



Paiute Indian Tribes of Utah - Cedar Band Clinic

No Picture Provided

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

Paiute Indian Tribes of Utah - Cedar Band Clinic		Location and Driving Time		Resource Summary																																																																																							
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Executive Summary

Service Area Description

The Cedar Band Clinic, serving the Primary Care Service Area Communities listed to the left is located in the town of Cedar City, Utah, approximately 52 miles north of St. George and 250 miles south of Salt Lake City.

It is a hub of primary care for Native Americans in the Iron County area. It sends most of its referral workload to a level II facility in Cedar City with higher acuity workload going to Provo or Salt Lake City for Secondary and Tertiary Care.

As noted in the Service Summary to the left, the Cedar Band Clinic is planned for as a 40 hour per week Small Health Clinic with primary care, behavioral health and some rheumatology and podiatry services. New services anticipated for 2015 include dental, public health nutrition, and transportation services. There is no extended service area planned, although partnership opportunities for visiting specialties exist to be explored with optometry, cardiology, psychiatry, and rehabilitative services.

Facility Description

The Cedar Band facility totals 239 square meters, comprised of one permanent building built in 2006.

Services & Resourcing Priorities

1	Add PC Staff	<p>The Paiute Indian Tribes of Utah have the following concerns regarding their relationship with the Phoenix Area:</p> <ol style="list-style-type: none"> 1.) Little overall funding; 2.) Not enough CHS \$ - what they use is not actually CHS \$ at all; 3.) Step child/not part of a service unit; 4.) Responsible for building own clinics; 5.) Crossover, Navajo esp.; 6.) Little Phoenix IHS understanding/support; 7.) Not invited to participate in decision making by the Phoenix Area; 8.) No site management support -- EHR, RPMS patches, etc.
2	Increase Administrative Staff	
3	Add Dental Department	
4	Add Nursing Support	
5	Add Transportation	
6	Increase Mental Health Counselors	
7	Increase Public Health Nursing Staff/Space	
8	Increase Alcohol & Substance Abuse Counselors	
9	Add Business Office/CHS Office Staff and Space	
10	Increase Health Information Management Staff	
11		
12		
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14		
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Executive Summary

Services & Resourcing Priorities Continued	
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25	

Campus Infrastructure Priorities			
1	<i>Too small.</i>	7	
2		8	
3		9	
4		10	
5		11	
6		12	

Functional Deficiencies			
1	<i>Size of the facility reduces functions in many areas.</i>	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	493	626	820	646	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.								
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	493	626	820	646	0	0	0	0	0%
Direct & Tribal Care + Contract Care	493	626	820	646					
* 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	0	0	0	0	0	0	0	0	0%
Podiatry Visits	0	0	0	0	0	0	0	0	0%
Dialysis Patients	12	12	12	12				0	0.0%
Audiology Visits	0	0	0	0	0	0	0	0	0%
Outpatient Behavioral Health									
Mental Health Visits	0	0	0	0				0	0%
Psychiatry	0	0	0	0	0	0	0	0	0%
Social Services Visits	0	0	0	0				0	0%
Alcohol & Substance Abuse Visits	0	0	0	0				0	0%
BH Visit Totals	0	0	0	0	0	0	0	0	0%



Historical Workloads by Location of Encounter - Native American

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

Discipline	Direct or Tribal Health Care				Contract Health Care					
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care	
Inpatient Care										
Labor & Delivery Births	0	0	0	0	0	0	0	0	0%	
Obstetrics Patient Days	0	0	0	0	0	0	0	0	0%	
Neonatology Patient Days	0	0	0	0	0	0	0	0	0%	
Pediatric Patient Days	0	0	0	0	0	0	0	0	0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	0	0	0	0	0%	
Endocrinology	0	0	0	0	0	0	0	0	0%	
Gastroenterology	0	0	0	0	0	0	0	0	0%	
General Medicine	0	0	0	0	0	0	0	0	0%	
Hematology	0	0	0	0	0	0	0	0	0%	
Nephrology	0	0	0	0	0	0	0	0	0%	
Neurology	0	0	0	0	0	0	0	0	0%	
Oncology	0	0	0	0	0	0	0	0	0%	
Pulmonary	0	0	0	0	0	0	0	0	0%	
Rheumatology	0	0	0	0	0	0	0	0	0%	
Unknown	0	0	0	0	0	0	0	0	0%	
Medical Patient Day Total	0	0	0	0	0	0	0	0	0%	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	0	0	0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	0	0	0	0	0	0	0	0	0%	
Gynecology	0	0	0	0	0	0	0	0	0%	
Neurosurgery	0	0	0	0	0	0	0	0	0%	
Ophthalmology	0	0	0	0	0	0	0	0	0%	
Orthopedics	0	0	0	0	0	0	0	0	0%	
Otolaryngology	0	0	0	0	0	0	0	0	0%	
Thoracic Surgery	0	0	0	0	0	0	0	0	0%	
Urology	0	0	0	0	0	0	0	0	0%	
Vascular Surgery	0	0	0	0	0	0	0	0	0%	
Surgical Patient Day Total	0	0	0	0	0	0	0	0	0%	
Psychiatry Patient Days	0	0	0	0	0	0	0	0	0%	
Medical Detox Patient Days	0	0	0	0	0	0	0	0	0%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
Inpatient Care Totals	0	0	0	0	0	0	0	0	0%	
Direct & Tribal + Contract Care	0	0	0	0						
Substance Abuse Non- Acute Care										
Adult Residential Treatment	0	0	0	0				0	0%	
Adol. Residential Treatment	0	0	0	0				0	0%	
SA Transitional Care	0	0	0	0				0	0%	
Substance Abuse Totals	0	0	0	0	0	0	0	0	0%	
Elder Care										
Skilled Nursing Patients	0	0	0	0				0	0%	
Assisted Living Patients	3	3	3	3				0	0.0%	
Hospice Patients	0	0	0	0				0	0%	
Nursing Home Totals	3	3	3	3	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	463	500	807	590	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	1	0	0	0	0	0	0	0	0.0%
Emergency Care									
Emergency/Urgent	3	4	0	2				0	0.0%
ER/Non-urgent	0	0	0	0				0	0%
Specialty Care									
Orthopedics	1	1	0	1	0	0	0	0	0.0%
Ophthalmology	1	0	0	0	0	0	0	0	0.0%
Dermatology	0	0	0	0	0	0	0	0	0%
General Surgery	0	0	0	0	0	0	0	0	0%
Otolaryngology	0	0	0	0	0	0	0	0	0%
Cardiology	0	0	0	0	0	0	0	0	0%
Urology	0	0	0	0				0	0%
Neurology	0	0	0	0	0	0	0	0	0%
Nephrology	0	0	0	0	0	0	0	0	0%
Allergy				0				0	0%
Pulmonology				0				0	0%
Gerontology	No Provider Codes within RPMS System for these types of Specialist.								
Gastroenterology									
Rheumatology									
Oncology									
Pediatric-Genetics				0				0	0%
Traditional Healing	0	0	0	0				0	0%
Totals	469	505	807	594	0	0	0		0%
Direct & Tribal Care + Contract Care	469	505	807	594					

* 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	1	1	0	1	61	48	58	56	98.8%
Podiatry Visits	0	2	0	1	0	0	0	0	0.0%
Dialysis Patients	12	12	12	12				0	0.0%
Audiology Visits	2	0	0	1	48	38	45	44	98.5%
Outpatient Behavioral Health									
Mental Health Visits	0	0	0	0				0	0%
Psychiatry	0	0	0	0	0	0	0	0	0%
Social Services Visits	0	0	0	0				0	0%
Alcohol & Substance Abuse Visits	0	0	0	0				0	0%
BH Visit Totals	0	0	0	0	0	0	0	0	0%



Historical Workloads by Community of Residence - *Native American*

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

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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	3	3	3	3				0	0.0%	
Hospice Patients	0	0	0	0				0	0%	
Nursing Home Totals	3	3	3	3	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	172	125	174	157	100.0%
Ultrasound Exams	0	0	0	0				0	0%
Mammography Exams	0	0	0	0				0	0%
Fluoroscopy Exams	0	0	0	0				0	0%
CT Exams	0	0	0	0				0	0%
MRI Exams	0	0	0	0				0	0%
Nuclear Medicine Exams	0	0	0	0				0	0%
Rad. Oncology Treatments	0	0	0	0				0	0%
Chemotherapy Treatments	0	0	0	0				0	0%
Physical Therapy Visits	0	0	0	0				0	0%
Occupational Therapy Visits	0	0	0	0				0	0%
Speech Therapy Visits	0	0	0	0				0	0%
Respiratory Therapy	0	0	0	0				0	0%
Cardiac Catheterization	0	0	0	0				0	0%
Home Health Care Patients	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%



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	880			1,157					
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	590	909		776	1,252		2,751	2,751	0
Internal Medicine	0	307		0	420		420	420	0
Pediatric	0	519		0	715		715	715	0
Ob/Gyn	0	353		0	489		489	489	0
Urgent Care Clinic	0			0			0	0	0
Primary Care Sub-Tot.	590	2,088	3,181	776	2,876	4,375	4,375	4,375	0
Emergency Care									
Emergency/Urgent	2	190		3	262		262	262	0
ER/Non-urgent		127			175		228	228	0
Emerg. Care Sub-Tot.	2	317	357	3	437	490	490	490	0
Specialty Care									
Orthopedics	1	151		1	208		208	208	0
Ophthalmology	0	91		0	123		123	123	0
Dermatology	0	118		0	162		162	162	0
General Surgery	0	114		0	157		157	157	0
Otolaryngology	0	72		0	99		99	99	0
Cardiology	0	25		0	33		33	33	0
Urology	0	34		0	46		46	46	0
Neurology	0	32		0	43		43	43	0
Other Specialties		241		0	330		227	227	0
Nephrology	0	Unknown		0	Unknown		0	0	0
Allergy	0	26		0	36		36	36	0
Pulmonology	0	11		0	15		15	15	0
Gerontology	0	Unknown		0	Unknown		0	0	0
Gastroenterology	0	22		0	30		30	30	0
Rheumatology	0	Unknown		0	Unknown		0	0	0
Oncology	0	16		0	22		22	22	0
Pediatric-Genetics	0	Unknown		0	Unknown		0	0	0
Traditional Healing	0	Unknown		0	Unknown		0	0	0
Specialty Care Sub-Tot.	1	952	133	1	1,306	182	1,203	1,203	0
Total Provider Visits By PSA Residents	594	3,358	3,671	780	4,618	5,048	6,068	6,068	0
Provider Visits		Unmet need if (-) -3,077	Over Utilization if (+)						
Total Provider Patient Utilization Rate	0.67	3.81	4.17	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	74,557	79,895	0	102,484	109,915	109,915	109,915	0
Optometry Visits	56	Unknown	260	74	Unknown	358	358	358	0
Podiatry Visits	1	119		1	160		160	160	0
Dialysis Patients	12	Unknown		16	Unknown		16	16	0
Audiology Visits	44	127	86	58	174	117	174	174	0
Outpatient Behavioral Health Services									
Mental Health Visits	0	Unknown	146	0	Unknown	202	202	202	0
Psychiatry	0	85		0	117		117	117	0
Social Services Visits	0	Unknown		0	Unknown		0	0	0
Alcohol & Substance Abuse	0	Unknown		0	Unknown		0	0	0
BH Visits Totals	0	85	146	0	117	202	319	319	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	880			1,157					
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	0	17	20	0	23	27	27	22	5
Obstetrics Patient Days	0	36	42	0	50	59	59	48	11
Neonatology Patient Days	0	54		0	75		75	45	29
Pediatric Patient Days	0	27	N/A	0	37	N/A	37	23	14
Adult Medical Patient Days									
Cardiology	0	17		0	22		22	21	7
Endocrinology	0	3		0	4		4	6	0
Gastroenterology	0	12		0	16		16	19	0
General Medicine	0	14		0	19		19	21	2
Hematology	0	2		0	3		3	2	2
Nephrology	0	3		0	4		4	5	1
Neurology	0	7		0	10		10	11	1
Oncology	0	5		0	6		6	3	5
Pulmonary	0	17		0	23		23	23	4
Rheumatology	0	1		0	1		1	1	0
Unknown	0	1		0	2		2	2	0
Medical Patient Day Total	0	82	101	0	110	136	136	113	23
Adult Surgical Patient Days									
Dentistry	0	0		0	0		0	0	0
Dermatology	0	0		0	1		1	1	0
General Surgery	0	26		0	35		35	23	12
Gynecology	0	7		0	9		9	8	1
Neurosurgery	0	6		0	9		9	3	6
Ophthalmology	0	0		0	0		0	0	0
Orthopedics	0	15		0	20		20	17	3
Otolaryngology	0	5		0	7		7	1	6
Thoracic Surgery	0	9		0	12		12	1	11
Urology	0	3		0	5		5	2	2
Vascular Surgery	0	5		0	7		7	3	4
Surgical Patient Day Total	0	78	68	0	105	92	105	59	46
Psychiatry Patient Days	0	17	12	0	23	17	23	6	17
Medical Detox Patient Days	0	3		0	4		4	3	1
Sub Acute/Transitional Care	0	43		0	58		58	58	0
Inpatient Care Totals	0	340	223	0	462	304	496	355	141
Inpatient Patient Days	Unmet need if (-) -340 Over Utilization if (+)								
Substance Abuse Non-Acute Care									
Adult Residential Treatment	0	135		0	187		187	187	0
Adol. Residential Treatment	0	42		0	55		55	55	0
SA Transitional Care	0	6		0	8		8	8	0
Substance Abuse Total	0	183	0	0	250	0	250	250	0
Elder Care									
Skilled Nursing Patients	0	1		0	1		1	1	0
Assisted Living Patients	3	1		3	1		3	3	0
Hospice Patients	0	0		0	0		0	0	0
Nursing Home Total	3	2	0	3	3	0	5	5	0



Market Assessment - Native American

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

Year	2003			2015			2015 Planning Assumption		
HSP User Pop. - PSA	880			1,157					
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		3,252	3,514		4,455	4,823	4,823	4,533	289
Microbiology Billable Tests		476	761		653	1,047	1,047	628	419
Blood Bank Billable Tests		79	78		109	107	109	106	2
Anatomical Pathology		7	41		9	56	56	36	20
Lab Billable Tests	0	3,813	4,394	0	5,226	6,034	6,034	5,304	730
Pharmacy Scripts	0	8,394		0	11,546		11,546	11,546	0
Acute Dialysis Procedures	0	2		0	3		3	3	0
Radiographic Exams	157	263	333	206	361	457	457	457	0
Ultrasound Exams	0	53	48	0	73	66	73	73	0
Mammography Exams	0	86	80	0	116	109	116	116	0
Fluoroscopy Exams	0	13	24	0	18	32	32	32	0
CT Exams	0	20	9	0	27	13	27	27	0
MRI Exams	0	14		0	19		19	19	0
Nuclear Medicine Exams	0	36		0	50		50	50	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	0	Unknown		0	Unknown		0	316	0
Occupational Therapy Visits	0	Unknown		0	Unknown		0	90	0
Speech Therapy Visits	0	Unknown		0	Unknown		0	45	0
Rehab Total Visits	0	-	349	0	-	451	451	451	0
Respiratory Therapy		Unknown	9,206		Unknown	12,557	12,557	12,557	0
Workload Minutes	0			0					
Cardiac Catheterization	0	3		0	5		5	5	0
Home Health Care Patients	0	4		0	6		6	6	0
Minor Procedure Cases									
Endoscopy	0	11		0	15		15	15	0
Outpatient Surgery Cases									
Cardiovascular	0	1		0	1		1	1	0
Digestive	0	12		0	17		17	17	0
Endocrine	0	0		0	0		0	0	0
ENT	0	7		0	9		9	9	0
Gynecology	0	5		0	7		7	7	0
Hemic and Lymphatic	0	0		0	0		0	0	0
Integument	0	5		0	7		7	7	0
Musculoskeletal	0	8		0	11		11	11	0
Nervous	0	2		0	3		3	3	0
Ocular	0	4		0	5		5	5	0
Respiratory	0	1		0	1		1	1	0
Urogenital	0	3		0	4		4	4	0
OP Surgical Case Total	0	47	25	0	64	34	64	64	0
Inpatient Surgery Cases	0	18	21	0	25	29	29	18	11
Surgical Case Total	0	65	45	0	89	63	93	82	11
EMS Responses	0	110		0	152		152	152	0



Delivery Plan - Native American (IHS)

Small Health Clinic 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	2,751	2,751	Providers	1.1	4,375			SAC, support satellites			
Internal Medicine	420	420	Providers	0.1				rolled up to FP			
Pediatric	715	715	Providers	0.2				rolled up to FP			
Ob/Gyn	489	489	Providers	0.2				rolled up to FP			
Urgent Care Clinic	0	0	Providers	0.0	0						
Primary Care Total	4,375	4,375	Providers	1.0	4,375	0	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	262	262	Patient Spaces	0.1				262			
ER/Non-urgent	228	228	Providers	0.0				228			
Emergency Care Total	490	490	Patient Spaces	0.3	0	0	490	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	208	208	Providers	0.1				208			
Ophthalmology	123	123	Providers	0.0				123			
Dermatology	162	162	Providers	0.0				162 Telemedicine			
General Surgery	157	157	Providers	0.1				157			
Otolaryngology	99	99	Providers	0.0				99			
Cardiology	33	44	Providers	0.0	44			Serve Kanosh & Koosharem			
Urology	46	46	Providers	0.0				46			
Neurology	43	43	Providers	0.0				43			
Subspecialties	227	227	Providers	0.1				227			
Nephrology	0	0	Providers	0.0				0			
Allergy	36	36	Providers	0.0				36			
Pulmonology	15	15	Providers	0.0				15			
Gerontology	Unknown	0	Providers	Unknown				x			
Gastroenterology	30	30	Providers	0.0				30			
Rheumatology	Unknown	0	Providers	Unknown				x			Go to Shivwits
Oncology	22	22	Providers	0.0				22			
Pediatric-Specialist	Unknown	0	Providers	Unknown				x			
Traditional Healing	0	0	Providers	0.0	1.0						
Specialty Care Sub-Total	1,203	1,213			1	44	1,170	0	0		



Delivery Plan - Native American (IHS)

Small Health Clinic 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	
Other Ambulatory Care												
Dental Service	109,915	109,915	Dentists	1.9	109,915						SAC, support satellites	
			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	358	358	Optometrist	0.2	358						SAC	
<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	160	160	Podiatrists	0.1	160							
<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	16	16	Dialysis Stations	4.9			16					
<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	174	174	Audiologists	0.1			174					
<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	202	202	Counselors	1.1	1.0						SAC, support satellites	
Psychiatry Provider	117	117	Providers	0.1		0.1	117				SAC, support satellites	
Social Service	0	0	Counselors	0.5	0.5						SAC, support satellites	
Alcohol & Substance Abuse	0	0	Counselors	0.0	1.0						SAC Override	
Behavioral Health Totals	319	319	Counselors	1.6	2.5		117					
Inpatient Care												
Labor & Delivery	22	22	LDRs	0.4	0		22					
Obstetrics Patient Days	48	48	# of Beds	0.7	0		48					
<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	45	45	# of Bassinets	0.7	0		45					
<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	23	23	# of Beds	0.5	0		23					



Delivery Plan - Native American (IHS)

Small Health Clinic 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

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

Adult Medical Acute Care

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

Cardiology	21	21	# of Beds	0.2	0		21				
Endocrinology	6	6	# of Beds	0.1	0		6				
Gastroenterology	19	19	# of Beds	0.2	0		19				
General Medicine	21	21	# of Beds	0.2	0		21				
Hematology	2	2	# of Beds	0.0	0		2				
Nephrology	5	5	# of Beds	0.0	0		5				
Neurology	11	11	# of Beds	0.1	0		11				
Oncology	3	3	# of Beds	0.0	0		3				
Pulmonary	23	23	# of Beds	0.2	0		23				
Rheumatology	1	1	# of Beds	0.0	0		1				
Unknown	2	2	# of Beds	0.0	0		2				
Medical Patient Day Total	113	113		1.1	0		113	0	0		

Adult Surgical Acute Care

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

Dentistry	0	0	# of Beds	0.0	0		0				
Dermatology	1	1	# of Beds	0.0	0		1				
General Surgery	23	23	# of Beds	0.3	0		23				
Gynecology	8	8	# of Beds	0.1	0		8				
Neurosurgery	3	3	# of Beds	0.0	0		3				
Ophthalmology	0	0	# of Beds	0.0	0		0				
Orthopedics	17	17	# of Beds	0.2	0		17				
Otolaryngology	1	1	# of Beds	0.0	0		1				
Thoracic Surgery	1	1	# of Beds	0.0	0		1				
Urology	2	2	# of Beds	0.0	0		2				
Vascular Surgery	3	3	# of Beds	0.0	0		3				
Surgical Patient Day Total	59	59	# of Beds	0.8	0		59	0	0		
Intensive Care	36	36	# of beds	0.1	0		36				

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

Psychiatry	6	6	# of Beds	0.0	0		6				
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Psychiatric Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of patients with psychotic, neurotic, or other mental disorders; maintains protective custody of patients with psychiatric disorders when required to prevent injury to themselves or to others; establishes therapeutic regimens; conducts individual or group therapy sessions; provides short-term treatment to patients psychologically or physically dependent upon alcohol or drugs; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports.



Delivery Plan - Native American (IHS)

Small Health Clinic SAC

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	3	3	# of Beds	0.0	0		3					
<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	58	58	# of Beds	0.2	0		58					
<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	392	392	# of Beds	4	0		392	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	187	187	# of Beds	0.7			187		187			
Adolescent Residential Treatment	55	55	# of Beds	0.2			55		55			
Substance Abuse Transitional Care	8	19	# of Beds	3.1	19							Support satellites
Substance Abuse Non-Acute Care Totals	250	260	# of Beds	4.0	19		242	0	242			
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	1	1	# of Beds	1.0			1					
Assisted Living	3	3	# of Beds	4.0			3					
Hospice	0	0	# of Beds	0.0			0					
Elder Care Totals	5	5	# of Beds	5.0	0		5	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	4,533	4,533	Techs @ Peak	0.0			4,533					SAC - Ltd space in PC
Microbiology	628	628	Techs @ Peak	0.1			628					
Blood Bank	106	106	Techs @ Peak	0.0			106					
Anatomical	36	36	Techs @ Peak	0.0			36					
<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	5,304	5,304	Techs @ Peak	0.1	0	0	5,304	0	0			
Pharmacy	11,546	26,724	Pharmacists	0.0	26,724							SAC - doc dispenses
Acute Dialysis	3	3	Rooms	0.0			3					
<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>												



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Small Health Clinic 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	457	457	Rooms	0.1	457						
Ultrasound	73	73	Rooms	0.0	73						
Mammography	116	116	Rooms	0.0	116						
Fluoroscopy	32	32	Rooms	0.0	32						
CT	27	27	Rooms	0.0	27						
MRI	19	19	Rooms	0.0	19						
Diagnostic Imaging Totals	724	724	Radiologist	0.1	0	0	724				
Nuclear Medicine											
<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	316	316	Therapy FTE	0.2	316						
Occupational	90	209	Therapy FTE	0.1	209			Support SU			
Speech Therapy	45	45	Therapy FTE	0.0	45						
Rehab Total	451	451	Therapy FTE	0.3	209			361			
Respiratory Therapy											
<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	5	5	Rooms	0.0	5						
<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	6	6	# 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	15	15	Endo Suites	0.0	15						
Outpatient Surgery Cases											
Cardiovascular	1	1	Outpatient ORs	0.0	1						
Digestive	17	17	Outpatient ORs	0.0	17						
Endocrine	0	0	Outpatient ORs	0.0	0						
ENT	9	9	Outpatient ORs	0.0	9						
Gynecology	7	7	Outpatient ORs	0.0	7						
Hemic / Lymphatic	0	0	Outpatient ORs	0.0	0						
Integument	7	7	Outpatient ORs	0.0	7						
Musculoskeletal	11	11	Outpatient ORs	0.0	11						

