



## Southern Bands 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

### Service Area Description

Southern Bands Health Center, serving the Primary Care Service Area Communities listed to the left, is located in the town of Elko, approximately 290 miles east of Reno and 230 miles west of Salt Lake City.

It is a hub of primary care for Native Americans in the Elko County area. It sends most of its referral workload which includes secondary referrals to local health services providers, with higher acuity workload going to Salt Lake City for Tertiary Care.

As noted in the Service Summary to the left, Southern Bands Health Center operates as a 40 hour per week Health Center with complete primary care, dental, behavioral health and supporting ancillary services. New services anticipated for 2015 include; Rehab Services and additional specialists. There is no extended service area planned, although partnership opportunities for visiting specialties exist to be explored with Elko area.

### Facility Description

Southern Bands Health Center facilities total 1,797 square meters, which is comprised of several modular buildings hooked together which are permanent structures, built in 1997 with various remodeling keeping the interiors current.

### Services & Resourcing Priorities

1	<i>Increase space available for visiting providers</i>
2	<i>Add dental capacity and hygienists</i>
3	<i>Increase space for pharmacy</i>
4	<i>Recruit more visiting professionals or develop telemedicine alternatives</i>
5	<i>Create a separate space for Behavioral Health waiting area</i>
6	<i>Add additional Public Health Nutritional support</i>
7	<i>Add a Wellness coordinator</i>
8	<i>Add a Domestic Violence Child advocate</i>
9	<i>Repair or replace the Senior Center</i>
10	<i>Improve and increase available parking</i>
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## Executive Summary

Services & Resourcing Priorities Continued	
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Campus Infrastructure Priorities			
1	<i>Lack of Parking at the Clinic</i>	7	
2	<i>No Paving for parking at the Senior Center</i>	8	
3	<i>Senior Center is in need of major repair or replacement</i>	9	
4		10	
5		11	
6		12	

Functional Deficiencies			
1	<i>Dental Access is through the Primary Care area</i>	7	
2	<i>Mental Health and Substance Abuse uses the public waiting room for their patients</i>	8	
3	<i>Tribal Health Assets scattered over a large area, creates communications problems</i>	9	
4	<i>Clinic is tribal owned and leased to IHS</i>	10	
5		11	
6		12	



### Historical Workloads by Location of Encounter - Native American

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

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
<b>Provider Visits Only</b>					<b>Provider Visits Only</b>				
<b>Primary Care</b>									
Family Practice	6,398	6,206	6,529	6,378	0	0	0	0	0.0%
Internal Medicine	143	432	358	311				0	0.0%
Pediatric	156	486	319	320	1	0	0	0	0.1%
Ob/Gyn	0	22	0	7	6	0	0	2	21.4%
<b>Emergency Care</b>									
Emergency/Urgent	0	0	0	0				0	0%
ER/Non-urgent	0	0	0	0				0	0%
<b>Specialty Care</b>									
Orthopedics	0	0	0	0	17	0	0	6	100.0%
Ophthalmology	77	65	80	74	10	0	0	3	4.3%
Dermatology	0	0	0	0	0	0	0	0	0%
General Surgery	0	0	0	0	25	0	0	8	100.0%
Otolaryngology	0	0	0	0	14	0	0	5	100.0%
Cardiology	0	0	0	0	10	0	0	3	100.0%
Urology	0	0	0	0				0	0%
Neurology	0	0	0	0	3	0	0	1	100.0%
Nephrology	0	0	0	0	0	0	0	0	0%
Allergy				0				0	0%
Pulmonology				0				0	0%
Gerontology	No Provider Codes within RPMS System for these types of Specialist.								
Gastroenterology	No Provider Codes within RPMS System for these types of Specialist.								
Rheumatology	No Provider Codes within RPMS System for these types of Specialist.								
Oncology	No Provider Codes within RPMS System for these types of Specialist.								
Pediatric-Genetics				0				0	0%
Traditional Healing	0	0	0	0				0	0%
<b>Totals</b>	<b>6,774</b>	<b>7,211</b>	<b>7,286</b>	<b>7,090</b>	<b>86</b>	<b>0</b>	<b>0</b>	<b>29</b>	<b>0.4%</b>
<b>Direct &amp; Tribal Care + Contract Care</b>	<b>6,860</b>	<b>7,211</b>	<b>7,286</b>	<b>7,119</b>					
<b>Other Ambulatory Care Services</b>									
Dental Service Minutes	71,812	79,287	86,864	79,321				0	0.0%
Optometry Visits	0	0	0	0	24	0	0	8	100.0%
Podiatry Visits	177	173	214	188	14	0	0	5	2.4%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	74	73	89	79	9	0	0	3	3.7%
<b>Outpatient Behavioral Health</b>									
Mental Health Visits	0	0	0	0				0	0%
Psychiatry	85	93	84	87	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%
<b>BH Visit Totals</b>	<b>85</b>	<b>93</b>	<b>84</b>	<b>87</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

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



### Historical Workloads by Location of Encounter - Native American

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

Discipline	Direct or Tribal Health Care				Contract Health Care					
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care	
<b>Inpatient Care</b>										
Labor & Delivery Births	0	0	0	0	5	0	0	2	100.0%	
Obstetrics Patient Days	0	0	0	0	14	0	0	5	100.0%	
Neonatology Patient Days	0	0	0	0	9	0	0	3	100.0%	
Pediatric Patient Days	0	0	0	0	0	0	0	0	0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	8	6	0	5	100.0%	
Endocrinology	0	0	0	0	4	0	0	1	100.0%	
Gastroenterology	0	0	0	0	3	0	0	1	100.0%	
General Medicine	0	0	0	0	8	0	3	4	100.0%	
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	4	0	0	1	100.0%	
Oncology	0	0	0	0	0	0	0	0	0%	
Pulmonary	0	0	0	0	7	0	0	2	100.0%	
Rheumatology	0	0	0	0	0	0	0	0	0%	
Unknown	0	0	0	0	2	0	0	1	100.0%	
<b>Medical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>6</b>	<b>3</b>	<b>15</b>	<b>100.0%</b>	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	0	0	0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	0	0	0	0	24	0	0	8	100.0%	
Gynecology	0	0	0	0	1	0	0	0	100.0%	
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	18	0	4	7	100.0%	
Otolaryngology	0	0	0	0	0	0	0	0	0%	
Thoracic Surgery	0	0	0	0	0	0	0	0	0%	
Urology	0	0	0	0	0	0	0	0	0%	
Vascular Surgery	0	0	0	0	6	0	0	2	100.0%	
<b>Surgical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>0</b>	<b>4</b>	<b>18</b>	<b>100.0%</b>	
Psychiatry Patient Days	0	0	0	0	10	0	0	3	100.0%	
Medical Detox Patient Days	0	0	0	0	0	0	0	0	0%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
<b>Inpatient Care Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>118</b>	<b>6</b>	<b>7</b>	<b>44</b>	<b>100.0%</b>	
<b>Direct &amp; Tribal + Contract Care</b>	<b>118</b>	<b>6</b>	<b>7</b>	<b>44</b>						
<b>Substance Abuse Non- Acute Care</b>										
Adult Residential Treatment	0	0	0	0				0	0%	
Adol. Residential Treatment	0	0	0	0				0	0%	
SA Transitional Care	0	0	0	0				0	0%	
<b>Substance Abuse Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Elder Care</b>										
Skilled Nursing Patients	0	0	0	0				0	0%	
Assisted Living Patients	0	0	0	0				0	0%	
Hospice Patients	0	0	0	0				0	0%	
<b>Nursing Home Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	



### Historical Workloads by Location of Encounter - Native American

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

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
<b>Ancillary Services</b>									
Lab Billable Tests	0	0	0	0				0	0%
Pharmacy Scripts	29,249	31,452	37,728	32,810				0	0.0%
Acute Dialysis Procedures	0	0	0	0				0	0%
Radiographic Exams	0	0	0	0	44	0	0	15	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	1	0	0	0	0	0	0	0	0.0%
Digestive	0	0	0	0	0	0	0	0	0%
Endocrine	0	0	0	0	0	0	0	0	0%
ENT	0	1	0	0	0	0	0	0	0.0%
Gynecology	0	1	0	0	0	0	0	0	0.0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	7	8	1	5	0	0	0	0	0.0%
Musculoskeletal	1	1	0	1	0	0	0	0	0.0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	1	0	0	0	0	0	0	0	0.0%
Respiratory	0	0	0	0	0	0	0	0	0%
Urogenital	0	0	0	0	0	0	0	0	0%
<b>OP Surgical Case Total</b>	10	11	1	7	0	0	0	0	0%
Inpatient Surgery Cases	0	0	0	0	9	0	1	3	100.0%
<b>Surgical Case Total</b>	10	11	1	7	9	0	1	3	31%
<b>Direct &amp; Tribal + Contract Care</b>	19	11	2	11					
EMS - Pre-Hospital Resp.	0	0	0	0				0	0%
EMS - Inter Hospital Resp	0	0	0	0				0	0%



## Historical Workloads by Community of Residence - *Native American*

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

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
<b>Provider Visits Only</b>					<b>Provider Visits Only</b>				
<b>Primary Care</b>									
Family Practice	5,325	5,075	5,457	5,286	0	0	0	0	0.0%
Internal Medicine	107	336	276	240	0	0	0	0	0.0%
Pediatric	130	394	255	260	0	0	0	0	0.0%
Ob/Gyn	0	16	0	5	4	0	0	1	20.0%
<b>Emergency Care</b>									
Emergency/Urgent	0	9	6	5				0	0.0%
ER/Non-urgent	0	0	0	0				0	0%
<b>Specialty Care</b>									
Orthopedics	1	0	0	0	14	0	0	5	93.3%
Ophthalmology	70	56	60	62	6	0	0	2	3.1%
Dermatology	1	0	0	0	0	0	0	0	0.0%
General Surgery	1	1	0	1	20	0	0	7	90.9%
Otolaryngology	0	0	0	0	8	0	0	3	100.0%
Cardiology	0	0	0	0	4	0	0	1	100.0%
Urology	0	0	0	0				0	0%
Neurology	0	0	0	0	2	0	0	1	100.0%
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%
<b>Totals</b>	<b>5,635</b>	<b>5,887</b>	<b>6,054</b>	<b>5,859</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>0.3%</b>
<b>Direct &amp; Tribal Care + Contract Care</b>	<b>5,693</b>	<b>5,887</b>	<b>6,054</b>	<b>5,878</b>					

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

### Other Ambulatory Care Services

Dental Service Minutes	71,812	79,287	86,864	79,321				0	0.0%
Optometry Visits	6	3	2	4	177	180	144	167	97.9%
Podiatry Visits	140	146	174	153	9	0	0	3	1.9%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	50	53	53	52	118	114	158	130	71.4%
<b>Outpatient Behavioral Health</b>									
Mental Health Visits	0	0	0	0				0	0%
Psychiatry	57	47	47	50	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%
<b>BH Visit Totals</b>	<b>57</b>	<b>47</b>	<b>47</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>



### Historical Workloads by Community of Residence - *Native American*

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

Discipline	Direct or Tribal Health Care				Contract Health Care					
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care	
<b>Inpatient Care</b>										
Labor & Delivery Births	0	0	0	0	11	6	5	7	100.0%	
Obstetrics Patient Days	0	0	0	0	25	16	11	17	100.0%	
Neonatology Patient Days	0	0	0	0	12	37	9	19	100.0%	
Pediatric Patient Days	0	0	0	0	3	14	6	8	100.0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	78	36	12	42	100.0%	
Endocrinology	0	0	2	1	23	5	0	9	93.3%	
Gastroenterology	0	0	0	0	21	60	2	28	100.0%	
General Medicine	1	0	0	0	22	12	0	11	97.1%	
Hematology	0	0	0	0	0	0	0	0	0%	
Nephrology	0	28	0	9	19	19	2	13	58.8%	
Neurology	0	0	0	0	7	1	7	5	100.0%	
Oncology	0	0	0	0	0	0	0	0	0%	
Pulmonary	0	0	0	0	7	4	14	8	100.0%	
Rheumatology	0	0	0	0	0	0	0	0	0%	
Unknown	0	0	0	0	2	0	0	1	100.0%	
<b>Medical Patient Day Total</b>	<b>1</b>	<b>28</b>	<b>2</b>	<b>10</b>	<b>179</b>	<b>137</b>	<b>37</b>	<b>118</b>	<b>91.9%</b>	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	0	0	0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	0	0	0	0	58	25	10	31	100.0%	
Gynecology	0	0	0	0	1	10	3	5	100.0%	
Neurosurgery	0	0	0	0	0	0	2	1	100.0%	
Ophthalmology	0	0	0	0	0	0	0	0	0%	
Orthopedics	0	0	0	0	28	17	8	18	100.0%	
Otolaryngology	0	0	0	0	0	1	0	0	100.0%	
Thoracic Surgery	0	0	0	0	0	0	1	0	100.0%	
Urology	0	0	0	0	2	0	0	1	100.0%	
Vascular Surgery	0	0	0	0	0	28	3	10	100.0%	
<b>Surgical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>89</b>	<b>81</b>	<b>27</b>	<b>66</b>	<b>100.0%</b>	
Psychiatry Patient Days	0	0	0	0	14	18	0	11	100.0%	
Medical Detox Patient Days	0	0	0	0	0	0	0	0	0%	
Sub Acute/Transitional Care	0	0	0	0				0	0%	
<b>Inpatient Care Totals</b>	<b>1</b>	<b>28</b>	<b>2</b>	<b>10</b>	<b>322</b>	<b>303</b>	<b>90</b>	<b>238</b>	<b>95.8%</b>	
<b>Direct &amp; Tribal + Contract Care</b>	<b>323</b>	<b>331</b>	<b>92</b>	<b>249</b>						
<b>Substance Abuse Non- Acute Care</b>										
Adult Residential Treatment	0	0	0	0				0	0%	
Adol. Residential Treatment	0	0	0	0				0	0%	
SA Transitional Care	0	0	0	0				0	0%	
<b>Substance Abuse Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Elder Care</b>										
Skilled Nursing Patients	0	0	0	0				0	0%	
Assisted Living Patients	0	0	0	0				0	0%	
Hospice Patients	0	0	0	0				0	0%	
<b>Nursing Home Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	



### Historical Workloads by Community of Residence - Native American

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

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
<b>Ancillary Services</b>									
Lab Billable Tests	0	0	0	0				0	0%
Pharmacy Scripts	29,249	31,452	37,728	32,810				0	0.0%
Acute Dialysis Procedures	0	0	0	0				0	0%
Radiographic Exams	0	0	0	0	1,048	1,073	1,421	1,181	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	1	0	0	0	0	0	0	0	0.0%
Digestive	0	0	0	0	0	0	0	0	0%
Endocrine	0	0	0	0	0	0	0	0	0%
ENT	0	1	0	0	0	0	0	0	0.0%
Gynecology	0	1	0	0	0	0	0	0	0.0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	7	8	1	5	0	0	0	0	0.0%
Musculoskeletal	1	1	0	1	0	0	0	0	0.0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	1	1	0	1	0	0	0	0	0.0%
Respiratory	0	0	0	0	0	0	0	0	0%
Urogenital	0	0	0	0	0	0	0	0	0%
<b>OP Surgical Case Total</b>	10	12	1	8	0	0	0	0	0%
Inpatient Surgery Cases	0	0	0	0	21	17	14	17	100.0%
<b>Surgical Case Total</b>	10	12	1	8	21	17	14	17	69%
<b>Direct &amp; Tribal + Contract Care</b>	31	29	15	25					
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	1,562			1,737					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
<b>Primary care</b>									
Family Practice	5,286	1,660		5,878	1,876		4,533	4,533	0
Internal Medicine	240	600		267	700		700	700	0
Pediatric	260	889		289	975		975	975	0
Ob/Gyn	7	617		7	679		679	679	0
Urgent Care Clinic	0			0			0	0	0
Primary Care Sub-Tot.	5,792	3,766	5,930	6,441	4,232	6,888	6,888	6,888	0
<b>Emergency Care</b>									
Emergency/Urgent	5	345		6	389		389	389	0
ER/Non-urgent		230			259		382	382	0
Emerg. Care Sub-Tot.	5	575	666	6	648	771	771	771	0
<b>Specialty Care</b>									
Orthopedics	5	280		6	319		319	319	0
Ophthalmology	64	186		71	222		222	222	0
Dermatology	0	217		0	246		246	246	0
General Surgery	7	214		8	245		245	245	0
Otolaryngology	3	132		3	150		150	150	0
Cardiology	1	56		1	70		70	70	0
Urology	0	69		0	82		82	82	0
Neurology	1	59		1	67		67	67	0
Other Specialties		462		0	534		380	380	0
Nephrology	0	Unknown		0	Unknown		0	0	0
Allergy	0	48		0	54		54	54	0
Pulmonology	0	20		0	23		23	23	0
Gerontology	0	Unknown		0	Unknown		0	0	0
Gastroenterology	0	40		0	45		45	45	0
Rheumatology	0	Unknown		0	Unknown		0	0	0
Oncology	0	29		0	33		33	33	0
Pediatric-Genetics	0	Unknown		0	Unknown		0	0	0
Traditional Healing	0	Unknown		0	Unknown		0	0	0
Specialty Care Sub-Tot.	81	1,811	252	90	2,089	305	1,935	1,935	0
<b>Total Provider Visits By PSA Residents</b>	5,878	6,152	6,848	6,537	6,969	7,964	9,594	9,594	0
<b>Provider Visits</b>		Unmet need if (-) -970	Over Utilization if (+)						
<b>Total Provider Patient Utilization Rate</b>	3.76	3.94	4.38	The rate is established by dividing the Total Provider Visits from the PSA by the User Population.					
<b>Other Ambulatory Care Services</b>									
Dental Service Minutes	79,321	137,576	145,825	88,214	156,579	165,015	165,015	165,015	0
Optometry Visits	171	Unknown	486	190	Unknown	563	563	563	0
Podiatry Visits	156	268		174	332		332	332	0
Dialysis Patients	0	Unknown		0	Unknown		0	0	0
Audiology Visits	182	240	155	202	277	188	277	277	0
<b>Outpatient Behavioral Health Services</b>									
Mental Health Visits	0	Unknown	268	0	Unknown	289	289	289	0
Psychiatry	50	155		56	175		175	175	0
Social Services Visits	0	Unknown		0	Unknown		0	0	0
Alcohol & Substance Abuse	0	Unknown		0	Unknown		0	0	0
<b>BH Visits Totals</b>	50	155	268	56	175	289	464	464	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	1,562			1,737					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
<b>Inpatient Care</b>									
Labor & Delivery Births	7	31	28	8	35	40	40	33	7
Obstetrics Patient Days	17	61	60	19	66	86	86	71	15
Neonatology Patient Days	19	92		22	101		101	62	40
Pediatric Patient Days	8	46	N/A	9	50	N/A	50	32	19
Adult Medical Patient Days									
Cardiology	42	39		47	49		49	41	14
Endocrinology	10	7		11	8		11	12	0
Gastroenterology	28	25		31	30		31	35	0
General Medicine	12	30		13	36		36	37	4
Hematology	0	4		0	5		5	3	3
Nephrology	23	7		25	9		25	24	4
Neurology	5	16		6	20		20	20	3
Oncology	0	10		0	13		13	5	10
Pulmonary	8	38		9	47		47	44	8
Rheumatology	0	1		0	2		2	2	0
Unknown	1	3		1	3		3	3	0
<b>Medical Patient Day Total</b>	128	180	219	142	222	271	271	226	45
Adult Surgical Patient Days									
Dentistry	0	0		0	0		0	0	0
Dermatology	0	1		0	1		1	1	0
General Surgery	31	54		34	65		65	44	21
Gynecology	5	13		5	15		15	13	2
Neurosurgery	1	13		1	16		16	5	10
Ophthalmology	0	0		0	1		1	0	0
Orthopedics	18	33		20	40		40	33	6
Otolaryngology	0	11		0	14		14	2	12
Thoracic Surgery	0	20		0	25		25	1	24
Urology	1	7		1	9		9	4	5
Vascular Surgery	10	13		11	16		16	7	9
<b>Surgical Patient Day Total</b>	66	166	143	73	201	170	201	111	91
Psychiatry Patient Days	11	31	19	12	36	21	36	9	27
Medical Detox Patient Days	0	5		0	6		6	4	2
Sub Acute/Transitional Care	0	100		0	124		124	124	0
<b>Inpatient Care Totals</b>	249	682	441	277	808	548	877	638	238
<b>Inpatient Patient Days</b>	Unmet need if (-) -434 Over Utilization if (+)								
<b>Substance Abuse Non-Acute Care</b>									
Adult Residential Treatment	0	253		0	295		295	295	0
Adol. Residential Treatment	0	74		0	78		78	78	0
SA Transitional Care	0	11		0	12		12	12	0
<b>Substance Abuse Total</b>	0	338	0	0	385	0	385	385	0
<b>Elder Care</b>									
Skilled Nursing Patients	0	2		0	3		3	3	0
Assisted Living Patients	0	2		0	3		3	3	0
Hospice Patients	0	0		0	0		0	0	0
<b>Nursing Home Total</b>	0	5	0	0	6	0	6	6	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	1,562			1,737					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
<b>Ancillary Services</b>									
<b>Laboratory Services</b>									
Clinical Lab Billable Tests		6,170	5,316		7,113	6,178	7,113	6,336	404
Microbiology Billable Tests		884	1,245		1,009	1,446	1,446	822	548
Blood Bank Billable Tests		153	102		178	119	178	165	3
Anatomical Pathology		13	32		14	37	37	23	12
Lab Billable Tests	0	7,220	6,695	0	8,315	7,780	8,315	7,346	968
Pharmacy Scripts	32,810	15,380		36,488	17,423		36,488	36,488	0
Acute Dialysis Procedures	0	4		0	5		5	5	0
Radiographic Exams	1,181	502	610	1,313	580	708	1,313	1,313	0
Ultrasound Exams	0	100	86	0	115	100	115	115	0
Mammography Exams	0	197	188	0	246	232	246	246	0
Fluoroscopy Exams	0	25	43	0	29	50	50	50	0
CT Exams	0	38	139	0	44	109	109	109	0
MRI Exams	0	26		0	30		30	30	0
Nuclear Medicine Exams	0	67		0	75		75	75	0
Rad. Oncology Treatments	0	Unknown		0	Unknown		0	0	0
Chemotherapy Treatments	0	Unknown		0	Unknown		0	0	0
<b>Rehabilitation Services</b>									
Physical Therapy Visits	0	Unknown		0	Unknown		0	556	0
Occupational Therapy Visits	0	Unknown		0	Unknown		0	159	0
Speech Therapy Visits	0	Unknown		0	Unknown		0	79	0
<b>Rehab Total Visits</b>	0	-	660	0	-	794	794	794	0
Respiratory Therapy		Unknown	6,775		Unknown	7,867	7,867	7,867	0
Workload Minutes	0			0					
Cardiac Catheterization	0	6		0	11		11	11	0
Home Health Care Patients	0	9		0	11		11	11	0
Minor Procedure Cases									
Endoscopy	0	23		0	28		28	28	0
<b>Outpatient Surgery Cases</b>									
Cardiovascular	0	1		0	2		2	2	0
Digestive	0	25		0	29		29	29	0
Endocrine	0	0		0	0		0	0	0
ENT	0	12		0	13		13	13	0
Gynecology	0	9		0	10		10	10	0
Hemic and Lymphatic	0	1		0	1		1	1	0
Integument	5	9		6	11		11	11	0
Musculoskeletal	1	16		1	18		18	18	0
Nervous	0	4		0	5		5	5	0
Ocular	1	9		1	11		11	11	0
Respiratory	0	1		0	2		2	2	0
Urogenital	0	6		0	7		7	7	0
<b>OP Surgical Case Total</b>	8	92	37	9	109	122	109	109	0
Inpatient Surgery Cases	17	37	30	19	43	39	43	26	17
<b>Surgical Case Total</b>	25	129	67	28	152	161	152	135	17
EMS Responses	0	201		0	228		228	228	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
<b>Primary Care (Provider Visits)</b>											
Crossover %	2.4%										
<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	4,642	4,642	Providers	1.0	6,358						
Internal Medicine	717	717	Providers	0.2							
Pediatric	999	999	Providers	0.2							
Ob/Gyn	696	696	Providers	0.2	696						
Urgent Care Clinic	0	0	Providers	0.0	0						
<b>Primary Care Total</b>	<b>7,053</b>	<b>7,053</b>	<b>Providers</b>	<b>1.7</b>	<b>6,358</b>	<b>0</b>	<b>696</b>	<b>0</b>	<b>0</b>		
<b>Emergency Care</b>											
Crossover %											
<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	389	389	Patient Spaces	0.1	389						
ER/Non-urgent	382	382	Providers	0.1	382						
<b>Emergency Care Total</b>		<b>771</b>	<b>Patient Spaces</b>	<b>0.4</b>	<b>0</b>	<b>0</b>	<b>771</b>	<b>0</b>	<b>0</b>		
<b>Specialty Care</b>											
Crossover %											
<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	319	319	Providers	0.1	319						
Ophthalmology	222	222	Providers	0.1	111	111					Telemedicine
Dermatology	246	246	Providers	0.1	246						
General Surgery	245	245	Providers	0.1	245						
Otolaryngology	150	150	Providers	0.1	75	75					Telemedicine
Cardiology	70	70	Providers	0.0	35	35					Telemedicine
Urology	82	82	Providers	0.0	82						
Neurology	67	67	Providers	0.0	67						
Subspecialties	380	380	Providers	0.2	380						
Nephrology	0	0	Providers	0.0	0						
Allergy	54	54	Providers	0.0	54						
Pulmonology	23	23	Providers	0.0	23						
Gerontology	Unknown	0	Providers	Unknown	x						
Gastroenterology	45	45	Providers	0.0	45						
Rheumatology	Unknown	0	Providers	Unknown	x						Telemedicine
Oncology	33	33	Providers	0.0	33						
Pediatric-Specialist	Unknown	0	Providers	Unknown	x						
Traditional Healing	0	0	Providers	0.0							
<b>Specialty Care Sub-Total</b>	<b>1,935</b>	<b>1,935</b>			<b>0</b>	<b>220</b>	<b>1,714</b>	<b>0</b>	<b>0</b>		



**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
<b>Other Ambulatory Care</b>											
Dental Service Minutes	165,015	165,015	Dentists	1.0	165,015						
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	563	563	Optometrist	0.3	563						
<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	332	332	Podiatrists	0.1	299	33					
<i>Podiatry examines, diagnoses, and treats patients with disorders, diseases, and injuries to the foot or adjunctive tissue; provides follow-up care for selected post-operative ambulatory patients; provides a comprehensive plan of care for patients, including monitoring and maintaining their state of health, counseling and guidance, health education, rehabilitation, and prevention of disease; and provides clinical and consultation services, medical care evaluation, professional training of assigned personnel, preparation and submission of reports, and maintenance of medical records.</i>											
Dialysis Patients	0	0	Dialysis Stations	0.0	0						
<i>Dialysis provides the purification of the patient's blood through use of an artificial kidney machine or similar device. Specially trained personnel operate, maintain, and monitor the hemodialysis equipment and other specialized support equipment for patients who are undergoing hemodialysis treatment in the unit.</i>											
Audiology Visits	277	277	Audiologists	0.1	250	28					
<i>The Audiology Clinic provides comprehensive audiologic support for patients for the determination of etiology, pathology, and magnitude of hearing loss and potential for remediation and rehabilitation; assists in the evaluation of auditory and vestibular systems. Specific services include pure tone threshold audiometry; basic and advanced clinical testing; pediatric evaluations; neonatal hearing testing as part of the early hearing loss identification program; hearing aid evaluation, fittings, and repairs; ear mold fittings; vestibular evaluations, dispensing of hearing protection devices (fitting, education, and motivation); determination of proper referral and disposition.</i>											
<b>Behavioral Health</b>											
<i>Behavioral Health provides psychiatric, psychological, psychosocial, substance abuse, and socioeconomic evaluation and consultation; individual and group services, patient care, information, referral, and follow-up services to facilitate medical diagnosis, care, treatment; and proper disposition of patients (inpatient and outpatient) referred to the Social Work Clinic, which includes self-referred patients and those seen automatically on the basis of diagnosis (for example, suspected child abuse or attempted suicide). It provides a comprehensive plan of service to patients and their families including counseling and guidance, therapy, information and referral, and discharge planning; provides clinical and consultative services to patients and families, social service delivery evaluation; professional training of assigned and contractually affiliated personnel; prepares and submits reports; maintains medical and social service records.</i>											
Mental Health Visits	289	289	Counselors	1.3	1.2						
Psychiatry Provider Visits	175	175	Providers	0.1	0.1	0	Telemedicine				
Social Service Visits	0	0	Counselors	0.6	0.6						
Alcohol & Substance Abuse Visits	0	0	Counselors	3.0	3.0	Add 1 for 24 Help					
Behavioral Health Totals	464	464	Counselors	4.9	4.8	0					
<b>Inpatient Care</b>											
Labor & Delivery Births	33	33	LDRs	0.5	0	33					
Obstetrics Patient Days	71	71	# of Beds	0.9	0	71					
<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	62	62	# of Bassinets	0.8	0	62					
<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>											



### 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
Pediatric Patient Days	32	32	# of Beds	0.6	0		32				
<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>											
Adult Medical Acute Care											
<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>											
Cardiology	41	41	# of Beds	0.3	0		41				
Endocrinology	12	12	# of Beds	0.1	0		12				
Gastroenterology	35	35	# of Beds	0.3	0		35				
General Medicine	37	37	# of Beds	0.3	0		37				
Hematology	3	3	# of Beds	0.0	0		3				
Nephrology	24	24	# of Beds	0.2	0		24				
Neurology	20	20	# of Beds	0.2	0		20				
Oncology	5	5	# of Beds	0.0	0		5				
Pulmonary	44	44	# of Beds	0.3	0		44				
Rheumatology	2	2	# of Beds	0.0	0		2				
Unknown	3	3	# of Beds	0.0	0		3				
Medical Patient Day Total	226	226		1.7	0		226	0	0		
Adult Surgical Acute Care											
<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>											
Dentistry	0	0	# of Beds	0.0	0		0				
Dermatology	1	1	# of Beds	0.0	0		1				
General Surgery	44	44	# of Beds	0.4	0		44				
Gynecology	13	13	# of Beds	0.1	0		13				
Neurosurgery	5	5	# of Beds	0.1	0		5				
Ophthalmology	0	0	# of Beds	0.0	0		0				
Orthopedics	33	33	# of Beds	0.3	0		33				
Otolaryngology	2	2	# of Beds	0.0	0		2				
Thoracic Surgery	1	1	# of Beds	0.0	0		1				
Urology	4	4	# of Beds	0.0	0		4				
Vascular Surgery	7	7	# of Beds	0.1	0		7				
Surgical Patient Day Total	111	111	# of Beds	1.1	0		111	0	0		
Intensive Care	66	66	# of beds	0.3	0		66				
<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>											
Psychiatry	9	9	# of Beds	0.0	0		0			9	
<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>											



### 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
<b>Medical Detox Patient Care</b>	4	4	# of Beds	0.0	0		4				
<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>											
<b>Sub Acute / Transitional Care</b>	124	124	# of Beds	0.4	0		124				
<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>											
<b>Inpatient Care Totals</b>	704	704	# of Beds	6	0		695	0	9		
<b>Substance Abuse Non-Acute Care</b>											
<i>Substance Abuse Non-Acute Care - the treatment of substance abuse disorders in an age and security specific setting.</i>											
<b>Adult Residential Treatment</b>	295	295	# of Beds	1.1			295		295		
<b>Adolescent Residential Treatment</b>	78	78	# of Beds	0.3					71		
<b>Substance Abuse Transitional Care</b>	12	12	# of Beds	2.0			12				
<b>Substance Abuse Non-Acute Care Totals</b>	385	385		3.4	0		307	0	366		
<b>Elder Care</b>											
<i>Elderly Care Program provides physical, psychological, social, and spiritual care for healthy and dying seniors in an environment outside of a hospital.</i>											
<b>Nursing Home</b>	3	3	# of Beds	3.0			3				
<b>Assisted Living</b>	3	3	# of Beds	3.0			3				
<b>Hospice</b>	0	0	# of Beds	0.0			0				
<b>Elder Care Totals</b>	6	6		6.0	0		6	0	0		
<b>Ancillary Services</b>											
<b>Crossover % - Pharmacy</b>	<b>0.0%</b>										
<b>Laboratory Services</b>											
<i>Clinical Pathology operates the clinical laboratories and conducts studies, investigations, analyses, and examinations, including diagnostic and routine tests and systems. Additional activities may include, but are not limited to, transportation of specimens from the nursing floors and surgical suites and preparation of samples for testing. The Clinical Lab includes Chemistry, Urinalysis, Hematology, Serology, Immunology and Coagulation.</i>											
<b>Clinical Lab</b>	6,336	6,336	Techs @ Peak	0.6	1,901		4,435				CLIA Waivered Testing
<b>Microbiology</b>	822	822	Techs @ Peak	0.1			822				
<b>Blood Bank</b>	165	165	Techs @ Peak	0.0			165				
<b>Anatomical Pathology</b>	23	23	Techs @ Peak	0.0							23
<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>											
<b>Lab Totals</b>	7,346	7,346	Techs @ Peak	0.7	1,901	0	5,423	0	0		23
<b>Pharmacy</b>	36,488	36,488	Pharmacists	1.9	36,488						
<b>Acute Dialysis</b>	5	5	Rooms	0.0			5				
<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
<b>Diagnostic Imaging</b>											
<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	1,313	1,313	Rooms	0.2			1,313				
Ultrasound	115	151	Rooms	0.1			151				
Mammography	246	327	Rooms	0.1			327				
Fluoroscopy	50	65	Rooms	0.0			65				
CT	109	144	Rooms	0.0			144				
MRI	30	40	Rooms	0.0			40				
Diagnostic Imaging Totals	1,863	2,040	Radiologist	0.2	0	0	2,040				
Nuclear Medicine	75	75	Rooms	0.0			75				
<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				
<b>Rehabilitation Services</b>											
<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	556	556	Therapy FTE	0.3	556						
Occupational Therapy	159	159	Therapy FTE	0.1	79		79				
Speech Therapy	79	79	Therapy FTE	0.0			79				
Rehab Total	794	794	Therapy FTE	0.4		0	159				
Respiratory Therapy	7,867	7,867	Therapy FTE	0.1			7,867				
<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	11	11	Rooms	0.0			11				
<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	11	11	# FTE	0.8			11				
<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>											
<b>Surgery</b>											
<i>The Surgery product line includes Anesthesiology, Pre &amp; Post Recovery, and the provision of invasive procedures requiring the sterility of an Operating Room or Minor Procedure Room.</i>											
Endoscopy	28	28	Endo Suites	0.0			28				
<b>Outpatient Surgery Cases</b>											
Cardiovascular	2	2	Outpatient ORs	0.0			2				
Digestive	29	29	Outpatient ORs	0.0			29				
Endocrine	0	0	Outpatient ORs	0.0			0				
ENT	13	13	Outpatient ORs	0.0			13				
Gynecology	10	10	Outpatient ORs	0.0			10				
Hemic / Lymphatic	1	1	Outpatient ORs	0.0			1				
Integument	11	11	Outpatient ORs	0.0			11				
Musculoskeletal	18	18	Outpatient ORs	0.0			18				
Nervous	5	5	Outpatient ORs	0.0			5				



### Delivery Plan - Native American (IHS)

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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
Ocular	11	11	Outpatient ORs	0.0			11				
Respiratory	2	2	Outpatient ORs	0.0			2				
Urogenital	7	7	Outpatient ORs	0.0			7				
Or Surgical Case											
Inpatient Surgery	109	109	Outpatient ORs	0.1	0	0	109	0	0		
Case	26	26	Inpatient ORs	0.0	0	0	26	0	0		
Surgical Case Total	135	135		0.1	0	0	163	0	0		

#### Administrative Support

Administration	# of FTE	5.8	5.8
<i>Administration organizes, administers, and supervises all professional and administrative aspects of the facility; responsible for all personnel assigned or attached to the facility; determines medical capabilities related to available medical services officers, support staff, and facilities; implements directed programs; is responsible for the care, treatment, and welfare of all patients.</i>			
Nursing Administration	# of FTE	0.0	0.0
<i>Oversees the nursing care within the facility, both inpatient and outpatient. Responsible for the hiring and continued education of the nursing and medical aid staff. Manages nursing quality improvement efforts.</i>			
Quality Management	# of FTE	0.8	0.8
<i>Responsible for credentialing of the professional staff, performance improvement efforts within the facility and patient care utilization review.</i>			
Information Management	# of FTE	1.4	1.4
<i>Information Management Department provides the responsibility for managing the day to day operation, training, maintenance and development of the computerization hardware, software and networking resources allocated to the facility by the Indian Health Service.</i>			
Health Information Management	# of FTE	4.9	4.9
<i>Health Information Management is responsible for assembling, collecting, completing, analyzing, ensuring availability, and safekeeping of patient records (also called charts) in order to facilitate, evaluate, and improve patient care.</i>			
Business Office	# of FTE	4.1	4.1
<i>Business Office implements administrative procedures to maximize net recovery of healthcare delivery costs from third-party payers; identifies patients that have other health insurance; reviews all aspects of accounts receivable management, complies with third-party payer requirements; submits all claims to third-party payers; follows up to ensure that collections are made; and documents and reports collection activities.</i>			
Contract Health	# of FTE	6.1	6.1
<i>Contract Health Service Program coordinates access to medical care that is not available at the facility. This is done by determining eligibility for Contract Health Care, identifying other alternate resources, establishing medical priorities and having an effective working relationship with all private providers, patients, and staff.</i>			

#### Facility Support Services

Clinical Engineering	# of FTE	0.6	0.6
<i>Clinical Engineering provides preventive maintenance, inspection, and repair of medical and dental equipment; conducts a systematic inspection of equipment to determine operational status, and assigns serviceability condition codes to equipment; performs scheduled preventive maintenance of medical and dental equipment; repairs or replaces worn or broken parts; rebuilds and fabricates equipment or components; modifies equipment and installs new equipment; inspects and tests contractor-installed equipment; disassembles, packs, receives, and inspects equipment; and maintains audio and video equipment.</i>			
Facility Management	# of FTE	3.2	3.2
<i>The maintenance of a health sites facilities, building systems and grounds</i>			
Central Sterile	# of FTE	0.7	0.7
<i>The decontamination, assembly, sterilization and distribution of reusable instrumentation. Also responsible for the distribution of other sterile products.</i>			
Dietary	# of FTE	0.0	0.0
<i>The ordering, maintenance, preparation, serving and distribution of meals to inpatients, outpatients and staff. Nutritional oversight for these meals as well as nutritional consultations with patients and staff.</i>			
Property & Supply	# of FTE	0.7	0.7
<i>Property &amp; Supply provides or arranges for the supplies, equipment, and certain services necessary to support the mission. Basic responsibilities include: procurement, inventory control, receipt, storage, quality assurance, issue, turn in, disposition, property accounting and reporting acitons for designated medical and non-medical supplies and equipment required in support of the medical mission; installation management of the medical stock fund; management and control of medical organization in-use property through authorization, property accounting, reporting and budgetary procedures; and planning, pre-positioning, and managing the installation medical war readiness materiel program.</i>			



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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
Housekeeping & Linen			# of FTE	3.7	3.0						Contracted Service
<p>The Housekeeping Service provides responsibility for maintaining the interior of a facility at the highest level of cleanliness and sanitation achievable. Housekeeping, also, is responsible for picking up, sorting, issuing, distributing, mending, washing, and processing in-service linens including uniforms and special linens.</p>											
<b>Preventive Care/HPDP</b>											
<p>The oversight of all preventive care and health education programs within the facility. Education efforts will involve the public as well as the entire health system staff. These departments provide leadership to all areas of the facility in their efforts to increase the health awareness of the public. HPDP - Health Promotion &amp; Disease Prevention</p>											
Public Health Nursing			# of FTE	3.2	2.0						
Public Health Nutrition			# of FTE	0.8	0.8						
Environmental Health			# of FTE	1.6	1.0						
Health Education			# of FTE	0.0	1.0						
<b>Additional Services</b>											
Case Management			# of FTE	0.7	1.0						Including handling Coding Audits
<p>Case Management provides professional staff dedicated to insuring a continuum of care and follow up for chronically ill or potentially chronically ill patients.</p>											
CHR			# of FTE	0.0	4.0						Tribal Program
<p>Community Health representatives inform community members about available health services, make referrals to appropriate agencies, and assist PHN staff with basic health care screening. Also participate in health promotion activities and health fairs.</p>											
Diabetes Program			# of FTE	0.0	1.0						Tribal Program
<p>The Diabetes Program provides for the diabetic patient's education and case management and the prospective diabetic patient with preventive education and clinical screening. The program is supported clinically with pre-renal examinations and Podiatry care.</p>											
Senior Citizen Center			# of FTE	0.0	3.0						Tribal Program
<p>Congregate meal, meal delivery, companionship, advisory, exercise, transport. (3 people per center; Suprv., Cook, Driver) (Centers/Staff)</p>											
EMS	228	228	Loc #1 - # of FTE	0.0	0.0		228				
			# of Ambulances	0.0	0.0						
			Loc #2 - # of FTE	0.0	0.0						
			# of Ambulances	0.0	0.0						
			Loc #3 - # of FTE	0.0	0.0						
			# of Ambulances	0.0	0.0						
<p>Emergency Medical Services provide emergency medical services within the boundaries of a service unit. Ambulances are available twenty-four hours a day seven days a week, staffed with State Certified EMT, IEMT and Paramedics.</p>											
Alternative Medicine			# of FTE	0.0	0.0						
<p>This service provides natural, traditional and chiropractic services to the community as well as educational services related to various health issues. It also seeks to alleviate concerns community members may have regarding unaddressed health issues.</p>											
Transportation			# of FTE	0.0	1.0						
<p>Transportation Department transports community residents to health related facilities within the service unit, and surrounding cities. It includes all the expenses incurred for automotive operation and maintenance and the administration of garage and dispatching activities in support of the medical mission.</p>											
Maternal Child Health			# of FTE	0.0	0.0						Handled by Public Health Nurse
<p>Maternal and Child Health services exist to provide basic prenatal and childbirth education and support to Native American mothers. These services can include breastfeeding education/support, home visit evaluations for pre and post natal care, education on topics such as FAS/FAE, car seat use and safety, and nutrition.</p>											
WIC			# of FTE	0.0	0.0						Space Only for ITCN
<p>WIC Program provides nutrition screening, nutrition education, supplemental food and referral to needed Community resources for pregnant, breastfeeding, postpartum women, infants and children &lt;5 years of age who meet income guidelines (185% poverty) and are found to have a nutritional risk.</p>											
Security			# of FTE	0.0	0.0						
<p>Security is responsible for the safety and well being of hospital patients, visitors, and personnel. It includes physical security of parking lots, surrounding grounds, and interiors of the facility.</p>											



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Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks
Domestic Violence Prevention			# of FTE	0.0	0.0			Tribal Program			
<i>Family Planning/Domestic Violence promotes Native American health through emphasizing benefits of family planning and supporting such emphasis through education, appointment referrals for sterilization procedures, and pre-natal/post-natal home visits to discuss family planning needs; as well as lowering incidents of domestic violence through the provision of shelters/safe houses and/or referrals to other Domestic Violence assistance services. Referrals come through other programs such as WIC, PHN, etc.</i>											
Wellness Center			# of FTE	0.0	0.0						
<i>Wellness Center provides fitness equipment, training, coaching and education for Native Americans of all ages, acting either as an independent service or in support or cooperation with such other programs as Elder Care, Diabetes, CHRs etc.</i>											
Outreach Elder Care			# of FTE	0.0	0.0						
<i>Elder Care provides an open and supportive environment as well as an outreach program for the community's elders. Lunch distribution, social functions, health education and health benefit counseling is provided by the staff.</i>											
HIV/AIDS			# of FTE	0.0	0.0						
<i>Coordinates all educational services for persons at high-risk for contracting the virus which causes HIV/AIDS. Case management is also provided to those living with HIV/AIDS.</i>											
Optical Shop			# of FTE	0.0	0.0			Tribal Program			
<i>Provide Eye wear for Tribal members'</i>											
Tribal Health Administration			# of FTE	0.0	0.0						
<i>Tribal Health Administration Department oversees and ensures quality health services for service unit residents, while encouraging more self-reliance and personal control over their health and quality of life.</i>											
Tobacco			# of FTE	0.0	0.0						
<i>Tobacco prevention and cessation services focus primarily on reducing incidents of youth use and possession as well as reducing exposure to second hand smoke. It also encourages tobacco cessation through education and public awareness events.</i>											
Emergency Management Services			# of FTE	0.0	1.0						
<i>The program is responsible for coordination and planning of emergency response activities, including emerging infectious diseases, healthcare security systems and associated policy development for the Service unit.</i>											
Women's Preventive Care			# of FTE	0.0	0.0						
<i>Women's Preventive Care provides breast and cervical cancer screening to all women enrolled through the program, and to educate them about the importance of early detection for breast and cervical cancer.</i>											
<b>Total 2015 Non-Deviated RRM Staff FTEs</b>				<b>56.3</b>	<b>68.3</b>			<b>Required IHS Supportable Space Staff</b>			



### Resource Allocation - Native American (IHS)

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

Discipline	Direct Health Care					Contract Health Care		
	Planned Projected	Key Characteristics (KC)	# Req'd in 2015	Exist KC (From Quest.)	% of Need	Planned Projected	Cost / Unit	Total CH Dollars
<b>Primary Care</b>	<b>Provider Visits Only</b>					<b>Provider Visits Only</b>		
Family Practice	6,358	Providers	1.4	2.6	186%	0	\$69	\$0
		Visiting Providers to outlying areas.						
		Provider Offices	2.0	2.0	100%			
		Exam Rooms	4.0	6.0	150%			
Internal Medicine	0	Providers	0.0		100%	0	\$69	\$0
		Visiting Providers to outlying areas.						
		Inpatient Physician	0.0		100%			42 Hrs Month Contracted
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Pediatric	0	Providers	0.0		100%	0	\$50	\$0
		Visiting Providers to outlying areas.						
		Inpatient Physician	0.0		100%			
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Ob/Gyn	0	Providers	0.0		100%	696	\$255	\$177,122
		Visiting Providers to outlying areas.						
		Inpatient Physician	0.0		100%			
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Urgent Care Clinic	0	Providers	0.0		100%	0	\$226	\$0
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
<b>Primary Care Total</b>	<b>6,358</b>	<b>Providers</b>	<b>1.4</b>	<b>2.6</b>	<b>186%</b>	<b>696</b>		<b>\$177,122</b>
		Provider Offices	2.0	2.0	100%			
		Nursing Support (RN+LPN+CNA)	2.1	4.0	190%			
		Ambulatory Care Nutritionist			100%			
		Exam Rooms	4.0	6.0	150%			
		Dept. Gross Sq. Mtrs	348.0	171.0	49%			
<b>Emergency Care</b>	<b>0</b>	<b>ER Providers</b>	<b>0.0</b>		<b>100%</b>	<b>771</b>	<b>\$247</b>	<b>\$190,769</b>
		Nursing Support (RN+LPN)	0.0		100%			
		Patient Spaces	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
<b>Specialty Care</b>	<b>Provider Visits Only</b>					<b>Provider Visits Only</b>		
Orthopedics	0	Providers	0.0		100%	319	\$278	\$88,720
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Ophthalmology	0	Providers	0.0		100%	111	\$226	\$25,021
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Dermatology	0	Providers	0.0		100%	246	\$92	\$22,605
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
General Surgery	0	Providers	0.0		100%	245	\$216	\$52,741
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Otolaryngology	0	Providers	0.0		100%	75	\$189	\$14,165
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			



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Discipline	Direct Health Care					Contract Health Care		
	Planned Projected	Key Characteristics (KC)	# Req'd in 2015	Exist KC (From Quest.)	% of Need	Planned Projected	Cost / Unit	Total CH Dollars
Cardiology	0	Providers	0.0		100%	35	\$207	\$7,214
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Urology	0	Providers	0.0		100%	82	\$216	\$17,682
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Neurology	0	Providers	0.0		100%	67	\$207	\$13,916
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Other Subspecialties						380	\$205	\$77,874
Nephrology	0	Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Allergy		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Pulmonology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Gerontology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Gastroenterology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Rheumatology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Oncology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Pediatric-Specialist		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Traditional Healing		Providers	0.0	0.0	100%			
		Provider Offices	0.0		100%			
		Exam Rooms	0.0	1.0	100%			
Podiatry Visits	0	Podiatrists	0.0		100%	33	\$656	\$21,797
		Visiting Providers to outlying areas.						
		Podiatry Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Specialty Care Sub-Total	0	Exam Rooms	0.0	1.0	100%	1,593		\$319,938
		Provider Offices	0.0	0.0	100%			
		Nursing Support (RN+LPN+CNA)	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0	12.0	100%			
Total In-House Providers	6,358	Providers	1.4	2.6	186%			



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Discipline	Direct Health Care					Contract Health Care		
	Planned Projected	Key Characteristics (KC)	# Req'd in 2015	Exist KC (From Quest.)	% of Need	Planned Projected	Cost / Unit	Total CH Dollars
<b>Visiting Professional Clinic</b>	1,332	Exam	1.0	0.5	47%			
Services Include: ENT, Rheumatologist, Dietician, Audiologist, Oththalmology, Cardiology, Hematology, Podiatry		Provider Offices	1.0		0%			
		Dept. Gross Sq. Mtrs	41.0	23.0	56%			
<b>Other Ambulatory Care Services</b>								
Dental Service Minutes	165,015	Dentists	1.0	1.0	100%	0	\$7	\$0
		Visiting Specialists	0.0		100%			
		Visiting Providers to outlying areas.						
		Hygienists	0.5		0%			
		Dental Chair	3.0	2.0	67%			
		Specialist Chair	0.0		100%			
		Dept. Gross Sq. Mtrs	123.0	46.0	37%			
Optometry Visits	0	Optometrist	0.0		100%	0	\$245	\$0
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Eye Lanes	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Dialysis Patients	0	Dialysis Stations	0.0		100%	0	\$543	\$0
		Dept. Gross Sq. Mtrs	0.0		100%			
Audiology Visits	0	Audiologists	0.0		100%	28	\$493	\$13,657
		Visiting Providers to outlying areas.						
		Audiologist Offices	0.0		100%			
		Audiology Booths	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
<b>Behavioral Health</b>								
Mental Health		Counselors	1.2	1.0	86%			
Psychiatry		Counselors	0.0	0.1	100%			
Social Service		Counselors	0.6		0%			
Alcohol & Substance Abuse		Counselors	3.0	1.0	33%			
Behavioral Health Total		Total Counselors	4.8	2.1	44%	0	\$871	\$0
		Visiting Providers to outlying areas.						
		Counselor Offices	5.0	2.0	40%			
		Dept. Gross Sq. Mtrs	130.0	166.6	128%			
<b>Inpatient Care</b>								
Births	0	LDRPs	0.0		100%	40	\$2,949	\$117,960
		Dept. Gross Sq. Mtrs	0.0		100%			
Obstetric Patient Days	0	Post Partum beds	0.0		100%	86		
		Dept. Gross Sq. Mtrs	0.0		100%			
Neonatology Patient Days	0	# of Bassinets	0.0		100%	101	\$1,473	\$149,327
		Dept. Gross Sq. Mtrs	0.0		100%			
Pediatric Patient Days	0	# of Beds	0.0		100%	50	\$1,473	\$74,081
		Dept. Gross Sq. Mtrs	0.0		100%			
Adult Medical Acute Care	0	# of Beds	0.0		100%	271	\$957	\$259,325
		Dept. Gross Sq. Mtrs	0.0		100%			
Adult Surgical Acute Care	0	# of Beds	0.0		100%	201	\$957	\$192,740
		Dept. Gross Sq. Mtrs	0.0		100%			
Intensive Care Patient Days	0	# of Beds	0.0		100%	66	\$957	\$62,968
		Dept. Gross Sq. Mtrs	0.0		100%			
Psychiatric Patient Days	0	# of Beds	0.0		100%	27	\$513	\$13,696
		Dept. Gross Sq. Mtrs	0.0		100%			
Medical Detox Patient Days	0	# of Beds	0.0		100%	6	\$681	\$4,114
		Dept. Gross Sq. Mtrs	0.0		100%			
Sub Acute/Transitional Care	0	# of Beds	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			
Inpatient Care Total	0	# of patient beds	0	0	100%	809		\$874,209
		Dept. Gross Sq. Mtrs	0	0	100%			







