



## Washoe 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

### Service Area Description

Washoe Tribal Health Center, serving the Primary Care Service Area Communities listed to the left, is located in the town of Gardnerville, NV.

The main medical clinic is a hub of primary care for Native Americans in the Douglas County area. Four satellite clinics are located in Dresserville Indian Colony (Douglas county), Carson Indian Colony (Carson county), Stewart Indian Colony (Carson County) and Woodsford Indian Colony (Alpine County in California). It sends most of its referral workload and higher acuity workload for Secondary and Tertiary Care to Reno, Carson and Minden/Gardnerville, Nevada.

As noted in the Service Summary to the left, Washoe Tribal Health Center operates as a 40 hour per week Health Center with complete primary care, dental, behavioral health and supporting ancillary services. There are no new services anticipated for 2015. There is no extended service area planned, although partnership opportunities for visiting specialties exist to be explored with Phoenix Indian Medical Center.

### Facility Description

Washoe Tribal Health Center facilities total 1731 square meters, comprised of five buildings, all permanent structures, the main medical clinic was built in 2003 and the Healing Center in 2006.

### Services & Resourcing Priorities

1	<i>Planning for BH addition of 1500 square feet and 1500 sf of land for talking circles and meditation area</i>
2	<i>Planning Primary Care and BH of 300 sf each for the communities of Carson (10/07) and Dresslerville (10/08)</i>
3	<i>Increase Primary Care departmental space - include central scheduling</i>
4	<i>Increase Specialty Care space</i>
5	<i>Add Traditional Healer supportable space</i>
6	<i>Add Lab space</i>
7	<i>Increase Pharmacy space and staffing</i>
8	<i>Increase Diagnostic Imaging space</i>
9	<i>Add Quality Management space</i>
10	<i>Increase Facility Management staff</i>
11	<i>Add Central Sterile space</i>
12	<i>Increase Housekeeping &amp; Linen space</i>
13	<i>Increase Public Health Nursing space</i>
14	<i>Add Public Health Nutrition space</i>
15	<i>Add Environmental Health space</i>



## Executive Summary

Services & Resourcing Priorities Continued	
16	<i>Add Health Education space</i>
17	<i>Add Case Management space</i>
18	<i>Increase CHR space</i>
19	<i>Increase Diabetes Program space</i>
20	<i>Increase Tobacco Program space</i>
21	<i>Increase WIC space</i>
22	<i>Increase Wellness Center space</i>
23	<i>Increase Transportation space</i>
24	<i>Increase Domestic Violence space</i>
25	<i>Increase Maternal Child Health space</i>

Campus Infrastructure Priorities		
1	<i>Air condition/heat - constant breakdowns - extreme heat and cold in Nevada</i>	7
2		8
3		9
4		10
5		11
6		12

Functional Deficiencies		
1	<i>Need more provider space</i>	7
2	<i>Need more medical record space</i>	8
3	<i>Need additional storage space in general</i>	9
4	<i>Overall Admin/Billing/Provider space due to increased demand</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	8,045	9,379	10,583	9,336	0	0	0	0	0.0%
Internal Medicine	0	0	0	0	0	0	0	0	0%
Pediatric	11	0	10	7	0	0	0	0	0.0%
Ob/Gyn	26	4	1	10	0	0	0	0	0.0%
<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	1	0	0	0	0	0	0.0%
Ophthalmology	19	121	14	51	0	0	0	0	0.0%
Dermatology	0	1	1	1	0	0	0	0	0.0%
General Surgery	0	2	0	1	0	0	0	0	0.0%
Otolaryngology	0	0	0	0	0	0	0	0	0%
Cardiology	0	0	0	0	0	0	0	0	0%
Urology	0	0	0	0				0	0%
Neurology	0	0	0	0	0	0	0	0	0%
Nephrology	0	0	0	0	0	0	0	0	0%
Allergy				0				0	0%
Pulmonology				0				0	0%
Gerontology	No Provider Codes within RPMS System for these types of Specialist.								
Gastroenterology									
Rheumatology									
Oncology									
Pediatric-Genetics				0				0	0%
Traditional Healing	0	0	0	0				0	0%
<b>Totals</b>	<b>8,101</b>	<b>9,507</b>	<b>10,610</b>	<b>9,406</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Direct &amp; Tribal Care + Contract Care</b>	<b>8,101</b>	<b>9,507</b>	<b>10,610</b>	<b>9,406</b>					

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

#### Other Ambulatory Care Services

Dental Service Minutes	75,540	76,323	95,135	82,333				0	0.0%
Optometry Visits	736	1,012	1,164	971	0	0	0	0	0.0%
Podiatry Visits	0	0	337	112	0	0	0	0	0.0%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	36	30	78	48	0	0	0	0	0.0%
<b>Outpatient Behavioral Health</b>									
Mental Health Visits	981	1,268	1,860	1,370				0	0.0%
Psychiatry	98	161	875	378	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>1,079</b>	<b>1,429</b>	<b>2,735</b>	<b>1,748</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</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>Inpatient Care</b>										
Labor & Delivery Births	0	0	0	0	0	0	0	0	0%	
Obstetrics Patient Days	0	0	0	0	0	0	0	0	0%	
Neonatology Patient Days	0	0	0	0	0	0	0	0	0%	
Pediatric Patient Days	0	0	0	0	0	0	0	0	0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	0	0	0	0	0%	
Endocrinology	0	0	0	0	0	0	0	0	0%	
Gastroenterology	0	0	0	0	0	0	0	0	0%	
General Medicine	0	0	0	0	0	0	0	0	0%	
Hematology	0	0	0	0	0	0	0	0	0%	
Nephrology	0	0	0	0	0	0	0	0	0%	
Neurology	0	0	0	0	0	0	0	0	0%	
Oncology	0	0	0	0	0	0	0	0	0%	
Pulmonary	0	0	0	0	0	0	0	0	0%	
Rheumatology	0	0	0	0	0	0	0	0	0%	
Unknown	0	0	0	0	0	0	0	0	0%	
<b>Medical Patient Day Total</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>	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	0	0	0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	0	0	0	0	0	0	0	0	0%	
Gynecology	0	0	0	0	0	0	0	0	0%	
Neurosurgery	0	0	0	0	0	0	0	0	0%	
Ophthalmology	0	0	0	0	0	0	0	0	0%	
Orthopedics	0	0	0	0	0	0	0	0	0%	
Otolaryngology	0	0	0	0	0	0	0	0	0%	
Thoracic Surgery	0	0	0	0	0	0	0	0	0%	
Urology	0	0	0	0	0	0	0	0	0%	
Vascular Surgery	0	0	0	0	0	0	0	0	0%	
<b>Surgical Patient Day Total</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>	
Psychiatry Patient Days	0	0	0	0	0	0	0	0	0%	
Medical Detox Patient Days	0	0	0	0	0	0	0	0	0%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
<b>Inpatient Care 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>Direct &amp; Tribal + Contract Care</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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	363	628	457	483				0	0.0%
Pharmacy Scripts	4,059	5,452	6,804	5,438				0	0.0%
Acute Dialysis Procedures	0	0	0	0				0	0%
Radiographic Exams	0	0	0	0	0	0	0	0	0%
Ultrasound Exams	0	0	0	0				0	0%
Mammography Exams	0	0	0	0				0	0%
Fluoroscopy Exams	0	0	0	0				0	0%
CT Exams	0	0	0	0				0	0%
MRI Exams	0	0	0	0				0	0%
Nuclear Medicine Exams	0	0	0	0				0	0%
Rad. Oncology Treatments	0	0	0	0				0	0%
Chemotherapy Treatments	0	0	0	0				0	0%
Physical Therapy Visits	0	0	0	0				0	0%
Occupational Therapy Visits	0	0	0	0				0	0%
Speech Therapy Visits	0	0	0	0				0	0%
Respiratory Therapy	0	0	0	0				0	0%
Cardiac Catheterization	0	0	0	0				0	0%
Home Health Care Patients	0	0	0	0				0	0%
Minor Procedure Cases									
Endoscopy	0	0	0	0	0	0	0	0	0%
Outpatient Surgery Cases									
Cardiovascular	0	0	0	0	0	0	0	0	0%
Digestive	0	0	0	0	0	0	0	0	0%
Endocrine	0	0	0	0	0	0	0	0	0%
ENT	0	0	0	0	0	0	0	0	0%
Gynecology	0	0	0	0	0	0	0	0	0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	0	0	0	0	0	0	0	0	0%
Musculoskeletal	0	0	0	0	0	0	0	0	0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	0	0	0	0	0	0	0	0	0%
Respiratory	0	0	0	0	0	0	0	0	0%
Urogenital	0	0	0	0	0	0	0	0	0%
<b>OP Surgical Case Total</b>	0	0	0	0	0	0	0	0	0%
Inpatient Surgery Cases	0	0	0	0	0	0	0	0	0%
<b>Surgical Case Total</b>	0	0	0	0	0	0	0	0	0%
<b>Direct &amp; Tribal + Contract Care</b>	0	0	0	0					
EMS - Pre-Hospital Resp.	0	0	0	0				0	0%
EMS - Inter Hospital Resp	0	0	0	0				0	0%



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

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

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
<b>Provider Visits Only</b>					<b>Provider Visits Only</b>				
<b>Primary Care</b>									
Family Practice	8,043	9,140	10,313	9,165	0	0	0	0	0.0%
Internal Medicine	1	0	0	0	0	0	0	0	0.0%
Pediatric	77	43	33	51	0	0	0	0	0.0%
Ob/Gyn	36	7	5	16	0	0	0	0	0.0%
<b>Emergency Care</b>									
Emergency/Urgent	7	4	1	4				0	0.0%
ER/Non-urgent	0	0	0	0				0	0%
<b>Specialty Care</b>									
Orthopedics	0	0	1	0	2	0	0	1	66.7%
Ophthalmology	21	118	14	51	1	0	0	0	0.6%
Dermatology	1	1	1	1	0	0	0	0	0.0%
General Surgery	0	2	0	1	0	0	0	0	0.0%
Otolaryngology	0	0	1	0	2	0	0	1	66.7%
Cardiology	0	0	0	0	0	0	0	0	0%
Urology	0	0	0	0				0	0%
Neurology	0	0	0	0	0	0	0	0	0%
Nephrology	0	0	0	0	0	0	0	0	0%
Allergy				0				0	0%
Pulmonology				0				0	0%
Gerontology	No Provider Codes within RPMS System for these types of Specialist.								
Gastroenterology									
Rheumatology									
Oncology									
Pediatric-Genetics				0				0	0%
Traditional Healing	0	0	0	0				0	0%
<b>Totals</b>	<b>8,186</b>	<b>9,315</b>	<b>10,369</b>	<b>9,290</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0.0%</b>
<b>Direct &amp; Tribal Care + Contract Care</b>	<b>8,191</b>	<b>9,315</b>	<b>10,369</b>	<b>9,292</b>					

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

#### Other Ambulatory Care Services

Dental Service Minutes	75,540	76,323	95,135	82,333				0	0.0%
Optometry Visits	746	1,015	1,132	964	2	33	1	12	1.2%
Podiatry Visits	3	3	325	110	1	0	0	0	0.3%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	29	37	78	48	28	113	2	48	49.8%
<b>Outpatient Behavioral Health</b>									
Mental Health Visits	981	1,268	1,860	1,370				0	0.0%
Psychiatry	117	174	839	377	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>1,098</b>	<b>1,442</b>	<b>2,699</b>	<b>1,746</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	1	0	0	0	100.0%	
Obstetrics Patient Days	0	0	0	0	1	0	0	0	100.0%	
Neonatology Patient Days	0	0	0	0	0	0	0	0	0%	
Pediatric Patient Days	0	0	0	0	20	4	0	8	100.0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	3	4	0	2	100.0%	
Endocrinology	0	0	0	0	0	4	0	1	100.0%	
Gastroenterology	0	0	0	0	10	2	5	6	100.0%	
General Medicine	0	0	0	0	5	2	0	2	100.0%	
Hematology	0	0	0	0	5	0	0	2	100.0%	
Nephrology	0	0	0	0	0	0	0	0	0%	
Neurology	0	0	0	0	0	0	0	0	0%	
Oncology	0	0	0	0	0	0	0	0	0%	
Pulmonary	0	0	0	0	4	0	0	1	100.0%	
Rheumatology	0	0	0	0	0	0	0	0	0%	
Unknown	0	0	0	0	0	0	0	0	0%	
<b>Medical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27</b>	<b>12</b>	<b>5</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	10	2	0	4	100.0%	
Gynecology	0	4	0	1	0	2	0	1	33.3%	
Neurosurgery	0	0	0	0	0	0	0	0	0%	
Ophthalmology	0	0	0	0	0	0	0	0	0%	
Orthopedics	0	0	0	0	0	11	2	4	100.0%	
Otolaryngology	0	0	0	0	0	0	0	0	0%	
Thoracic Surgery	0	0	0	0	0	0	0	0	0%	
Urology	0	0	0	0	0	0	0	0	0%	
Vascular Surgery	0	0	0	0	0	0	0	0	0%	
<b>Surgical Patient Day Total</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>15</b>	<b>2</b>	<b>9</b>	<b>87.1%</b>	
Psychiatry Patient Days	0	0	0	0	9	2	3	5	100.0%	
Medical Detox Patient Days	0	0	1	0	5	0	0	2	83.3%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
<b>Inpatient Care Totals</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>72</b>	<b>33</b>	<b>10</b>	<b>38</b>	<b>95.8%</b>	
<b>Direct &amp; Tribal + Contract Care</b>	<b>72</b>	<b>37</b>	<b>11</b>	<b>40</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	363	628	457	483				0	0.0%
Pharmacy Scripts	4,059	5,452	6,804	5,438				0	0.0%
Acute Dialysis Procedures	0	0	0	0				0	0%
Radiographic Exams	0	0	0	0	195	820	24	346	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	1	0	1	1				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	2	0	2	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	5	3	0	3	0	0	0	0	0.0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	0	0	0	0	0	0	0	0	0%
Musculoskeletal	0	0	0	0	0	0	0	0	0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	0	0	0	0	0	0	0	0	0%
Respiratory	0	0	0	0	0	0	0	0	0%
Urogenital	0	0	0	0	0	0	0	0	0%
<b>OP Surgical Case Total</b>	5	3	0	3	0	0	0	0	0%
Inpatient Surgery Cases	0	1	0	0	3	6	1	3	90.9%
<b>Surgical Case Total</b>	5	4	0	3	3	6	1	3	53%
<b>Direct &amp; Tribal + Contract Care</b>	8	10	1	6					
EMS - Pre-Hospital Resp.	0	0	0	0				0	0%
EMS - Inter Hospital Resp	0	0	0	0				0	0%



### Market Assessment - Native American

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

Year	2003			2015			2015 Planning Assumption		
HSP User Pop. - PSA	2,198			2,587					
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	9,165	2,358		10,788	2,852		7,345	7,345	0
Internal Medicine	0	896		0	1,084		1,084	1,084	0
Pediatric	51	1,151		60	1,390		1,390	1,390	0
Ob/Gyn	16	866		19	1,048		1,048	1,048	0
Urgent Care Clinic	0			0			0	0	0
Primary Care Sub-Tot.	9,233	5,271	8,418	10,867	6,374	10,192	10,867	10,867	0
<b>Emergency Care</b>									
Emergency/Urgent	4	482		5	583		583	583	0
ER/Non-urgent		322			389		563	563	0
Emerg. Care Sub-Tot.	4	804	942	5	972	1,146	1,146	1,146	0
<b>Specialty Care</b>									
Orthopedics	1	401		1	486		486	486	0
Ophthalmology	51	289		60	350		350	350	0
Dermatology	1	314		1	380		380	380	0
General Surgery	1	309		1	374		374	374	0
Otolaryngology	1	187		1	226		226	226	0
Cardiology	0	91		0	111		111	111	0
Urology	0	106		0	128		128	128	0
Neurology	0	85		0	103		103	103	0
Other Specialties		676		0	818		587	587	0
Nephrology	0	Unknown		0	Unknown		0	0	0
Allergy	0	66		0	80		80	80	0
Pulmonology	0	28		0	34		34	34	0
Gerontology	0	Unknown		0	Unknown		0	0	0
Gastroenterology	0	55		0	67		67	67	0
Rheumatology	0	Unknown		0	Unknown		0	0	0
Oncology	0	41		0	49		49	49	0
Pediatric-Genetics	0	Unknown		0	Unknown		0	0	0
Traditional Healing	0	Unknown		0	Unknown		0	0	0
Specialty Care Sub-Tot.	55	2,648	377	65	3,203	461	2,973	2,973	0
<b>Total Provider Visits By PSA Residents</b>	9,292	8,723	9,737	10,937	10,550	11,799	14,986	14,986	0
<b>Provider Visits</b>		Unmet need if (-) -445	Over Utilization if (+)						
<b>Total Provider Patient Utilization Rate</b>	4.23	3.97	4.43	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	82,333	192,070	203,205	96,908	232,345	245,765	245,765	245,765	0
Optometry Visits	976	Unknown	693	1,149	Unknown	838	1,149	1,149	0
Podiatry Visits	111	427		130	517		517	517	0
Dialysis Patients	0	Unknown		0	Unknown		0	0	0
Audiology Visits	96	344	237	113	416	287	416	416	0
<b>Outpatient Behavioral Health Services</b>									
Mental Health Visits	1,370	Unknown	366	1,612	Unknown	446	1,612	1,612	0
Psychiatry	377	220		443	266		443	443	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>	1,746	220	366	2,055	266	446	2,055	2,055	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	2,198			2,587					
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	0	43	37	0	52	46	52	42	9
Obstetrics Patient Days	0	86	80	0	104	98	104	85	19
Neonatology Patient Days	0	117		0	141		141	86	55
Pediatric Patient Days	8	58	N/A	9	70	N/A	70	44	26
Adult Medical Patient Days									
Cardiology	2	65		3	79		79	73	24
Endocrinology	1	11		2	13		13	17	0
Gastroenterology	6	39		7	47		47	59	0
General Medicine	2	48		3	58		58	65	7
Hematology	2	7		2	8		8	5	5
Nephrology	0	12		0	14		14	15	2
Neurology	0	27		0	32		32	35	5
Oncology	0	16		0	20		20	8	16
Pulmonary	1	63		2	76		76	79	15
Rheumatology	0	2		0	3		3	3	0
Unknown	0	4		0	5		5	6	0
<b>Medical Patient Day Total</b>	15	294	360	17	356	440	440	365	75
Adult Surgical Patient Days									
Dentistry	0	1		0	1		1	0	0
Dermatology	0	2		0	2		2	2	0
General Surgery	4	84		5	101		101	68	33
Gynecology	2	19		2	23		23	19	3
Neurosurgery	0	20		0	25		25	8	16
Ophthalmology	0	1		0	1		1	0	0
Orthopedics	4	53		5	64		64	54	10
Otolaryngology	0	18		0	21		21	3	18
Thoracic Surgery	0	32		0	39		39	2	37
Urology	0	12		0	14		14	7	8
Vascular Surgery	0	21		0	25		25	10	15
<b>Surgical Patient Day Total</b>	10	261	222	12	316	273	316	174	142
Psychiatry Patient Days	5	46	30	5	56	35	56	15	42
Medical Detox Patient Days	2	8		2	9		9	6	3
Sub Acute/Transitional Care	0	171		0	207		207	207	0
<b>Inpatient Care Totals</b>	40	1,041	692	47	1,259	846	1,343	982	362
<b>Inpatient Patient Days</b>									
	Unmet need if (-)	-1,001	Over Utilization if (+)						
<b>Substance Abuse Non-Acute Care</b>									
Adult Residential Treatment	0	378		0	457		457	457	0
Adol. Residential Treatment	0	93		0	110		110	110	0
SA Transitional Care	0	15		0	18		18	18	0
<b>Substance Abuse Total</b>	0	486	0	0	585	0	585	585	0
<b>Elder Care</b>									
Skilled Nursing Patients	0	4		0	5		5	5	0
Assisted Living Patients	0	4		0	5		5	5	0
Hospice Patients	0	0		0	0		0	0	0
<b>Nursing Home Total</b>	0	8	0	0	10	0	10	10	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	2,198			2,587					
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		9,009	7,553		10,895	9,145	10,895	9,752	622
Microbiology Billable Tests		1,270	1,768		1,535	2,141	2,141	1,223	815
Blood Bank Billable Tests		226	145		273	176	273	255	5
Anatomical Pathology		18	45		22	55	55	34	18
Lab Billable Tests	483	10,523	9,511	568	12,726	11,517	12,726	11,264	1,461
Pharmacy Scripts	5,438	21,809		6,401	26,374		26,374	26,374	0
Acute Dialysis Procedures	0	7		0	8		8	8	0
Radiographic Exams	346	741	865	408	896	1,049	1,049	1,049	0
Ultrasound Exams	0	146	122	0	176	147	176	176	0
Mammography Exams	0	306	271	0	371	329	371	371	0
Fluoroscopy Exams	0	37	61	0	45	74	74	74	0
CT Exams	0	57	21	0	69	25	69	69	0
MRI Exams	0	38		0	46		46	46	0
Nuclear Medicine Exams	0	93		0	112		112	112	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	1	Unknown		1	Unknown		1	854	0
Occupational Therapy Visits	0	Unknown		0	Unknown		0	244	0
Speech Therapy Visits	0	Unknown		0	Unknown		0	122	0
<b>Rehab Total Visits</b>	1	-	1,006	1	-	1,220	1,220	1,220	0
Respiratory Therapy		Unknown	9,619		Unknown	11,662	11,662	11,662	0
Workload Minutes	0			0					
Cardiac Catheterization	0	9		0	17		17	17	0
Home Health Care Patients	0	15		0	18		18	18	0
Minor Procedure Cases									
Endoscopy	2	36		2	44		44	44	0
<b>Outpatient Surgery Cases</b>									
Cardiovascular	0	2		0	3		3	3	0
Digestive	0	37		0	45		45	45	0
Endocrine	0	0		0	0		0	0	0
ENT	0	16		0	19		19	19	0
Gynecology	3	12		3	15		15	15	0
Hemic and Lymphatic	0	1		0	1		1	1	0
Integument	0	14		0	17		17	17	0
Musculoskeletal	0	22		0	27		27	27	0
Nervous	0	6		0	7		7	7	0
Ocular	0	15		0	18		18	18	0
Respiratory	0	2		0	2		2	2	0
Urogenital	0	9		0	11		11	11	0
<b>OP Surgical Case Total</b>	3	137	59	3	166	76	166	166	0
Inpatient Surgery Cases	4	56	51	4	67	61	67	41	26
<b>Surgical Case Total</b>	6	192	110	7	233	137	233	207	26
EMS Responses	0	280		0	339		339	339	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 %	0.0%											
<i>Primary Care Clinic examines, diagnoses, and treats ambulatory patients giving continuity and coordination to their total healthcare including referral to other health professionals and admissions to inpatient services while retaining primary responsibility for care of these patients, as appropriate. Primary Care Clinic assesses, provides, and evaluates the care of patients with healthcare problems including history and physical, assessment and treatment of common minor illnesses, maintenance care of patients with chronic diseases, and health counseling and teaching.</i>												
Family Practice	7,345	7,345	Providers	1.6	7,345							
Internal Medicine	1,084	1,084	Providers	0.3				1,084				
Pediatric	1,390	1,390	Providers	0.3				1,390				
Ob/Gyn	1,048	1,048	Providers	0.3				1,048				
Urgent Care Clinic	0	0	Providers	0.0				0				
Primary Care Total	10,867	10,867	Providers	2.6	7,345	0	3,522	0	0			
<b>Emergency Care</b>												
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	583	583	Patient Spaces	0.1				583				
ER/Non-urgent	563	563	Providers	0.1				563				
Emergency Care Total	1,146	1,146	Patient Spaces	0.6	0	0	1,146	0	0			
<b>Specialty Care</b>												
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	486	486	Providers	0.2				486				
Ophthalmology	350	350	Providers	0.1				350 Telemedicine				
Dermatology	380	380	Providers	0.1				380 Telemedicine				
General Surgery	374	374	Providers	0.1				374				
Otolaryngology	226	226	Providers	0.1				226 Telemedicine				
Cardiology	111	111	Providers	0.1				111 Telemedicine				
Urology	128	128	Providers	0.0				128				
Neurology	103	103	Providers	0.1				103				
Subspecialties	587	587	Providers	0.3				587				
Nephrology	0	0	Providers	0.0				0				
Allergy	80	80	Providers	0.0				80				
Pulmonology	34	34	Providers	0.0				34 Telemedicine				
Gerontology	Unknown	0	Providers	Unknown				x				
Gastroenterology	67	67	Providers	0.0				67				
Rheumatology	Unknown	0	Providers	Unknown				x Telemedicine				
Oncology	49	49	Providers	0.0				49				
Pediatric-Specialist	Unknown	0	Providers	Unknown				x				
Traditional Healing	0	0	Providers	0.0	1.0							
Specialty Care Sub-Total	2,973	2,973			1	0	2,973	0	0			



### Delivery Plan - Native American (IHS)

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

Discipline	Projected Need				Delivery Options							
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold				
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks	
<b>Other Ambulatory Care</b>												
Dental Service	245,765	245,765	Dentists	1.5	245,765			Orthodontics referrals				
			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	1,149	1,149	Optometrist	0.6	1,149							
<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	517	517	Podiatrists	0.2	517							
<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	416	416	Audiologists	0.2	416			1x per quarter - PIMC				
<i>The Audiology Clinic provides comprehensive audiologic support for patients for the determination of etiology, pathology, and magnitude of hearing loss and potential for remediation and rehabilitation; assists in the evaluation of auditory and vestibular systems. Specific services include pure tone threshold audiometry; basic and advanced clinical testing; pediatric evaluations; neonatal hearing testing as part of the early hearing loss identification program; hearing aid evaluation, fittings, and repairs; ear mold fittings; vestibular evaluations, dispensing of hearing protection devices (fitting, education, and motivation); determination of proper referral and disposition.</i>												
<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	1,612	1,612	Counselors	1.7	1.7			Telemedicine				
Psychiatry Provider	443	443	Providers	0.3	0.3			443 Telemedicine				
Social Service	0	0	Counselors	0.9	0.9			BIA 638				
Alcohol & Substance Abuse	0	0	Counselors	0.0	4.1			Telemed, Override				
Behavioral Health Totals	2,055	2,055	Counselors	2.6	7.0			443				
<b>Inpatient Care</b>												
Labor & Delivery	42	42	LDRs	0.6	0			42				
Obstetrics Patient Days	85	85	# of Beds	1.0	0			85				
<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	86	86	# of Bassinets	1.0	0			86				
<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	44	44	# of Beds	0.7	0			44				



### 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><b>Adult Medical Acute Care</b></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	73	73	# of Beds	0.5	0		73				
Endocrinology	17	17	# of Beds	0.1	0		17				
Gastroenterology	59	59	# of Beds	0.4	0		59				
General Medicine	65	65	# of Beds	0.4	0		65				
Hematology	5	5	# of Beds	0.0	0		5				
Nephrology	15	15	# of Beds	0.1	0		15				
Neurology	35	35	# of Beds	0.2	0		35				
Oncology	8	8	# of Beds	0.1	0		8				
Pulmonary	79	79	# of Beds	0.5	0		79				
Rheumatology	3	3	# of Beds	0.0	0		3				
Unknown	6	6	# of Beds	0.0	0		6				
Medical Patient Day Total	365	365		2.4	0		365	0	0		
<p><b>Adult Surgical Acute Care</b></p>											
<p><i>Surgical Care provides inpatient care and consultative evaluation in the surgical specialties and subspecialties described in this subsection; coordinates healthcare delivery relative to the examination, treatment, diagnosis, and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the surgical care function varies according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.</i></p>											
Dentistry	0	0	# of Beds	0.0	0		0				
Dermatology	2	2	# of Beds	0.0	0		2				
General Surgery	68	68	# of Beds	0.6	0		68				
Gynecology	19	19	# of Beds	0.2	0		19				
Neurosurgery	8	8	# of Beds	0.1	0		8				
Ophthalmology	0	0	# of Beds	0.0	0		0				
Orthopedics	54	54	# of Beds	0.5	0		54				
Otolaryngology	3	3	# of Beds	0.0	0		3				
Thoracic Surgery	2	2	# of Beds	0.0	0		2				
Urology	7	7	# of Beds	0.1	0		7				
Vascular Surgery	10	10	# of Beds	0.1	0		10				
Surgical Patient Day Total	174	174	# of Beds	1.5	0		174	0	0		
Intensive Care	100	100	# of beds	0.4	0		100				
<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	15	15	# of Beds	0.1	0		15				
<p><i>Psychiatric Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of patients with psychotic, neurotic, or other mental disorders; maintains protective custody of patients with psychiatric disorders when required to prevent injury to themselves or to others; establishes therapeutic regimens; conducts individual or group therapy sessions; provides short-term treatment to patients psychologically or physically dependent upon alcohol or drugs; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports.</i></p>											



### Delivery Plan - Native American (IHS)

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

Discipline	Projected Need				Delivery Options							
	PSA Direct Care	+ ESA Direct Care	Key Characteristics (KC)	# Req'd in 2015	PSA			Referrals due to Threshold				
					On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks	
Medical Detox	6	6	# of Beds	0.0	0		6					
<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	207	207	# of Beds	0.7	0		207					
<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	1,082	1,082	# of Beds	8	0		1,082	0	0			
<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>												
Adult Residential Treatment	457	457	# of Beds	1.7			457					
Adolescent Residential Treatment	110	110	# of Beds	0.4			110					
Substance Abuse Transitional Care	18	18	# of Beds	3.0			18					
Substance Abuse Non-Acute Care Totals	585	585		5.1	0		585	0	0			
<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>												
Nursing Home	5	5	# of Beds	5.0			5					
Assisted Living	5	5	# of Beds	6.0			5					
Hospice	0	0	# of Beds	0.0			0					
Elder Care Totals	10	10		11.0	0		10	0	0			
<b>Ancillary Services</b>												
Crossover % - Pharmacy	0.0%											
<b>Laboratory</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>												
Clinical Lab	9,752	9,752	Techs @ Peak	1.0	9,752		7,801					Onsite 20%/CHS 80%
Microbiology	1,223	1,223	Techs @ Peak	0.1			1,223					
Blood Bank	255	255	Techs @ Peak	0.0			255					
Anatomical	34	34	Techs @ Peak	0.0			34					
<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	11,264	11,264	Techs @ Peak	1.1	9,752	0	9,314	0	0			
Pharmacy	26,374	26,374	Pharmacists	1.4	25,055		1,319					95% onsite/5% CHS
Acute Dialysis	8	8	Rooms	0.0			8					
<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	1,049	1,049	Rooms	0.2	839		210				Onsite 80%/CHS 20%
Ultrasound	176	176	Rooms	0.1			176				
Mammography	371	371	Rooms	0.1			371				
Fluoroscopy	74	74	Rooms	0.0			74				
CT	69	69	Rooms	0.0			69				
MRI	46	46	Rooms	0.0			46				
Diagnostic Imaging Totals	1,785	1,785	Radiologist	0.1	839	0	946				
Nuclear Medicine	112	112	Rooms	0.1			112				
<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	854	854	Therapy FTE	0.5			854				
Occupational	244	244	Therapy FTE	0.1			244				
Speech Therapy	122	122	Therapy FTE	0.1			122				
Rehab Total	1,220	1,220	Therapy FTE	0.7		0	1,220				
Respiratory Therapy	11,662	11,662	Therapy FTE	0.2			11,662				
<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	17	17	Rooms	0.0			17				
<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	18	18	# FTE	1.3			18				
<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>											
<b>Minor Procedure</b>											
Endoscopy	44	44	Endo Suites	0.0			44				
<b>Outpatient Surgery Cases</b>											
Cardiovascular	3	3	Outpatient ORs	0.0			3				
Digestive	45	45	Outpatient ORs	0.0			45				
Endocrine	0	0	Outpatient ORs	0.0			0				
ENT	19	19	Outpatient ORs	0.0			19				
Gynecology	15	15	Outpatient ORs	0.0			15				
Hemic / Lymphatic	1	1	Outpatient ORs	0.0			1				
Integument	17	17	Outpatient ORs	0.0			17				
Musculoskeletal	27	27	Outpatient ORs	0.0			27				



**Delivery Plan - Native American (IHS)**

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

Discipline	Projected Need				Delivery Options								
	PSA Direct Care	+ ESA Direct Care	Key Characteristics (KC)	# Req'd in 2015	PSA			Referrals due to Threshold					
					On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks		
Nervous	7	7	Outpatient ORs	0.0			7						
Ocular	18	18	Outpatient ORs	0.0			18						
Respiratory	2	2	Outpatient ORs	0.0			2						
Urogenital	11	11	Outpatient ORs	0.0			11						
OP Surgical Case	166	166	Outpatient ORs	0.1	0	0	166	0	0				
Inpatient Surgery	41	41	Inpatient ORs	0.0	0	0	41	0	0				
Surgical Case	207	207		0.1	0	0	250	0	0				

**Administrative Support**

Administration	# of FTE	6.2	6.2
<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	0.9	0.9
<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	5.5	5.5
<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	4.2	4.2
<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	10.3	10.3
<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	0.7	0.7
<i>Clinical Engineering provides preventive maintenance, inspection, and repair of medical and dental equipment; conducts a systematic inspection of equipment to determine operational status, and assigns serviceability condition codes to equipment; performs scheduled preventive maintenance of medical and dental equipment; repairs or replaces worn or broken parts; rebuilds and fabricates equipment or components; modifies equipment and installs new equipment; inspects and tests contract installed equipment; disassembles, packs, receives, and inspects equipment; and maintains audio and video equipment.</i>			
Facility Management	# of FTE	3.7	3.7
<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	0.9	0.9
<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 actions for designated medical and non-medical supplies and equipment required in support of the medical mission; installation management of the medical stock fund; management and control of medical organization in-use property through authorization, property accounting, reporting and budgetary procedures; and planning, pre-positioning, and managing the installation medical war readiness materiel program.</i>			



### Delivery Plan - Native American (IHS)

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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	5.1	5.1						
<i>The Housekeeping Service provides responsibility for maintaining the interior of a facility at the highest level of cleanliness and sanitation achievable. Housekeeping, also, is responsible for picking up, sorting, issuing, distributing, mending, washing, and processing in-service linens including uniforms and special linens.</i>											
<b>Preventive Care/HPDP</b>											
<i>The oversight of all preventive care and health education programs within the facility. Education efforts will involve the public as well as the entire health system staff. These departments provide leadership to all areas of the facility in their efforts to increase the health awareness of the public. HPDP - Health Promotion &amp; Disease Prevention</i>											
Public Health Nursing			# of FTE	4.3	4.3						
Public Health Nutrition			# of FTE	1.1	1.1						
Environmental Health			# of FTE	1.2	1.2						
Health Education			# of FTE	1.0	1.0						
<b>Additional Services</b>											
Case Management			# of FTE	1.1	1.1						
<i>Case Management provides professional staff dedicated to insuring a continuum of care and follow up for chronically ill or potentially chronically ill patients.</i>											
CHR			# of FTE	0.0	4.0						
<i>Community Health representatives inform community members about available health services, make referrals to appropriate agencies, and assist PHN staff with basic health care screening. Also participate in health promotion activities and health fairs.</i>											
Diabetes Program			# of FTE	0.0	1.0						
<i>The Diabetes Program provides for the diabetic patient's education and case management and the prospective diabetic patient with preventive education and clinical screening. The program is supported clinically with pre-renal examinations and Podiatry care.</i>											
Senior Citizen Center			# of FTE	0.0	4.0						
<i>Congregate meal, meal delivery, companionship, advisory, exercise, transport. (3 people per center; Suprv., Cook, Driver) (Centers/Staff)</i>											
EMS	339	339	Loc #1 - # of FTE	0.0	0.0			339			
			# 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						
<i>Emergency Medical Services provide emergency medical services within the boundaries of a service unit. Ambulances are available twenty-four hours a day seven days a week, staffed with State Certified EMT, IEMT and Paramedics.</i>											
Alternative Medicine			# of FTE	0.0	3.0			Chiropractic & others			
<i>This service provides natural, traditional and chiropractic services to the community as well as educational services related to various health issues. It also seeks to alleviate concerns community members may have regarding unaddressed health issues.</i>											
Transportation			# of FTE	0.0	4.0						
<i>Transportation Department transports community residents to health related facilities within the service unit, and surrounding cities. It includes all the expenses incurred for automotive operation and maintenance and the administration of garage and dispatching activities in support of the medical mission.</i>											
Maternal Child Health			# of FTE	0.0	1.0						
<i>Maternal and Child Health services exist to provide basic prenatal and childbirth education and support to Native American mothers. These services can include breastfeeding education/support, home visit evaluations for pre and post natal care, education on topics such as FAS/FAE, car seat use and safety, and nutrition.</i>											
WIC			# of FTE	0.0	1.0						
<i>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.</i>											
Security			# of FTE	0.0	0.0						
<i>Security is responsible for the safety and well being of hospital patients, visitors, and personnel. It includes physical security of parking lots, surrounding grounds, and interiors of the facility.</i>											



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Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks
Domestic Violence			# of FTE	0.0	1.0						
<i>Family Planning/Domestic Violence promotes Native American health through emphasizing benefits of family planning and supporting such emphasis through education, appointment referrals for sterilization procedures, and pre-natal/post-natal home visits to discuss family planning needs; as well as lowering incidents of domestic violence through the provision of shelters/safe houses and/or referrals to other Domestic Violence assistance services. Referrals come through other programs such as WIC, PHN, etc.</i>											
Wellness Center			# of FTE	0.0	4.0						
<i>Wellness Center provides fitness equipment, training, coaching and education for Native Americans of all ages, acting either as an independent service or in support or cooperation with such other programs as Elder Care, Diabetes, CHRs etc.</i>											
Outreach Elder Care			# of FTE	0.0	0.0						
<i>Elder Care provides an open and supportive environment as well as an outreach program for the community's elders. Lunch distribution, social functions, health education and health benefit counseling is provided by the staff.</i>											
HIV/AIDS			# of FTE	0.0	0.0						
<i>Coordinates all educational services for persons at high-risk for contracting the virus which causes HIV/AIDS. Case management is also provided to those living with HIV/AIDS.</i>											
Injury Prevention			# of FTE	0.0	1.0						
<i>Reduce injury morbidity and mortality among Native Americans.</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	1.0						
<i>Tobacco prevention and cessation services focus primarily on reducing incidents of youth use and possession as well as reducing exposure to second hand smoke. It also encourages tobacco cessation through education and public awareness events.</i>											
Bio-Terrorism			# of FTE	0.0	1.0						
<i>The bioterrorism program is responsible for coordination and planning of emergency response activities, including emerging infectious diseases, healthcare security systems and associated policy development for the Service Area.</i>											
Women's Preventive Care			# of FTE	0.0	0.0						
<i>Women's Preventive Care provides breast and cervical cancer screening to all women enrolled through the program, and to educate them about the importance of early detection for breast and cervical cancer.</i>											
<b>Total 2015 Non-Deviated RRM Staff FTEs</b>				<b>71.5</b>	<b>99.9</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	7,345	Providers	1.6	4.0	250%	0	\$69	\$0
		Visiting Providers to outlying areas.						
		Provider Offices	2.0	4.0	200%			
		Exam Rooms	6.0	10.0	167%			
Internal Medicine	0	Providers	0.0		100%	1,084	\$69	\$75,265
		Visiting Providers to outlying areas.						
		Inpatient Physician	0.0		100%			
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Pediatric	0	Providers	0.0		100%	1,390	\$50	\$69,716
		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%	1,048	\$255	\$266,713
		Visiting Providers to outlying areas.						
		Inpatient Physician	0.0		100%			
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Urgent Care Clinic	0	Providers	0.0		100%	0	\$226	\$0
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Primary Care Total	7,345	Providers	1.6	4.0	250%	3,522		\$411,694
		Provider Offices	2.0	4.0	200%			
		Nursing Support (RN+LPN+CNA)	2.4	5.0	208%			
		Ambulatory Care Nutritionist		0.2	100%	1 day per week		
		Exam Rooms	6.0	10.0	167%			
		Dept. Gross Sq. Mtrs	391.5	249.0	64%			
Emergency Care	0	ER Providers	0.0		100%	1,146	\$247	\$283,555
		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%	486	\$278	\$134,985
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Ophthalmology	0	Providers	0.0		100%	350	\$226	\$78,976
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Dermatology	0	Providers	0.0		100%	380	\$92	\$34,834
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
General Surgery	0	Providers	0.0		100%	374	\$216	\$80,558
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Otolaryngology	0	Providers	0.0		100%	226	\$189	\$42,732
		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%	111	\$207	\$22,912
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Urology	0	Providers	0.0		100%	128	\$216	\$27,588
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Neurology	0	Providers	0.0		100%	103	\$207	\$21,232
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Other Subspecialties						587	\$205	\$120,478
Nephrology	0	Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Allergy		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Pulmonology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Gerontology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Gastroenterology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Rheumatology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Oncology		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Pediatric-Specialist		Providers	0.0		100%			
		Visiting Providers to outlying areas.						
		Provider Offices	0.0		100%			
		Exam Rooms	0.0		100%			
Traditional Healing		Providers	1.0	1.0	100%			
		Provider Offices	1.0		0%			
		Exam Rooms	1.0		0%			
Podiatry Visits	517	Podiatrists	0.2	1.00	500%	0	\$656	\$0
		Visiting Providers to outlying areas.						
		Podiatry Offices	1.0		0%			
		Exam Rooms	2.0	1.0	50%			
Specialty Care Sub-Total	517	Exam Rooms	3.0	1.0	33%	2,743		\$564,295
		Provider Offices	2.0	0.0	0%			
		Nursing Support (RN+LPN+CNA)	0.2		0%			
		Dept. Gross Sq. Mtrs	219.0		0%			
Total In-House Providers	7,862	Providers	2.8	6.0	214%			



### 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
Visiting Professional Clinic	416	Exam	1.0		0%			
		Provider Offices	1.0		0%			
		Dept. Gross Sq. Mtrs	41.0		0%			
<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Services Include: Audiology,</div>								
<b>Other Ambulatory Care Services</b>								
Dental Service Minutes	245,765	Dentists	1.5	2.0	133%	0	\$7	\$0
		Visiting Specialists	0.0		100%			
		Visiting Providers to outlying areas.						
		Hygienists	0.8		0%			
		Dental Chair	4.0	7.0	175%			
		Specialist Chair	0.0		100%			
		Dept. Gross Sq. Mtrs	164.0	142.7	87%			
Optometry Visits	1,149	Optometrist	0.6	1.0	167%	0	\$245	\$0
		Visiting Providers to outlying areas.						
		Provider Offices	1.0	1.0	100%			
		Eye Lanes	2.0	2.0	100%			
		Dept. Gross Sq. Mtrs	73.2	35.0	48%			
Dialysis Patients	0	Dialysis Stations	0.0		100%	0	\$543	\$0
		Dept. Gross Sq. Mtrs	0.0		100%			
Audiology Visits	0	Audiologists	0.0	0.005	100%	0	\$493	\$0
		Visiting Providers to outlying areas.						PIMC - 1x per quarter
		Audiologist Offices	0.0		100%			
		Audiology Booths	0.0		100%			
		Dept. Gross Sq. Mtrs	0.0		100%			Bring own Incl PC space
<b>Behavioral Health</b>								
Mental Health		Counselors	1.7	2.0	118%			
Psychiatry		Counselors	0.3	1.0	333%			
Social Service		Counselors	0.9	1.0	108%			
Alcohol & Substance Abuse		Counselors	4.1	2.0	49%			
Behavioral Health Total		Total Counselors	7.0	6.0	85%	443	\$871	\$386,183
		Visiting Providers to outlying areas.						
		Counselor Offices	8.0	5.0	63%			
		Dept. Gross Sq. Mtrs	208.0	167.2	80%			
<b>Inpatient Care</b>								
Births	0	LDRPs	0.0		100%	52	\$2,949	\$152,581
		Dept. Gross Sq. Mtrs	0.0		100%			
Obstetric Patient Days	0	Post Partum beds	0.0		100%	104		
		Dept. Gross Sq. Mtrs	0.0		100%			
Neonatology Patient Days	0	# of Bassinets	0.0		100%	141	\$1,473	\$207,980
		Dept. Gross Sq. Mtrs	0.0		100%			
Pediatric Patient Days	0	# of Beds	0.0		100%	70	\$1,473	\$103,179
		Dept. Gross Sq. Mtrs	0.0		100%			
Adult Medical Acute Care	0	# of Beds	0.0		100%	440	\$957	\$421,045
		Dept. Gross Sq. Mtrs	0.0		100%			
Adult Surgical Acute Care	0	# of Beds	0.0		100%	316	\$957	\$302,469
		Dept. Gross Sq. Mtrs	0.0		100%			
Intensive Care Patient Days	0	# of Beds	0.0		100%	100	\$957	\$95,874
		Dept. Gross Sq. Mtrs	0.0		100%			
Psychiatric Patient Days	0	# of Beds	0.0		100%	56	\$513	\$28,820
		Dept. Gross Sq. Mtrs	0.0		100%			
Medical Detox Patient Days	0	# of Beds	0.0		100%	9	\$681	\$6,282
		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%	1,237		\$1,318,231
		Dept. Gross Sq. Mtrs	0	0	100%			







