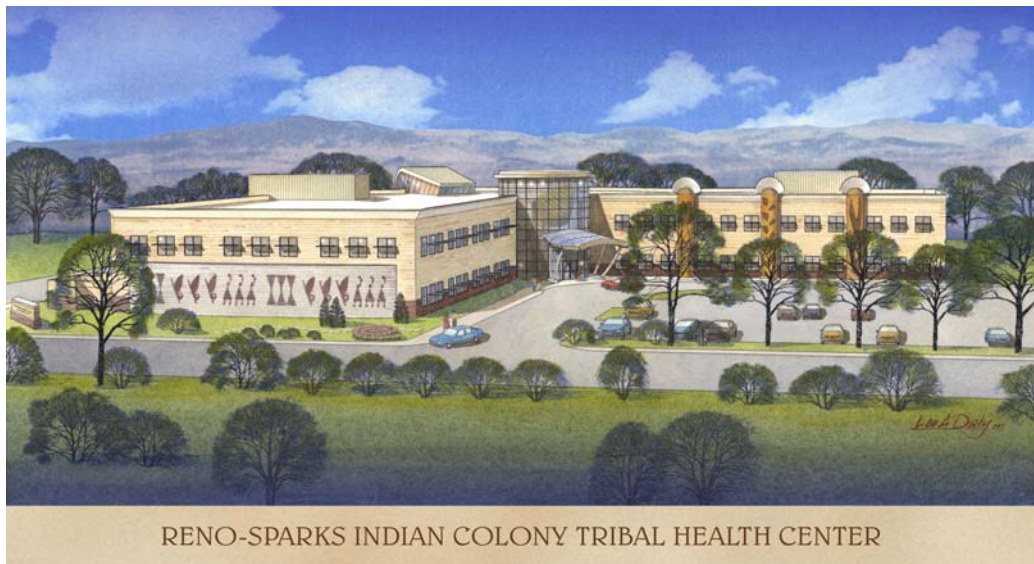




Reno-Sparks Tribal Health Center



Executive Summary

Summarizes the Site, Parking, Facility Size, Staff and Contract Health Dollars necessary for the Service Delivery Plan in 2015. Identifies the Direct Care Services Offered to include highlighting any new services. Identifies the communities and population served for each service. The second page of the Executive Summary documents the priority resource issues as identified through the Master Planning process.

Historical Utilization by Location of Encounter

Documents 3 years of RPMS and contract care workloads provided at the facility predominantly serving the Primary Care Service Area by product line and specialty.

Historical Utilization by Community of Residence

Documents 3 years of RPMS and contract care workloads provided to the user population of the Service Delivery Area by product line and specialty.

Market Assessment

Compares the Historical Workload to the Health System Planning software and to national averages of patient care utilization, projecting future workloads based upon the worst case of these three planning scenarios. Also documents the percentage of care that will require contracting due to acuity and the quantity of care that can potentially be served by the direct care system.

Service Delivery Plan

Recommended service delivery plan by product line based upon projected workload, key characteristics, patient classification and tribal and IHS input.

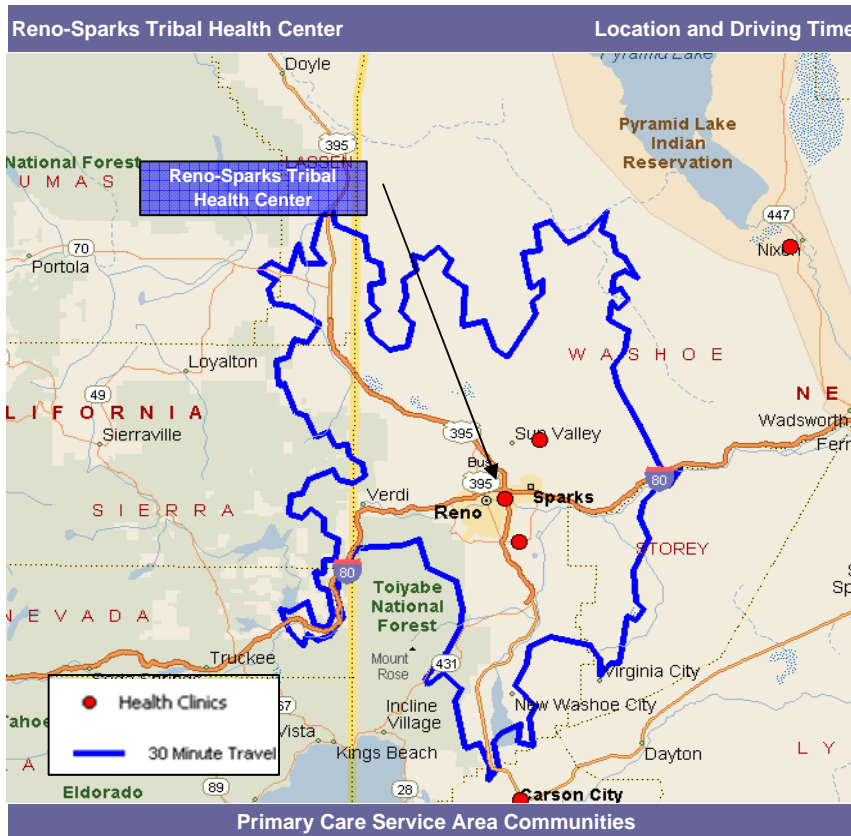
Resource Allocation

Quantifies the necessary space and key characteristics for the Service Delivery Plan and compares them against existing resources. Also tabulates necessary contract health dollars based on the delivery plan.





Executive Summary



Reno Urban Zip Codes , Nevada Unk, Crystal Bay, Empire, Reno, Sparks, Stead Afb, Sun Valley

Resource Summary			
	Existing	Need	%
Total Gross Sq Mtrs (GSM)	7,020	5,182	135.5%
IHS Supportable GSM	6,039	4,799	125.8%
IHS Parking Spaces	90	170	52.8%
IHS Site (Hectares)	2.1	2.0	107.0%
Recurring IHS Positions vs RRM	27.7	108.2	25.6%
IHS Supportable Space Staff	68.9	136.2	50.6%
Contract Hlth \$	2,052,855	9,220,376	22.3%

Service Summary	
Primary Care, incl.	FP, Peds, OB/Gyn (VP)
Specialty Care, incl.	Gen Surg (VP), Cardio (VP), Rheumatology (VP), Traditional Healing
Dental, Optometry,	Podiatry (VP), Audio (VP)
Behavioral Health incl.	Ment. Hlth. (VP), Soc. Svcs., Alcohol & S.A., Psych. (VP),
Elder Care	Laboratory, Pharmacy
Diagnostic Imaging, incl.	Rad, Fluoro, Ultra Sound, Mammo,
Rehab, including PT (VP),	Preventive Care
PHN, Nutr., Env. Hlth.,	Health Ed,
Adbl. Services (see DP)	Case Management, CHR, Diabetes Program, Wmn's Preventative Care, Tribal Health Admin., Bio-terrorism
	New services are identified in red.

Population Summary							
2003 User Pop	3,774	Growth Rate	21.5%	2015 User Pop	4,586		
2015 by Age							
0-14	1,306	15-44	2,237	45-64	780	65+	264
Average Age							
Service Area	29.8	Phoenix	26.7	USA	36.0		
Expanded Service Area #1				2015 User Pop	N/A		
Services							
Communities							
Expanded Service Area #2				2015 User Pop	N/A		
Services							
Communities							



Executive Summary

Service Area Description

Reno-Sparks Tribal Health Center, serving the Primary Care Service Area Communities listed to the left, is located in the city of Reno.

It is a hub of primary care for both tribal community and urban Native Americans in the Southern Washoe County area. It sends most of its referral workload and higher acuity workload for Secondary and Tertiary Care to St. Mary's Regional Medical Center, Renown Medical Center and Northern Nevada Medical Center.

As noted in the Service Summary to the left, Reno-Sparks Tribal Health Center operates as a 40 hour per week Health Center with complete primary care, dental, behavioral health, community health and supporting ancillary services. New services anticipated for 2015 include additional lab, radiology services and telehealth services. There is no extended service area planned, although partnership opportunities for visiting specialties exist to be explored with Northwestern region Nevada tribes.

Facility Description

Reno-Sparks Tribal Health Center facility total 7020 square meters, comprised of one building, a permanent structure, under construction in 2007 and proposed opening in February 2008.

Services & Resourcing Priorities

1	<i>Increase Primary Care departmental space: Pediatric space, OB/Gyn space, Urgent Care space</i>
2	<i>Increase Specialty Care space</i>
3	<i>Add Visiting Provider space</i>
4	<i>Increase Behavioral Health staff and space</i>
5	<i>Increase Pharmacy staff and space</i>
6	<i>Increase Information Management staff</i>
7	<i>Increase Health Information Management staff</i>
8	<i>Increase Business Office staff</i>
9	<i>Increase Contact Health staff and space</i>
10	<i>Increase Public Health Nursing staff and space</i>
11	<i>Add Public Health Nutrition staff</i>
12	<i>Add Case Management staff and space</i>
13	<i>Increase Administration staff</i>
14	<i>Increase CHR staff and space</i>
15	<i>Increase Diabetes Program space</i>



Executive Summary

Services & Resourcing Priorities Continued	
16	Add Tobacco Program staff and space
17	Add Women's Preventative Care space
18	Add Domestic Violence staff and space
19	Add Traditional Healer supportable space
20	Increase Quality Management staff and space
21	Add Quality Management staff and space
22	Increase Nursing Administration space
23	Increase Physical Therapy staff
24	Increase Housekeeping & Linen staff and add Central Sterile staff and space
25	Add Property and Supply staff and add Facility Management staff and space

Campus Infrastructure Priorities		
1	New health care facility planned to open February 2008	7
2		8
3		9
4		10
5		11
6		12

Functional Deficiencies		
1	New health care facility planned to open February 2008	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									
Primary Care									
Family Practice	11,228	10,429	11,792	11,150	0	0	0	0	0.0%
Internal Medicine	36	3	4	14	0	0	0	0	0.0%
Pediatric	2,162	2,812	2,862	2,612	0	0	0	0	0.0%
Ob/Gyn	84	64	63	70	17	0	0	6	7.5%
Emergency Care									
Emergency/Urgent	3	8	7	6				0	0.0%
ER/Non-urgent	0	1	0	0				0	0.0%
Specialty Care									
Orthopedics	0	2	2	1	67	0	0	22	94.4%
Ophthalmology	34	52	27	38	12	0	0	4	9.6%
Dermatology	0	0	0	0	3	0	0	1	100.0%
General Surgery	0	0	0	0	42	0	0	14	100.0%
Otolaryngology	2	6	1	3	61	0	0	20	87.1%
Cardiology	0	1	0	0	18	0	0	6	94.7%
Urology	0	0	0	0				0	0%
Neurology	0	2	0	1	15	0	0	5	88.2%
Nephrology	0	0	0	0	8	0	0	3	100.0%
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	13,549	13,380	14,758	13,896	243	0	0	81	0.6%
Direct & Tribal Care + Contract Care	13,792	13,380	14,758	13,977					

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

Other Ambulatory Care Services

Dental Service Minutes	414,580	447,735	401,280	421,198				0	0.0%
Optometry Visits	1,198	1,682	1,768	1,549	69	110	104	94	5.7%
Podiatry Visits	4	5	19	9	29	0	0	10	50.9%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	7	26	39	24	331	343	255	310	92.8%
Outpatient Behavioral Health									
Mental Health Visits	1,952	2,031	2,706	2,230				0	0.0%
Psychiatry	285	356	291	311	3	0	0	1	0.3%
Social Services Visits	0	0	0	0				0	0%
Alcohol & Substance Abuse Visits	1,556	1,611	1,440	1,536				0	0.0%
BH Visit Totals	3,793	3,998	4,437	4,076	3	0	0	1	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	11	11	12	11	100.0%	
Obstetrics Patient Days	0	0	0	0	20	25	19	21	100.0%	
Neonatology Patient Days	0	0	0	0	6	12	10	9	100.0%	
Pediatric Patient Days	0	0	0	0	6	22	7	12	100.0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	55	69	34	53	100.0%	
Endocrinology	0	0	0	0	8	9	33	17	100.0%	
Gastroenterology	0	0	0	0	83	75	63	74	100.0%	
General Medicine	0	1	0	0	60	6	41	36	99.1%	
Hematology	0	0	0	0	2	13	0	5	100.0%	
Nephrology	0	0	0	0	15	1	13	10	100.0%	
Neurology	0	0	0	0	53	4	50	36	100.0%	
Oncology	0	0	0	0	0	0	12	4	100.0%	
Pulmonary	0	0	0	0	34	24	56	38	100.0%	
Rheumatology	0	0	0	0	0	0	0	0	0%	
Unknown	0	0	0	0	5	28	7	13	100.0%	
Medical Patient Day Total	0	1	0	0	315	229	309	284	99.9%	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	2	1	100.0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	0	0	0	0	60	28	67	52	100.0%	
Gynecology	0	0	0	0	5	20	8	11	100.0%	
Neurosurgery	0	0	0	0	1	0	39	13	100.0%	
Ophthalmology	0	0	0	0	0	0	0	0	0%	
Orthopedics	0	0	0	0	26	13	40	26	100.0%	
Otolaryngology	0	0	0	0	2	17	0	6	100.0%	
Thoracic Surgery	0	0	0	0	0	4	3	2	100.0%	
Urology	0	0	0	0	0	0	0	0	0%	
Vascular Surgery	0	0	0	0	0	8	1	3	100.0%	
Surgical Patient Day Total	0	0	0	0	94	90	160	115	100.0%	
Psychiatry Patient Days	0	0	0	0	99	47	37	61	100.0%	
Medical Detox Patient Days	0	0	0	0	23	5	8	12	100.0%	
Sub Acute/Transitional Care	0	0	0	0				0	0%	
Inpatient Care Totals	0	1	0	0	563	430	550	514	99.9%	
Direct & Tribal + Contract Care	563	431	550	515						
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	2,759	2,672	2,926	2,786				0	0.0%	
Pharmacy Scripts	40,974	45,195	57,441	47,870				0	0.0%	
Acute Dialysis Procedures	0	0	0	0				0	0%	
Radiographic Exams	0	0	0	0	1,971	2,365	1,896	2,077	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	584	642	546	591				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	4	6	3	4	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	4	8	1	4	0	0	0	0	0.0%	
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%	
Integument	0	1	0	0	0	0	0	0	0.0%	
Musculoskeletal	1	0	0	0	0	0	0	0	0.0%	
Nervous	0	0	0	0	0	0	0	0	0%	
Ocular	1	2	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	6	11	1	6	0	0	0	0	0%	
Inpatient Surgery Cases	0	0	0	0	30	22	38	30	100.0%	
Surgical Case Total	6	11	1	6	30	22	38	30	83%	
Direct & Tribal + Contract Care	36	33	39	36						
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	9,953	9,159	10,348	9,820	0	0	0	0	0.0%
Internal Medicine	31	3	4	13				0	0.0%
Pediatric	1,932	2,484	2,500	2,305	0	0	0	0	0.0%
Ob/Gyn	80	52	54	62	16	0	0	5	7.9%
Emergency Care									
Emergency/Urgent	3	8	5	5				0	0.0%
ER/Non-urgent	0	1	0	0				0	0.0%
Specialty Care									
Orthopedics	0	2	2	1	63	0	0	21	94.0%
Ophthalmology	28	46	25	33	11	0	0	4	10.0%
Dermatology	0	0	0	0	3	0	0	1	100.0%
General Surgery	0	0	0	0	36	0	0	12	100.0%
Otolaryngology	2	5	1	3	55	0	0	18	87.3%
Cardiology	0	1	0	0	15	0	0	5	93.8%
Urology	0	0	0	0				0	0%
Neurology	0	2	0	1	13	0	0	4	86.7%
Nephrology	0	0	0	0	7	0	0	2	100.0%
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	12,029	11,763	12,939	12,244	219	0	0	73	0.6%
Direct & Tribal Care + Contract Care	12,248	11,763	12,939	12,317					
* Provider Visits - Document visits to a Physician, Nurse Practitioner, Midwife, and or Physician Assistant.									
Other Ambulatory Care Services									
Dental Service Minutes	414,580	447,735	401,280	421,198				0	0.0%
Optometry Visits	1,052	1,468	1,525	1,348	60	96	91	82	5.8%
Podiatry Visits	4	5	16	8	22	0	0	7	46.8%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	6	22	33	20	289	292	220	267	92.9%
Outpatient Behavioral Health									
Mental Health Visits	1,952	2,031	2,706	2,230				0	0.0%
Psychiatry	259	318	264	280	2	0	0	1	0.2%
Social Services Visits	0	0	0	0				0	0%
Alcohol & Substance Abuse Visits	1,556	1,611	1,440	1,536				0	0.0%
BH Visit Totals	3,767	3,960	4,410	4,046	2	0	0	1	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	9	9	10	9	100.0%	
Obstetrics Patient Days	0	0	0	0	16	22	15	18	100.0%	
Neonatology Patient Days	0	0	0	0	5	8	9	7	100.0%	
Pediatric Patient Days	0	0	0	0	5	20	7	11	100.0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	48	62	33	48	100.0%	
Endocrinology	0	0	0	0	6	9	33	16	100.0%	
Gastroenterology	0	0	0	0	65	67	56	63	100.0%	
General Medicine	0	1	0	0	42	6	26	25	98.7%	
Hematology	0	0	0	0	2	13	0	5	100.0%	
Nephrology	0	0	0	0	15	1	11	9	100.0%	
Neurology	0	0	0	0	53	4	34	30	100.0%	
Oncology	0	0	0	0	0	0	12	4	100.0%	
Pulmonary	0	0	0	0	34	23	44	34	100.0%	
Rheumatology	0	0	0	0	0	0	0	0	0%	
Unknown	0	0	0	0	5	28	6	13	100.0%	
Medical Patient Day Total	0	1	0	0	270	213	255	246	99.9%	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	2	1	100.0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	0	0	0	0	51	23	62	45	100.0%	
Gynecology	0	0	0	0	5	19	7	10	100.0%	
Neurosurgery	0	0	0	0	1	0	30	10	100.0%	
Ophthalmology	0	0	0	0	0	0	0	0	0%	
Orthopedics	0	0	0	0	21	13	30	21	100.0%	
Otolaryngology	0	0	0	0	2	17	0	6	100.0%	
Thoracic Surgery	0	0	0	0	0	4	2	2	100.0%	
Urology	0	0	0	0	0	0	0	0	0%	
Vascular Surgery	0	0	0	0	0	8	1	3	100.0%	
Surgical Patient Day Total	0	0	0	0	80	84	134	99	100.0%	
Psychiatry Patient Days	0	0	0	0	90	41	29	53	100.0%	
Medical Detox Patient Days	0	0	0	0	21	3	5	10	100.0%	
Sub Acute/Transitional Care	0	0	0	0				0	0%	
Inpatient Care Totals	0	1	0	0	487	391	454	444	99.9%	
Direct & Tribal + Contract Care	487	392	454	444						
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	2,759	2,672	2,926	2,786				0	0.0%
Pharmacy Scripts	40,974	45,195	57,441	47,870				0	0.0%
Acute Dialysis Procedures	0	0	0	0				0	0%
Radiographic Exams	0	0	0	0	1,724	2,058	1,632	1,805	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	513	543	502	519				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	4	5	3	4	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	4	7	1	4	0	0	0	0	0.0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	0	1	0	0	0	0	0	0	0.0%
Musculoskeletal	1	0	0	0	0	0	0	0	0.0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	1	2	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	6	10	1	6	0	0	0	0	0%
Inpatient Surgery Cases	0	0	0	0	26	20	31	26	100.0%
Surgical Case Total	6	10	1	6	26	20	31	26	82%
Direct & Tribal + Contract Care	32	30	32	31					
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	3,774			4,586					
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	9,820	4,029		11,934	5,061		11,409	11,409	0
Internal Medicine	13	1,466		15	1,842		1,842	1,842	0
Pediatric	2,305	1,996		2,802	2,502		2,802	2,802	0
Ob/Gyn	67	1,546		82	1,943		1,943	1,943	0
Urgent Care Clinic	0			0			0	0	0
Primary Care Sub-Tot.	12,206	9,037	14,331	14,833	11,348	17,996	17,996	17,996	0
Emergency Care									
Emergency/Urgent	5	823		6	1,034		1,034	1,034	0
ER/Non-urgent		549			689		988	988	0
Emerg. Care Sub-Tot.	5	1,372	1,608	6	1,723	2,022	2,022	2,022	0
Specialty Care									
Orthopedics	22	686		27	861		861	861	0
Ophthalmology	37	448		45	563		563	563	0
Dermatology	1	533		1	670		670	670	0
General Surgery	12	520		15	653		653	653	0
Otolaryngology	21	317		26	398		398	398	0
Cardiology	5	135		6	170		170	170	0
Urology	0	167		0	210		210	210	0
Neurology	5	144		6	181		181	181	0
Other Specialties		1,128		0	1,417		1,006	1,006	0
Nephrology	2	Unknown		3	Unknown		3	3	0
Allergy	0	113		0	142		142	142	0
Pulmonology	0	49		0	61		61	61	0
Gerontology	0	Unknown		0	Unknown		0	0	0
Gastroenterology	0	94		0	118		118	118	0
Rheumatology	0	Unknown		0	Unknown		0	0	0
Oncology	0	70		0	87		87	87	0
Pediatric-Genetics	0	Unknown		0	Unknown		0	0	0
Traditional Healing	0	Unknown		0	Unknown		0	0	0
Specialty Care Sub-Tot.	106	4,402	628	128	5,530	797	5,122	5,122	0
Total Provider Visits By PSA Residents	12,317	14,811	16,568	14,968	18,601	20,815	25,140	25,140	0
Provider Visits		Unmet need if (-) -4,251	Over Utilization if (+)						
Total Provider Patient Utilization Rate	3.26	3.92	4.39	The rate is established by dividing the Total Provider Visits from the PSA by the User Population.					
Other Ambulatory Care Services									
Dental Service Minutes	421,198	326,837	347,035	511,869	410,288	435,670	511,869	511,869	0
Optometry Visits	1,431	Unknown	1,168	1,739	Unknown	1,465	1,739	1,739	0
Podiatry Visits	16	642		19	806		806	806	0
Dialysis Patients	0	Unknown		0	Unknown		0	0	0
Audiology Visits	287	558	388	349	700	490	700	700	0
Outpatient Behavioral Health Services									
Mental Health Visits	2,230	Unknown	658	2,710	Unknown	835	2,710	2,710	0
Psychiatry	281	382		341	481		481	481	0
Social Services Visits	0	Unknown		0	Unknown		0	0	0
Alcohol & Substance Abuse	1,536	Unknown		1,866	Unknown		1,866	1,866	0
BH Visits Totals	4,046	382	658	4,917	481	835	5,057	5,057	0



Market Assessment - Native American

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

Year	2003			2015			2015 Planning Assumption		
HSP User Pop. - PSA	3,774			4,586					
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	9	73	69	11	92	87	92	75	17
Obstetrics Patient Days	18	156	148	21	196	186	196	160	35
Neonatology Patient Days	7	201		9	251		251	153	98
Pediatric Patient Days	11	100	N/A	13	125	N/A	125	78	46
Adult Medical Patient Days									
Cardiology	48	94		58	118		118	108	36
Endocrinology	16	17		19	21		21	26	0
Gastroenterology	63	60		76	76		76	93	0
General Medicine	25	73		30	91		91	100	11
Hematology	5	11		6	14		14	8	8
Nephrology	9	17		11	22		22	23	4
Neurology	30	39		37	49		49	53	7
Oncology	4	25		5	32		32	13	26
Pulmonary	34	92		41	115		115	118	23
Rheumatology	0	3		0	4		4	5	0
Unknown	13	6		16	8		16	19	0
Medical Patient Day Total	246	437	538	299	550	680	680	566	115
Adult Surgical Patient Days									
Dentistry	1	1		1	1		1	1	0
Dermatology	0	3		0	3		3	3	0
General Surgery	45	131		55	165		165	111	54
Gynecology	10	32		13	40		40	34	6
Neurosurgery	10	32		13	41		41	14	27
Ophthalmology	0	1		0	1		1	1	1
Orthopedics	21	79		26	100		100	84	16
Otolaryngology	6	28		8	35		35	5	30
Thoracic Surgery	2	48		2	60		60	3	57
Urology	0	18		0	22		22	10	12
Vascular Surgery	3	30		4	38		38	16	23
Surgical Patient Day Total	99	403	349	121	506	442	506	280	226
Psychiatry Patient Days	53	78	55	65	98	67	98	26	73
Medical Detox Patient Days	10	13		12	17		17	11	5
Sub Acute/Transitional Care	0	241		0	302		302	302	0
Inpatient Care Totals	444	1,628	1,091	540	2,044	1,376	2,175	1,577	598
Inpatient Patient Days	Unmet need if (-) -1,183 Over Utilization if (+)								
Substance Abuse Non-Acute Care									
Adult Residential Treatment	0	651		0	818		818	818	0
Adol. Residential Treatment	0	156		0	190		190	190	0
SA Transitional Care	0	26		0	32		32	32	0
Substance Abuse Total	0	833	0	0	1,041	0	1,041	1,041	0
Elder Care									
Skilled Nursing Patients	0	5		0	6		6	6	0
Assisted Living Patients	0	6		0	7		7	7	0
Hospice Patients	0	0		0	1		1	1	0
Nursing Home Total	0	11	0	0	14	0	14	14	0



Market Assessment - Native American

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

Year	2003			2015			2015 Planning Assumption		
HSP User Pop. - PSA	3,774			4,586					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
Ancillary Services									
Laboratory Services									
Clinical Lab Billable Tests		14,802	13,249		18,589	16,651	18,589	16,562	1,057
Microbiology Billable Tests		2,126	3,031		2,670	3,808	3,808	2,165	1,444
Blood Bank Billable Tests		366	261		460	329	460	427	9
Anatomical Pathology		30	78		38	98	98	60	32
Lab Billable Tests	2,786	17,325	16,619	3,385	21,757	20,885	21,757	19,215	2,542
Pharmacy Scripts	47,870	37,028		58,175	46,502		58,175	58,175	0
Acute Dialysis Procedures	0	10		0	13		13	13	0
Radiographic Exams	1,805	1,211	1,478	2,193	1,521	1,857	2,193	2,193	0
Ultrasound Exams	0	244	208	0	307	262	307	307	0
Mammography Exams	0	470	449	0	590	564	590	590	0
Fluoroscopy Exams	0	61	104	0	76	131	131	131	0
CT Exams	0	93	36	0	116	46	116	116	0
MRI Exams	0	64		0	80		80	80	0
Nuclear Medicine Exams	0	159		0	199		199	199	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	519	Unknown		631	Unknown		631	1,417	0
Occupational Therapy Visits	0	Unknown		0	Unknown		0	405	0
Speech Therapy Visits	0	Unknown		0	Unknown		0	202	0
Rehab Total Visits	519	-	1,612	631	-	2,024	2,024	2,024	0
Respiratory Therapy		Unknown	20,462		Unknown	25,848	25,848	25,848	0
Workload Minutes	0			0					
Cardiac Catheterization	0	14		0	27		27	27	0
Home Health Care Patients	0	22		0	27		27	27	0
Minor Procedure Cases									
Endoscopy	4	56		5	71		71	71	0
Outpatient Surgery Cases									
Cardiovascular	0	4		0	4		4	4	0
Digestive	0	60		0	75		75	75	0
Endocrine	0	0		0	0		0	0	0
ENT	0	27		0	34		34	34	0
Gynecology	4	21		5	27		27	27	0
Hemic and Lymphatic	0	1		0	2		2	2	0
Integument	0	23		0	29		29	29	0
Musculoskeletal	0	38		0	48		48	48	0
Nervous	0	10		0	13		13	13	0
Ocular	1	21		1	26		26	26	0
Respiratory	0	3		0	4		4	4	0
Urogenital	0	15		0	19		19	19	0
OP Surgical Case Total	6	223	109	7	280	139	280	280	0
Inpatient Surgery Cases	26	89	92	31	112	119	119	73	46
Surgical Case Total	31	312	201	38	392	258	399	353	46
EMS Responses	0	479		0	601		601	601	0



Delivery Plan - Native American (IHS)

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

Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks
Primary Care (Provider Visits)											
Crossover %	1.5%										
<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	11,580	11,580	Providers	2.6	11,580						
Internal Medicine	1,869	1,869	Providers	0.5		1,682	187				
Pediatric	2,844	2,844	Providers	0.6	2,844						Telemedicine
Ob/Gyn	1,973	1,973	Providers	0.6	1,973						
Urgent Care Clinic	0	0	Providers	0.0	0						
Primary Care Total	18,266	18,266	Providers	4.3	16,396	1,682	187	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	1,034	1,034	Patient Spaces	0.3			1,034				
ER/Non-urgent	988	988	Providers	0.2			988				
Emergency Care Total	2,022	2,022	Patient Spaces	1.0	0	0	2,022	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	861	861	Providers	0.3			861				Telemedicine
Ophthalmology	563	563	Providers	0.2			563				Telemedicine
Dermatology	670	670	Providers	0.2			670				Telemedicine
General Surgery	653	653	Providers	0.2		653	0				
Otolaryngology	398	398	Providers	0.1			398				Telemedicine
Cardiology	170	170	Providers	0.1		170	170				Telemedicine
Urology	210	210	Providers	0.1			210				Telemedicine
Neurology	181	181	Providers	0.1			181				
Subspecialties	1,006	1,006	Providers	0.5			1,006				
Nephrology	3	3	Providers	0.0			3		3		Dialysis Ctr considered
Allergy	142	142	Providers	0.1			142				
Pulmonology	61	61	Providers	0.0			61				
Gerontology	Unknown	0	Providers	Unknown			x				
Gastroenterology	118	118	Providers	0.1			118				
Rheumatology	Unknown	0	Providers	Unknown		x					VP PIMC
Oncology	87	87	Providers	0.0			87				
Pediatric-Specialist	Unknown	0	Providers	Unknown			x				
Traditional Healing	0	0	Providers	0.0	1.0						Provided within Community
Specialty Care Sub-Total	5,122	5,122			1	822	4,469	0	3		



Delivery Plan - Native American (IHS)

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

Discipline	Projected Need				Delivery Options							
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold				
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks	
Other Ambulatory Care												
Dental Service	511,869	511,869	Dentists	3.1	511,869							
			Visiting Specialist				0	DM grant & third party				
<i>Dental Clinic provides assistance in achieving and maintaining the highest level of oral health possible. It also emphasizes the prevention of disease.</i>												
Optometry Visits	1,739	1,739	Optometrist	0.9	1,739			2 x a week of a shared MOA				
<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	806	806	Podiatrists	0.3	806			Contract - 2x per month				
<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	Dialysis Ctr considered			
<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	700	700	Audiologists	0.3	700			PIMC VP - 1x per quarter				
<i>The Audiology Clinic provides comprehensive audiologic support for patients for the determination of etiology, pathology, and magnitude of hearing loss and potential for remediation and rehabilitation; assists in the evaluation of auditory and vestibular systems. Specific services include pure tone threshold audiometry; basic and advanced clinical testing; pediatric evaluations; neonatal hearing testing as part of the early hearing loss identification program; hearing aid evaluation, fittings, and repairs; ear mold fittings; vestibular evaluations, dispensing of hearing protection devices (fitting, education, and motivation); determination of proper referral and disposition.</i>												
Behavioral Health												
<i>Behavioral Health provides psychiatric, psychological, psychosocial, substance abuse, and socioeconomic evaluation and consultation; individual and group services, patient care, information, referral, and follow-up services to facilitate medical diagnosis, care, treatment; and proper disposition of patients (inpatient and outpatient) referred to the Social Work Clinic, which includes self-referred patients and those seen automatically on the basis of diagnosis (for example, suspected child abuse or attempted suicide). It provides a comprehensive plan of service to patients and their families including counseling and guidance, therapy, information and referral, and discharge planning; provides clinical and consultative services to patients and families, social service delivery evaluation; professional training of assigned and contractually affiliated personnel; prepares and submits reports; maintains medical and social service records.</i>												
Mental Health	2,710	2,710	Counselors	2.7	2.7			Telemedicine				
Psychiatry Provider	481	481	Providers	0.3	0.3			481	Telepsychiatry			
Social Service	0	0	Counselors	1.6	1.6			Case Management				
Alcohol & Substance Abuse	1,866	1,866	Counselors	0.0	8.5			Telemed, Override				
Behavioral Health Totals	5,057	5,057	Counselors	4.3	13.1			481				
Inpatient Care												
Labor & Delivery	75	75	LDRs	0.8	0		75					
Obstetrics Patient Days	160	160	# of Beds	1.5	0		160					
<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	153	153	# of Bassinets	1.5	0		153					
<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	78	78	# of Beds	1.0	0		78					



Delivery Plan - Native American (IHS)

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

Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks
<p><i>Pediatric Care provides specialized inpatient care, treatment, and consultative evaluation of infants, children, and adolescents; maintains close liaison with the other professional services; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of eligible patients; prepares medical records; and submits required reports.</i></p>											
<p>Adult Medical Acute Care</p>											
<p><i>Medical Care provides inpatient care and consultative evaluation in the medical specialties and subspecialties described in this section; coordinates healthcare delivery relative to the examination, diagnosis, treatment and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the medical care function will vary according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.</i></p>											
Cardiology	108	108	# of Beds	0.6	0		108				
Endocrinology	26	26	# of Beds	0.1	0		26				
Gastroenterology	93	93	# of Beds	0.5	0		93				
General Medicine	100	100	# of Beds	0.6	0		100				
Hematology	8	8	# of Beds	0.0	0		8				
Nephrology	23	23	# of Beds	0.1	0		23				
Neurology	53	53	# of Beds	0.3	0		53				
Oncology	13	13	# of Beds	0.1	0		13				
Pulmonary	118	118	# of Beds	0.7	0		118				
Rheumatology	5	5	# of Beds	0.0	0		5				
Unknown	19	19	# of Beds	0.1	0		19				
Medical Patient Day Total	566	566		3.2	0		566	0	0		
<p>Adult Surgical Acute Care</p>											
<p><i>Surgical Care provides inpatient care and consultative evaluation in the surgical specialties and subspecialties described in this subsection; coordinates healthcare delivery relative to the examination, treatment, diagnosis, and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the surgical care function varies according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.</i></p>											
Dentistry	1	1	# of Beds	0.0	0		1				
Dermatology	3	3	# of Beds	0.0	0		3				
General Surgery	111	111	# of Beds	0.8	0		111				
Gynecology	34	34	# of Beds	0.2	0		34				
Neurosurgery	14	14	# of Beds	0.1	0		14				
Ophthalmology	1	1	# of Beds	0.0	0		1				
Orthopedics	84	84	# of Beds	0.6	0		84				
Otolaryngology	5	5	# of Beds	0.0	0		5				
Thoracic Surgery	3	3	# of Beds	0.0	0		3				
Urology	10	10	# of Beds	0.1	0		10				
Vascular Surgery	16	16	# of Beds	0.1	0		16				
Surgical Patient Day Total	280	280	# of Beds	2.0	0		280	0	0		
Intensive Care	163	163	# of beds	0.6	0		163				
<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	26	26	# of Beds	0.1	0		26				
<p><i>Psychiatric Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of patients with psychotic, neurotic, or other mental disorders; maintains protective custody of patients with psychiatric disorders when required to prevent injury to themselves or to others; establishes therapeutic regimens; conducts individual or group therapy sessions; provides short-term treatment to patients psychologically or physically dependent upon alcohol or drugs; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports.</i></p>											



Delivery Plan - Native American (IHS)

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

Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks
Medical Detox	11	11	# of Beds	0.0	0		11				
<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	302	302	# of Beds	1.0	0		302				
<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	1,740	1,740	# of Beds	11	0		1,740	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	818	818	# of Beds	3.0			818				
Adolescent Residential Treatment	190	190	# of Beds	0.7			190		190	Pyramid Lake YRTC	
Substance Abuse Transitional Care	32	32	# of Beds	5.4			32				
Substance Abuse Non-Acute Care Totals	1,041	1,041		9.1	0		1,041	0	190		
Elder Care											
<i>Elderly Care Program provides physical, psychological, social, and spiritual care for healthy and dying seniors in an environment outside of a hospital.</i>											
Nursing Home	6	6	# of Beds	7.0			6				
Assisted Living	7	7	# of Beds	8.0			7				
Hospice	1	1	# of Beds	1.0			1				
Elder Care Totals	14	14		16.0	0		14	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	16,562	16,562	Techs @ Peak	1.7	16,562			16,562			Regional consideration
Microbiology	2,165	2,165	Techs @ Peak	0.2		2,165		2,165			Regional consideration
Blood Bank	427	427	Techs @ Peak	0.0		427					
Anatomical	60	60	Techs @ Peak	0.0		60					
<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	19,215	19,215	Techs @ Peak	1.9	16,562	0	2,653	0	18,728		
Pharmacy	58,175	58,175	Pharmacists	3.0	58,175						Telemedicine
Acute Dialysis	13	13	Rooms	0.0		13					
<i>Acute Dialysis Services provides purification of the patient's blood, removing excess water and toxins, at the bedside while the patient is hospitalized. Specialty trained personnel, supervised by a nephrologist, rotate through the hospital caring for and providing this service to admitted patients requiring dialysis.</i>											



Delivery Plan - Native American (IHS)

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

Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks
Diagnostic Imaging											
<i>Diagnostic Radiology provides diagnostic radiologic services to inpatients and outpatients. Activities include, but are not limited to, processing, examining, interpreting, storing, and retrieving radiographs and fluorographs; directing a radiological safety program; and consulting with physicians and patients.</i>											
Radiographic	2,193	2,193	Rooms	0.4	2,193				2,193		Regional consider, TM
Ultrasound	307	307	Rooms	0.1	307				307		Regional consider, TM
Mammography	590	590	Rooms	0.1	590				590		Regional consider, TM
Fluoroscopy	131	131	Rooms	0.1	131				131		Regional consider, TM
CT	116	116	Rooms	0.0			116				
MRI	80	80	Rooms	0.0			80				
Diagnostic Imaging Totals	3,417	3,417	Radiologist	0.3	3,221	0	197				
Nuclear Medicine	199	199	Rooms	0.1			199				
<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	1,417	1,417	Therapy FTE	0.8	1,417						
Occupational	405	405	Therapy FTE	0.2			405				
Speech Therapy	202	202	Therapy FTE	0.1			202				
Rehab Total	2,024	2,024	Therapy FTE	1.1			0		2,024		
Respiratory Therapy	25,848	25,848	Therapy FTE	0.3			25,848				
<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	27	27	Rooms	0.0			27				
<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	27	27	# FTE	2.0	27						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	71	71	Endo Suites	0.0			71				
Outpatient Surgery Cases											
Cardiovascular	4	4	Outpatient ORs	0.0			4				
Digestive	75	75	Outpatient ORs	0.1			75				
Endocrine	0	0	Outpatient ORs	0.0			0				
ENT	34	34	Outpatient ORs	0.0			34				
Gynecology	27	27	Outpatient ORs	0.0			27				
Hemic / Lymphatic	2	2	Outpatient ORs	0.0			2				
Integument	29	29	Outpatient ORs	0.0			29				
Musculoskeletal	48	48	Outpatient ORs	0.0			48				

