	0.0		100%			
Surgery								
Outpatient Endoscopy Cases	0	Endoscopy Suites	0.0		100%	4	\$556	\$1,967
Outpatient Surgery Cases	0	Outpatient ORs	0.0		100%	12	\$1,455	\$17,164
Inpatient Surgical Cases	0	Inpatient ORs	0.0		100%	3		\$0
		# of Pre-Op Spaces	0.0		100%			
		# of PACU Spaces	0.0		100%			
		# of Phase II Spaces	0.0		100%			
Surgical Case Total	0	# of ORs	0.0	0.0	100%	18		\$19,131
		Dept. Gross Sq. Mtrs	0.0		100%			
Administrative Support								
Administration								
		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Nursing Administration								
		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Quality Management								
		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Information Management								
		# of FTE	0.2		0%			
		Dept. Gross Sq. Mtrs	6.6		0%			
Health Information Mngmt.								
		# of FTE	0.6		0%			
		Dept. Gross Sq. Mtrs	11.3		0%			



Resource Allocation - Native American (IHS)

Small Health Station SAC

Compares # of Key Characteristics (KC) required in 2015 to the Existing Key Characteristics. Existing data was collected from the site visit questionnaires. Also projects necessary Contract Health \$ by Service Line as determined in the Delivery Plan.

Discipline	Direct Health Care					Contract Health Care		
	Planned Projected	Key Characteristics (KC)	# Req'd in 2015	Exist KC (From Quest.)	% of Need	Planned Projected	Cost / Unit	Total CH Dollars
Business Office		# of FTE	0.6		0%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Contract Health		# of FTE	0.6		0%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Facility Support Services								
Clinical Engineering		# of FTE	0.1		0%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Facility Management		# of FTE	0.1		0%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Central Sterile		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Dietary		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Property & Supply		# of FTE	0.2		0%			
		Dept. Gross Sq. Mtrs	8.6		0%			
Housekeeping & Linen		# of FTE	0.2		0%			
		Dept. Gross Sq. Mtrs	6.6		0%			
Preventive Care								
Public Health Nursing		# of FTE	0.4	0.05	13%			1/month from PIMC
		Visiting Providers to outlying areas.						
Public Health Nutrition		# of FTE	0.0	0.01	100%			3/year from PIMC
		Visiting Providers to outlying areas.						
Environmental Health		# of FTE	0.5		0%			
		Dept. Gross Sq. Mtrs	9.3		0%			
Health Education		# of FTE	0.0	0.05	100%			1/month from PIMC
		Dept. Gross Sq. Mtrs	0.0		100%			
Case Management		# of FTE	0.0		100%			
		Visiting Providers to outlying areas.						
CHR		# of FTE	1.5	1.0	67%			
		Dept. Gross Sq. Mtrs	20.4		0%			
Diabetes Program		# of FTE	1.0	1.0	100%			
		Dept. Gross Sq. Mtrs	17.6		0%			
HIV/AIDS		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Tobacco		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
WIC		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Wellness Center		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Women's Preventive Care		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Additional Services - IHS Supported								
Transportation		# of FTE	0.4	0.6	150%	0	\$362	\$0
		Dept. Gross Sq. Mtrs	0.0		100%			
Domestic Violence		# of FTE	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			

