



# Master Plan Summary



## Master Plan Summary

The Master Plan Summary consists of 7 key components:

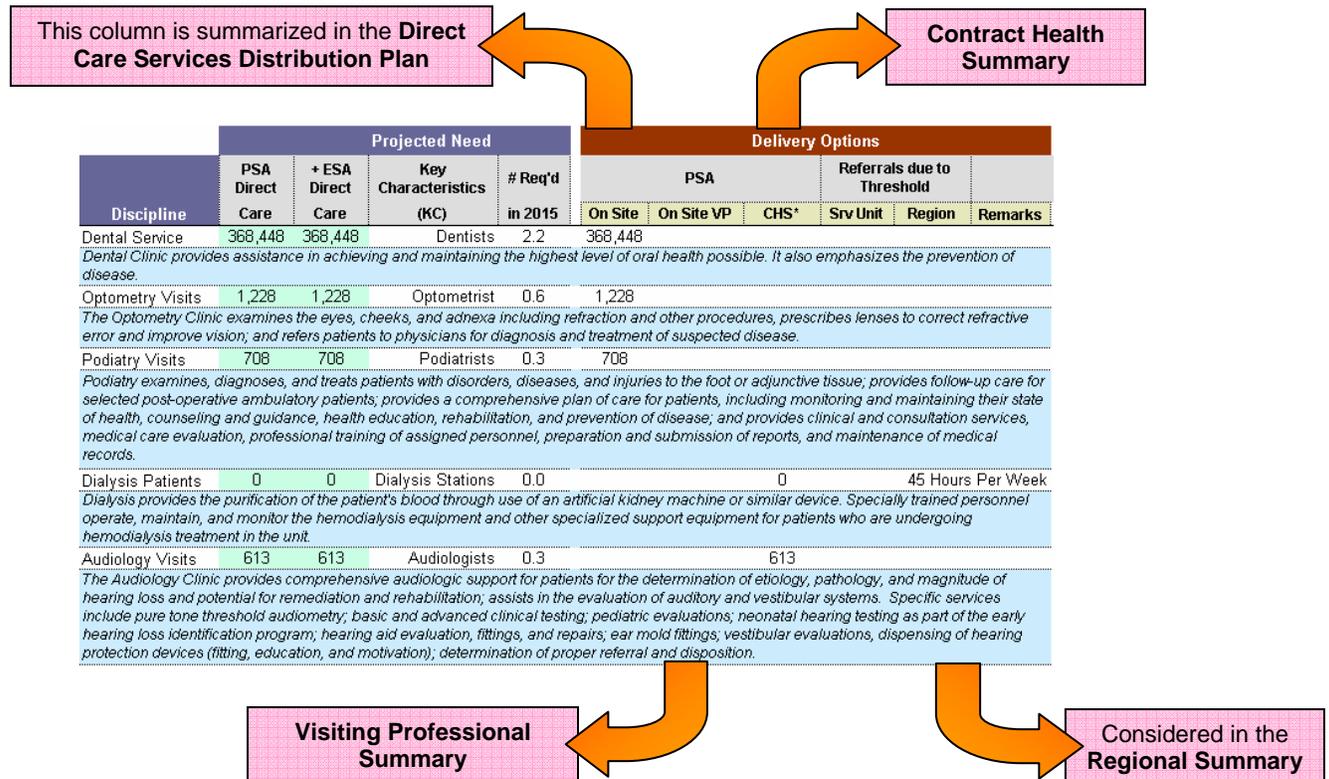
- User Population Summary
- On-Site Service Summary
- Regional & VP Discussion
- Contract Health Summary
- Staffing Summary
- Space Summary
- Priorities

These items document the plan, services and resource allocations developed over the course of our effort and conversations. Each of these components has its own purpose and is integral to understanding the complete Master Plan requirements for the Bemidji Area.

The **Primary Service Area Delivery Plan**, which is separate from the Master Plan Summary, is the basis and starting point of the Master Plan and this Summary. These stand-alone Delivery Plan documents are behind each PSA's tabulated section in the binder.

**A Primary Service Area (PSA) is defined as a logical grouping of communities based on proximity for which healthcare resources are planned and distributed.**

The population demographics of a PSA support the determination of appropriate service location. A medical workload and key characteristics need projection was provided based on the projected 2015 demographics. This information was reviewed and discussed with Service Area leadership in order to determine the best delivery options.



As a result of the Primary Service Area delivery decisions, the local required resources are identified, PSA Priorities are established and the **On-Site Service, Contract Health, Staffing and Facility Size Summaries** are completed.

The **Master Plan Priorities** section organizes each PSA's priorities based on the priority criteria discussions conducted at each Area-wide master plan meeting.



## User Population Summary

The final Area-wide **User Population Summary** is shown on the following page. These populations form the basis for all Service Delivery Plans and the resulting Summaries mentioned above. These user populations reflect a projection from the 2001 User Population based on the communities assigned to each Primary Care Service Area as developed during the process. The communities selected for each Service Area are identified on the executive summary page of each PSA Delivery Plan. The year 2015 is the projection year for the Master Plan. Population growths are based on IHS's annually published County Service Populations.

Historically, the Bemidji Area has determined "Negotiated User Populations" to acknowledge that there is a somewhat unique dispersion of populations for each tribe throughout the Area. This resulted in a difference in the official User Population identified at IHS Headquarters and the User Populations which might be understood at some Operating Units. An effort is currently underway by Bemidji Area IHS to bring these two numbers into balance. The Innova Group has made an attempt to utilize the most appropriate count, and has used the official Headquarters growth rate as previously mentioned.

The current and future facility type is identified for each Service Area.

The User Population growth is indicated and ranked for each PSA.

## Urban Population

A User Population for the Bemidji Urban Programs is not offered in the Health Systems Planning process software (HSP). However, for planning purposes the numbers in the following table are deemed appropriate. This number represents the effort by The Innova Group to work with and understand the populations which are currently being served or are eligible and willing to seek care in the Urban Areas of the Bemidji Area. In each case, we worked with Program Directors to identify the potential market in the urban areas studied. Although Urban Programs are not funded on a User Population basis and do not have a direct funding impact, the model is a reliable representation of the volumes of care which might be sought if the Urban Programs were a viable Primary Care Clinic and an attractive care center for the Urban Native American Population in each city.



User Population Summary

Facility Name	Facility Type		2001 IHS Negot. User Pop	2001 User Pop	2003 IHS Negot. User Pop	2015 User Pop	2015 Planning Assumption	User Pop Growth %	User Pop Growth	OU Growth Rank
	2001	2015								
Bad River Health Services	HC	HC	1,960	1,960	1,981	2,182	2,182	11.3%	222	29
Bay Mills Health Center	HC	HC	1,154	1,154	1,197	1,669	1,669	44.6%	515	16
Bois Forte Health Services	HC	HC	1,182	1,183	1,208	1,388	1,387	17.3%	205	30
Min-No-Aya-Win Human Service Center (Fond du Lac)	HC	HC	2,915	2,915		3,531	3,531	21.1%	616	13
Center for American Indian Resources (Fond du Lac)	HC	HC	2,303	2,303		2,811	2,811	22.1%	508	17
Forest County Potawatomi	HC	HC	808	1,017	1,054	1,168	928	14.8%	151	33
Grand Portage Health Services	HS	SACMHS	475	475	485	543	543	14.3%	68	38
Grand Traverse Band Medicine Lodge	HC	HC	2,027	1,877	1,729	2,612	2,821	39.2%	735	11
Hannahville Health Center	HC	HC	896	897	949	1,289	1,288	43.7%	392	20
Ho-Chunk Health Center	HC	HC	3,001	3,001		4,187	4,187	39.5%	1,186	7
Ho-Chunk House of Wellness	HC	HC	1,128	1,128		1,655	1,655	46.7%	527	15
Huron Potawatomi - Nottawaseppi Health Clinic	HS	SACLHS	612	91	612	97	652	6.6%	6	43
Donald A. LaPointe HC - Keweenaw	HC	HC	1,601	1,601	1,600	1,736	1,736	8.4%	135	34
Lac Courte Oreilles HC	HC	HC	3,487	3,487	3,621	3,840	3,840	10.1%	353	22
Peter Christensen HC - Lac du Flambeau	HC	HC	2,652	2,652	2,771	3,090	3,090	16.5%	438	19
Lac Vieux Desert Health Center	HC	HC	428	428	456	591	591	38.1%	163	31
Greater Leech Lake PHS Indian Hospital	H	H	9,301	9,301	9,919	11,784	11,784	26.7%	2,483	1
Little River Band Tribal Health Clinic	HS	SACSHC	950	168	950	162	916	-3.6%	-6	47
Mskiki Gunic Health Clinic - Little Traverse	HC	HC	2,500	1,691	2,500	2,303	3,405	36.2%	612	14
Lower Sioux Indian Community	CHS	SACSHC	605	14	704	25	924	52.7%	11	42
Match-E-Be-Nash-She-Wish Band (Gunn Lake)	CHS	SACMHS	276	4,765	276	5,473	317	14.9%	708	12
Menominee Tribal Clinic	HC	HC	6,603	6,603	6,901	7,401	7,401	12.1%	798	9
Mille Lacs Band	HC	HC	2,175	2,164	2,248	2,932	2,947	35.5%	768	10
Non Service Unit				4,725		4,743	0	0.4%	18	41
Oneida Community Health Center	HC	HC	7,168	7,168	7,054	9,267	9,267	29.3%	2,099	2
Pokagon Potawatomi Health Clinic	HC	HC	2,391	37	2,391	37	2,391	0.0%	0	46
Prairie Island Indian Community	HS	SACMHS	340	178	395	251	479	41.0%	73	37
Red Cliff Community Health Center	HC	HC	1,518	1,518	1,571	1,795	1,795	18.2%	277	26
Red Lake Hospital & Healthcare Facility	H	H	5,861	5,861		7,295	7,295	24.5%	1,434	6
Ponemah Health Center (Red Lake)	HC	HC	1,230	1,230		1,540	1,540	25.2%	310	23
Saginaw Chippewa - Nimkee Memorial Wellness Center	HC	HC	2,172	2,172	2,403	3,681	3,681	69.5%	1,509	5
Mish KeKe Gamig HC (SSM)	HC	HC	4,413	4,413		6,384	6,384	44.7%	1,971	4
St. Ignace - Lambert HC (SSM)	HC	HC	2,165	2,165		2,225	2,225	2.8%	60	39
Kinross Community Clinic (SSM)	HS	SACHS	665	665		964	964	45.0%	299	24
Manistique Health Center (SSM)	HS	SACHC	1,086	1,086		1,184	1,184	9.0%	98	35
Munising-Wetmore Health Center (SSM)	HS	SACHC	983	983		1,227	1,227	24.8%	244	27
Shakopee Dakota Clinic	HS	SACLHS	448	145	580	230	711	58.6%	85	36
Sokaogon Chippewa Health Clinic	HS	SACLHS	530	347	368	405	628	18.5%	58	40
St. Croix Tribal Clinic	HC	HC	1,543	1,543	1,632	1,699	1,699	10.1%	156	32
Stockbridge-Munsee Tribal Health Center	HC	HC	1,343	1,343	1,457	1,626	1,626	21.1%	283	25
Upper Sioux Community Health Services	CHS	SACLHS	371	8	386	14	598	61.1%	6	43
White Earth Health Center	HC	HC	5,707	5,707		7,699	7,699	34.9%	1,992	3
Naytahwaush Clinic (White Earth)	HC	HC	1,826	1,826		2,056	2,056	12.6%	230	28
<b>Totals</b>			<b>90,799</b>	<b>89,160</b>	<b>59,398</b>	<b>111,318</b>	<b>114,053</b>	<b>24.9%</b>	<b>22,158</b>	

H = Hospital HC = Health Center HS = Health Station UP = Urban Program SACSHC = SAC Small Health Clinic  
SACLHS = SAC Large Health Station SACMHS = SAC Medium Health Station SACSHS = SAC Small Health Station CHS = Contract Health Services



**User Population Summary**

Urban Programs	Facility Type	UCRR Active Users	2001 UCRR Service Pop	2001 Service Pop by County	2015 UCRR Planning Assumption	2015 Service Pop by County	2015 Innova Planning Assumption	Service Pop Growth %	Service Pop Growth	OU Growth Rank
Chicago Urban (Cook County)	UP	1,374	18,405	15,498	18,855	15,877	7,000	2.4%	379	21
Detroit Urban (Wayne County)	UP	1,366	18,217	7,597	16,860	7,031	7,031	-7.5%	-566	48
Green Bay Urban (Brown County)	UP	169	4,765	5,247	4,770	5,253	4,770	0.1%	6	43
Milwaukee Urban (Milwaukee Cty)	UP	1,083	9,995	7,310	10,687	7,816	4,784	6.9%	506	18
Minneapolis Urban (Hennepin Cty)	UP	4,165	29,439	11,250	32,276	12,334	16,138	9.6%	1,084	8
<b>Totals</b>		<b>8,157</b>	<b>80,821</b>	<b>46,902</b>	<b>39,723</b>	<b>48,311</b>	<b>39,723</b>	<b>3.0%</b>	<b>1,409</b>	

*H = Hospital      HC = Health Center      HS = Health Station      UP = Urban Program      SACSHC = SAC Small Health Clinic  
SACLHS = SAC Large Health Station      SACMHS = SAC Medium Health Station      SACSHS = SAC Small Health Station      CHS = Contract Health Services*



### On-Site Service Summary

The following page provides a holistic view of the direct care services and their distribution in the year 2015.

The **On-Site Service Summary** is a summary and abbreviation of the services offered and supported at each local Primary Service Area. This document is a result of the PSA work session discussions. The document is organized by State, Tribe and by PSA. New services anticipated in the plan are highlighted with yellow background while existing services are shown in black font. Detailed resources and a complete outline of anticipated services are found in the individual PSA documents.



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## Regional & Visiting Provider Discussions

The site visit questionnaires and health care delivery discussions conducted for each Service Area have indicated the following opportunities for the Bemidji Area to consider for visiting professional and regional services.

In accordance with questionnaire responses, the following locations were indicated as the natural geographic place for a regional service hub. The number of tribes that identified the location is indicated by the number following the place.

- Hayward, WI – 5
- Green Bay, WI – 5
- Minneapolis, MN – 7
- Grand Rapids, MI – 3
- Rhinelander, WI – 2
- Wausau, WI – 2
- Duluth, MN – 2
- Detroit, MI – 2
- Other Locations with 1 vote – Dearborn, MI; Ashland, WI; Marquette, MI; Pipestone/Flandreau, MN; Red Lake, MN; Traverse City, MI; and Stevens Point, WI.

The delivery discussions indicated the following demand or desire for specialized care in the form of a visiting provider. The CHS demand presently includes these requests for visiting providers. If the Area was to provide a direct care service for these demands, then the CHS demand would decline. The number of times a particular specialty care service was requested among the 47 PSA reports is listed adjacent to the service.

- Podiatry – 23
- Psychiatry – 20
- Audiology – 18
- Optometry – 15
- Dermatology – 12 (Telemedicine)
- Speech Therapy – 8
- Ophthalmology – 7
- Orthopedics – 6
- ENT – 5
- Mammography – 5
- Physical Therapy – 5
- Occupational Therapy – 5
- Internal Medicine – 5
- Pediatric – 4
- Ob/Gyn – 4
- Cardiology – 4
- Family Practice – 3
- Urology – 3
- Neurology – 3
- Pharmacy – 2
- Oncology – 1
- Dental – 1
- Ultrasound – 1
- CT – 1
- MRI – 1

The delivery discussions indicated the following demand or desire for specialized care at a regional location. This implies that accessing care or traveling to a regional location is acceptable for the service indicated. The CHS demand presently includes these requests for regional care. If the Area was to provide direct care service for this workload demand, the CHS demand would likewise decline. The number of times a particular specialty care service was requested among the 47 PSA reports is listed adjacent to the service.

- Adolescent Residential Treatment – 34
- Adult Residential Treatment – 33
- Home Health Care – 20
- Nursing Home – 16
- Assisted Living – 16
- Hospice – 16
- Substance Abuse Transitional Care – 10
- Optometry – 3
- Podiatry – 2
- Audiology – 2
- Dialysis – 1
- Dental – 1
- Dermatology – 1
- Ophthalmology – 1
- Orthopedics – 1



## Contract Health Summary

The **Contract Health Summary** is a direct result of the PSA Delivery Plan. The amount of contract health service (CHS) dollars required for a Service Area is based on service-by-service affordability of direct care and the availability of local contracting options. For example, a service area without local contracting options is more likely to be interested in the synergies of regional care than a community with a non-IHS facility nearby. This scenario was reviewed at the PSA level on a service by service basis. If utilization of contract health dollars for a particular service was determined most desirable for a PSA, that service's workload multiplied by a cost per workload unit was included in the lump sum total Contract Health Dollars for a Service Area. Simply dividing that total dollar requirement by the PSA User Population provides a planning number of CHS dollars per user specific to that PSA.

The Contract Health Summary Sheet on the opposite page indicates a relative breakdown of contract health reliance by Service Area. The Fiscal Intermediary (FI) for the Bemidji Area, Blue Cross/Blue Shield of New Mexico, provided costs per workload as an average for the entire Area. Regardless of the local healthcare competition and economy, these average costs are used for all Service Areas. The roll-up to the right indicates a greater CHS reliance for the smaller communities with a limited number of direct care services.

The roll-up to the right indicates a greater CHS reliance for the smaller communities with a limited number of direct care services. The Medicare Location Factor is cost of living or competitive rate adjustments for a specific geography.

Due to the current IHS CHS regulations, user populations living outside a Contract Health Service Delivery Area (CHSDA) as well as non-local tribal user populations living within the CHSDA but off the reservation are not eligible for CHS payment for care. Therefore, we have differentiated the total CHS need from the total CHS eligible need. The total need column reflects the need regardless of CHS regulations, while the total CHS eligible need is based on the CHS eligible population only. For this deliverable a factor of 100% is being utilized.

As of the current deliverable, the Bemidji Area has only 19% of the anticipated CHS dollars required to fund the 2015 delivery system.

Consult Appendix A – CHS Cost Calculations for further detail on the unit cost information.



**Contract Health Summary**

Primary Service Area (PSA)	User Pop		CHS Expenditure											% of Area Total Need (Urbans Incl.)	% of Area Total Need (No Urbans)
	2001	2015	Avg. 2000-2003		2015						2001 / 2015				
			\$	\$/User	Total Need	Medicare Location Factor	Total Need Area Adjusted	\$/User	\$/User Area Adjusted	% CHS Eligible	CHS Eligible Need	% of Total Need	% of CHS Eligible Need		
Bad River Health Services	1,960	2,182	\$919,445	\$469	\$3,893,113	0.9652	\$3,757,633	\$1,784	\$1,722	100%	\$3,893,113	24%	24%	1.8%	2.4%
Bay Mills Health Center	1,142	1,613	\$529,684	\$464	\$2,263,177	0.9119	\$2,063,791	\$1,403	\$1,279	100%	\$2,263,177	23%	23%	1.0%	1.4%
Bois Forte Health Services	1,183	1,388	\$359,181	\$304	\$2,023,336	1.0224	\$2,068,658	\$1,458	\$1,490	88%	\$1,780,535	18%	20%	0.9%	1.2%
Fond du Lac Band	5,218	6,342	\$619,668	\$119	\$8,974,757	1.0224	\$9,175,792	\$1,415	\$1,447	0%	\$0	7%	N/A	4.1%	5.5%
Forest County Potawatomi Community Health Center	992	1,168	\$334,215	\$337	\$1,528,306	0.9652	\$1,475,121	\$1,308	\$1,263	54%	\$825,285	22%	40%	0.7%	0.9%
Grand Portage Health Services	475	543	\$299,954	\$631	\$1,361,835	0.9542	\$1,299,463	\$2,508	\$2,393	54%	\$735,391	22%	41%	0.6%	0.8%
Grand Traverse Band Medicine Lodge	2,027	2,821	\$915,451	\$452	\$4,132,283	0.9119	\$3,768,229	\$1,465	\$1,336	95%	\$3,925,669	22%	23%	1.9%	2.5%
Match-E-Be-Nash-She-Wish Tribal Health Clinic	276	317	\$19,667	\$71	\$501,622	0.9119	\$457,429	\$1,582	\$1,443	0%	\$0	4%	N/A	0.2%	0.3%
Hannahville Health Center	897	1,289	\$109,239	\$122	\$1,697,242	0.9119	\$1,547,715	\$1,317	\$1,201	44%	\$746,787	6%	15%	0.8%	1.0%
Ho-Chunk Nation Health Department	4,129	5,842	\$1,093,088	\$265	\$7,717,137	0.9652	\$7,448,581	\$1,321	\$1,275	100%	\$7,717,137	14%	14%	3.5%	4.7%
Huron Potawatomi - Nottawaseppi Health Clinic	612	652	\$93,333	\$153	\$1,240,866	0.9547	\$1,184,655	\$1,903	\$1,817	100%	\$1,240,866	8%	8%	0.6%	0.8%
Donald A. LaPointe Health Center (Keweenaw)	1,601	1,736	\$85,304	\$53	\$2,381,828	0.9119	\$2,171,989	\$1,372	\$1,251	100%	\$2,381,828	4%	4%	1.1%	1.5%
Lac Courte Oreilles Community Health Center	3,487	3,840	\$1,417,570	\$407	\$5,434,807	0.9652	\$5,245,676	\$1,415	\$1,366	95%	\$5,163,067	26%	27%	2.5%	3.3%
Peter Christensen Health Center	2,652	3,090	\$0	\$0	\$4,702,617	0.9652	\$4,538,966	\$1,522	\$1,469	0%	\$0	0%	N/A	2.1%	2.9%
Lac Vieux Desert Health Center	428	591	\$254,107	\$594	\$805,503	0.9119	\$734,538	\$1,363	\$1,243	64%	\$515,522	32%	49%	0.4%	0.5%
Leech Lake PHS Indian Hospital	9,301	11,784	\$2,047,740	\$220	\$14,717,643	0.9542	\$14,043,575	\$1,249	\$1,192	63%	\$9,272,115	14%	22%	6.7%	9.0%
Little River Band Tribal Health Clinic	950	916	\$515,313	\$542	\$1,529,314	0.9119	\$1,394,581	\$1,670	\$1,522	0%	\$0	34%	N/A	0.7%	0.9%
Little Traverse Bay Bands - Mskiki Gunic Health Clinic	2,500	3,405	\$713,362	\$285	\$5,087,639	0.9119	\$4,639,418	\$1,494	\$1,363	0%	\$0	14%	N/A	2.3%	3.1%
Lower Sioux Indian Community	605	924	\$0	\$0	\$2,495,628	0.9542	\$2,381,329	\$2,701	\$2,577	0%	\$0	0%	N/A	1.1%	1.5%
Menominee Tribal Clinic	6,603	7,401	\$841,603	\$127	\$9,558,815	0.9652	\$9,226,168	\$1,292	\$1,247	97%	\$9,272,050	9%	9%	4.3%	5.9%
Mille Lacs Clinics	2,175	2,947	\$0	\$0	\$3,743,032	0.9542	\$3,571,601	\$1,270	\$1,212	0%	\$0	0%	N/A	1.7%	2.3%
Oneida Community Health Center	7,168	9,267	\$1,722,480	\$240	\$15,363,694	0.9660	\$14,841,329	\$1,658	\$1,602	50%	\$7,681,847	11%	22%	7.0%	9.4%
Pokagon Potawatomi Health Clinic	2,391	2,391	\$853,651	\$357	\$4,361,417	0.9609	\$4,190,886	\$1,824	\$1,753	55%	\$2,398,780	20%	36%	2.0%	2.7%
Prairie Island Indian Community	340	479	\$141,813	\$417	\$1,241,201	0.9542	\$1,184,354	\$2,591	\$2,473	100%	\$1,241,201	11%	11%	0.6%	0.8%
Red Cliff Community Health Center	1,518	1,795	\$678,248	\$447	\$2,318,679	0.9652	\$2,237,989	\$1,292	\$1,247	80%	\$1,854,943	29%	37%	1.0%	1.4%
Red Lake Band of Chippewa Indians	7,091	8,835	\$1,608,094	\$227	\$8,151,911	0.9542	\$7,778,554	\$923	\$880	58%	\$4,728,108	20%	34%	3.7%	5.0%
Saginaw Chippewa - Nimkee Memorial Wellness Center	2,172	3,681	\$2,014,279	\$927	\$5,169,283	0.9119	\$4,713,869	\$1,404	\$1,281	100%	\$5,169,283	39%	39%	2.3%	3.2%
Sault Ste Marie Tribe of Chippewa Indians of Michigan	9,312	11,984	\$2,693,974	\$289	\$18,571,192	0.9119	\$16,935,070	\$1,550	\$1,413	100%	\$18,571,192	15%	15%	8.4%	11.4%
Shakopee Dakota Clinic	448	711	\$145,392	\$325	\$914,400	1.0704	\$978,773	\$1,286	\$1,377	50%	\$457,200	16%	32%	0.4%	0.6%
Sokaogon Chippewa Health Clinic	530	628	\$0	\$0	\$1,548,143	0.9652	\$1,494,267	\$2,465	\$2,379	0%	\$0	0%	N/A	0.7%	0.9%
St. Croix Tribal Clinic	1,543	1,699	\$455,821	\$295	\$4,384,275	0.9652	\$4,231,702	\$2,581	\$2,491	63%	\$2,762,093	10%	17%	2.0%	2.7%
Stockbridge-Munsee Tribal Health Center	1,343	1,626	\$505,667	\$377	\$2,215,146	0.9652	\$2,138,058	\$1,362	\$1,315	63%	\$1,395,542	23%	36%	1.0%	1.4%
Upper Sioux Community Health Services	371	598	\$229,326	\$618	\$1,549,558.0	0.9542	\$1,478,588	\$2,591	\$2,473	100%	\$1,549,558	15%	15%	0.7%	1.0%
White Earth Tribe	7,533	9,755	\$2,485,193	\$330	\$11,440,052	0.9542	\$10,916,097	\$1,173	\$1,119	75%	\$8,580,039	22%	29%	5.2%	7.0%
Urban Programs	37,290	39,643	\$0	\$0	\$5,890,736		\$0	\$1,460	\$0		N/A	N/A	N/A	26.2%	35.5%
American Indian Health Service-Chicago	5,754	7,000	N/A	\$0	\$8,752,480	1.0584	\$9,263,624	\$1,250	\$1,323		N/A	N/A	N/A	4.0%	5.4%
American Indian Health & Family Services of SE MI (AIHFS) - Detroit	7,597	7,031	N/A	\$0	\$9,836,543	0.9119	\$8,969,944	\$1,399	\$1,276		N/A	N/A	N/A	4.5%	6.0%
United Amerindian Center, Inc. (Green Bay Urban)	4,765	4,770	N/A	\$0	\$12,188,138	0.9709	\$11,833,463	\$2,555	\$2,481		N/A	N/A	N/A	5.5%	7.5%
Gerald L. Ignace Health Center (Milwaukee)	4,454	4,704	N/A	\$0	\$6,488,610	1.0055	\$6,524,297	\$1,379	\$1,387		N/A	N/A	N/A	2.9%	4.0%
Indian Health Board of Minneapolis	14,720	16,138	N/A	\$0	\$20,624,965.7	1.0704	\$22,076,963	\$1,278	\$1,368		N/A	N/A	N/A	9.3%	12.7%
<b>Total (Urbans Included)</b>	<b>128,263</b>	<b>153,883</b>	<b>24,701,861</b>	<b>\$193</b>	<b>\$220,910,186</b>		<b>\$213,982,735</b>	<b>\$1,436</b>	<b>\$1,391</b>		<b>\$106,122,328</b>	<b>12%</b>	<b>23%</b>	<b>100%</b>	
<b>Total (No Urbans)</b>	<b>90,973</b>	<b>114,240</b>	<b>24,701,861</b>	<b>\$272</b>	<b>\$163,019,450</b>		<b>\$155,314,444</b>	<b>\$1,427</b>	<b>\$1,360</b>		<b>\$106,122,328</b>	<b>16%</b>	<b>23%</b>	<b>100%</b>	
<b>PSA w/ Complete data</b>	<b>78,242</b>	<b>95,671</b>	<b>24,082,193</b>	<b>\$308</b>	<b>\$134,436,698</b>		<b>\$127,661,061</b>	<b>\$1,405</b>	<b>\$1,334</b>		<b>\$106,122,328</b>	<b>19%</b>	<b>23%</b>	<b>87%</b>	<b>82%</b>



## Staffing Summary

The **Staffing Summary** indicates a comparison of existing IHS positions to required IHS Resource Requirements Methodology (RRM) generated positions in 2015. The forecasted numbers correspond to the specific PSA Delivery Plans established as part of this effort. The required number does not include tribal positions nor does it include grant-funded programs, which were excluded only for this comparison process. The delivery plan provides detail to service line distribution of staffing, IHS, grant and tribal. They are not labeled as such, as in 2015, it is unknown who will be operating and funding each program.

It should be noted that the Urban Programs existing staffing is not from the IHS position roster but from individual interface with the program's representative.

As of this deliverable, the Bemidji Area can anticipate an additional \$198 million in salary funding requirements to service an additional 1,400 total positions required in the 2015 delivery plan. A comparison of reoccurring positions is also provided showing a more severe deficiency for the Bemidji Area. Only 17% of needed recurring positions exist when compared to total staffing requirements for 2015. Strict comparison between all service areas is difficult since complete staffing numbers were not made available by the following: Fond du Lac Band, Red Lake, Match-E-Be-Nash-She-Wish, Peter Christensen, Little River Band, Little Traverse Bay Bands, Mille Lacs, Sokaogon, and Detroit Urban.

Service Area Staffing Summary

2015 \$ per staff position => \$ 88,479.00

Primary Service Area (PSA)	2015 User Pop	Existing Total Positions (ETP)	Existing Reoccurring Positions (ERP)	RRM Staffing by PSA (Primary Service Area)										Comment
				2015 Need		ETP % Need		ERP % Need		ETP Additional Salary Need		ERP Additional Salary Need		
				RRM	Total Need	RRM	Total Need	RRM	Total Need	RRM	Total Need	RRM	Total Need	
Bad River Health Services	2,182	33.0	14.0	60.1	78.1	55%	42%	23%	18%	\$2,400,346	\$3,992,968	\$4,081,447	\$5,674,069	
Bay Mills Health Center	1,613	40.1	30.0	56.4	72.1	71%	56%	53%	42%	\$1,444,267	\$2,830,917	\$2,337,905	\$3,724,555	
Bois Forte Health Services	1,388	26.0	22.0	47.5	70.7	55%	37%	46%	31%	\$1,899,169	\$3,958,813	\$2,253,085	\$4,312,729	
Fond du Lac Band	6,342	170.3	0.0	158.0	198.8	108%	86%	0%	0%	\$0	\$2,522,811	\$13,977,081	\$17,590,784	
Min No Aya Win Human Service Center	3,531	126.6	0.0	88.0	118.7	144%	107%	0%	0%	\$0	\$0	\$7,786,706	\$10,500,467	
Center for American Indian Resources (CAIR)	2,811	43.8	0.0	70.0	80.1	63%	55%	0%	0%	\$2,319,419	\$3,219,361	\$6,190,375	\$7,090,317	
Forest County Potawatomi Community Health Center	1,168	82.5	2.6	72.7	82.4	113%	100%	4%	3%	\$0	\$0	\$6,204,983	\$7,062,050	
Grand Portage Health Services	543	8.0	8.0	24.3	27.0	33%	30%	33%	30%	\$1,446,224	\$1,683,424	\$1,446,224	\$1,683,424	
Grand Traverse Band Medicine Lodge	2,821	27.3	14.0	72.3	89.0	38%	31%	19%	16%	\$3,984,401	\$5,459,825	\$5,161,171	\$6,636,595	
Match-E-Be-Nash-She-Wish Tribal Health Clinic	317	9.1	0.0	23.9	16.1	38%	57%	0%	0%	\$1,309,609	\$619,353	\$2,114,768	\$1,424,512	
Hannahville Health Center	1,289	35.0	10.0	42.6	51.8	82%	68%	23%	19%	\$672,802	\$1,490,090	\$2,884,777	\$3,702,065	
Ho-Chunk Nation Health Department	5,842	191.0	36.0	151.1	174.5	126%	109%	24%	21%	\$0	\$0	\$10,181,336	\$12,254,768	
Ho-Chunk Health Center	4,187	159.2	36.0	98.3	116.1	162%	137%	37%	31%	\$0	\$0	\$5,514,375	\$7,084,398	
House of Wellness	1,655	31.8	0.0	52.7	58.4	60%	54%	0%	0%	\$1,853,329	\$2,356,738	\$4,666,961	\$5,170,370	
Huron Potawatomi - Nottawaseppi Health Clinic	652	12.0	7.0	26.9	27.6	45%	43%	26%	25%	\$1,316,941	\$1,380,272	\$1,759,336	\$1,822,667	
Donald A. LaPointe Health Center	1,736	32.5	6.5	50.3	55.0	65%	59%	13%	12%	\$1,574,010	\$1,991,926	\$3,874,464	\$4,292,380	
Lac Courte Oreilles Community Health Center	3,840	51.0	40.0	91.2	108.8	56%	47%	44%	37%	\$3,554,709	\$5,111,939	\$4,527,978	\$6,085,208	
Peter Christensen Health Center	3,090	46.0	0.0	88.0	89.3	52%	52%	0%	0%	\$3,716,910	\$3,830,827	\$7,786,944	\$7,900,861	
Lac Vieux Desert Health Center	591	20.0	15.0	49.6	55.8	40%	36%	30%	27%	\$2,617,212	\$3,169,874	\$3,059,607	\$3,612,269	
Leech Lake PHS Indian Hospital	11,784	178.0	60.0	337.4	388.6	53%	46%	18%	15%	\$14,104,681	\$18,635,691	\$24,545,203	\$29,076,213	
Little River Band Tribal Health Clinic	916	27.0	0.0	34.2	44.3	79%	61%	0%	0%	\$639,794	\$1,529,065	\$3,028,727	\$3,917,998	
Little Traverse Bay Bands - Mskiki Gumic Health Clinic	3,405	26.5	0.0	81.3	89.7	33%	30%	0%	0%	\$4,844,564	\$5,590,128	\$7,189,258	\$7,934,821	
Lower Sioux Indian Community	924	3.0	0.0	29.9	30.9	10%	10%	0%	0%	\$2,380,085	\$2,468,564	\$2,645,522	\$2,734,001	
Menominee Tribal Clinic	7,401	120.0	60.4	161.6	170.6	74%	70%	37%	35%	\$3,677,277	\$4,480,998	\$8,950,626	\$9,754,347	
Mille Lacs Clinics	2,947	115.2	0.0	90.5	113.5	127%	101%	0%	0%	\$0	\$0	\$8,009,808	\$10,044,825	
Oneida Community Health Center	9,267	200.0	80.0	217.1	238.9	92%	84%	37%	33%	\$1,511,959	\$3,446,221	\$12,129,439	\$14,063,701	
Pokagon Potawatomi Health Clinic	2,391	22.0	4.0	64.2	73.6	34%	30%	6%	5%	\$3,731,000	\$4,562,371	\$5,323,622	\$6,154,993	
Prairie Island Indian Community	479	10.0	7.0	12.1	15.1	83%	66%	58%	46%	\$185,806	\$451,243	\$451,243	\$716,680	
Red Cliff Community Health Center	1,795	17.1	11.1	51.4	67.8	33%	25%	22%	16%	\$3,036,440	\$4,482,887	\$3,567,314	\$5,013,761	
Red Lake Band of Chippewa Indians	8,835	221.4	0.0	278.7	343.4	79%	64%	0%	0%	\$5,071,621	\$10,794,553	\$24,660,871	\$30,383,804	
Red Lake Hospital & Healthcare Facility	7,295	200.4	0.0	236.6	284.6	85%	70%	0%	0%	\$3,202,074	\$7,452,568	\$20,933,266	\$25,183,760	
Ponemah Health Center	1,540	21.0	0.0	42.1	58.8	50%	36%	0%	0%	\$1,869,547	\$3,341,985	\$3,727,606	\$5,200,044	
Saginaw Chippewa - Nimkee Memorial Wellness Center	3,681	130.0	29.0	96.5	123.0	135%	106%	30%	24%	\$0	\$0	\$5,968,260	\$8,320,363	
Sault Ste Marie Tribe of Chippewa Indians of Michigan	11,984	198.0	108.0	318.9	311.3	62%	64%	34%	35%	\$10,698,299	\$10,024,900	\$18,661,409	\$17,988,010	
Mish KeKe Gamig Health Center	6,384	80.5	0.0	150.6	157.2	53%	51%	0%	0%	\$6,199,117	\$6,788,387	\$13,321,676	\$13,910,946	
St. Ignace - Lambert Health Clinic	2,225	28.1	0.0	56.4	58.4	50%	48%	0%	0%	\$2,511,770	\$2,682,277	\$4,993,606	\$5,164,113	
Kinross Community Care Clinic	964	4.1	0.0	31.4	23.4	13%	17%	0%	0%	\$2,424,302	\$1,712,216	\$2,782,642	\$2,070,556	
Manistique Health Center	1,184	8.8	0.0	39.7	31.0	22%	28%	0%	0%	\$2,734,392	\$1,968,068	\$3,508,583	\$2,742,259	
Munising - Wetmore Health Center	1,227	10.0	0.0	40.8	41.3	24%	24%	0%	0%	\$2,730,266	\$2,775,501	\$3,610,632	\$3,655,867	



Service Area Staffing Summary

2015 \$ per staff position => \$ 88,479.00

Primary Service Area (PSA)	2015 User Pop	Existing Total Positions (ETP)	Existing Reoccurring Positions (ERP)	RRM Staffing by PSA (Primary Service Area)										Comment
				2015 Need		ETP % Need		ERP % Need		ETP Additional Salary Need		ERP Additional Salary Need		
				RRM	Total Need	RRM	Total Need	RRM	Total Need	RRM	Total Need	RRM	Total Need	
Shakopee Dakota Clinic	711	10.5	1.7	16.0	32.2	66%	33%	11%	5%	\$486,635	\$1,919,994	\$1,265,250	\$2,698,610	
Sokaogon Chippewa Health Clinic	628	7.0	0.0	8.1	10.1	86%	69%	0%	0%	\$97,327	\$274,285	\$716,680	\$893,638	
St. Croix Tribal Clinic	1,699	48.0	20.0	51.8	64.6	93%	74%	39%	31%	\$336,411	\$1,468,942	\$2,813,823	\$3,946,354	
Stockbridge-Munsee Tribal Health Center	1,626	73.0	25.0	54.1	61.8	135%	118%	46%	40%	\$0	\$0	\$2,576,430	\$3,255,728	
Upper Sioux Community Health Services	598	6.9	3.4	16.0	22.0	43%	31%	21%	15%	\$805,159	\$1,336,033	\$1,114,835	\$1,645,709	
White Earth Tribe	9,755	146.1	106.8	213.4	274.0	68%	53%	50%	39%	\$5,952,002	\$11,319,544	\$9,429,227	\$14,796,769	
White Earth Health Center	7,699	136.3	106.8	161.5	212.3	84%	64%	66%	50%	\$2,230,876	\$6,726,309	\$4,841,006	\$9,336,440	
Naytahwaush Clinic	2,056	9.8	0.0	51.9	61.7	19%	16%	0%	0%	\$3,721,127	\$4,593,235	\$4,588,221	\$5,460,329	
Urban Programs	39,643	128.8	40.4	857.9	895.6	15%	14%	5%	5%	\$64,510,557	\$67,848,353	\$72,325,022	\$75,662,819	
American Indian Health Service-Chicago	7,000	12.3	8.0	152.7	154.7	8%	8%	5%	5%	\$12,422,997	\$12,599,955	\$12,799,032	\$12,975,990	
American Indian Health & Family Services of SE MI (AIHFS) - Detroit	7,031	16.5	0.0	154.8	158.8	11%	10%	0%	0%	\$12,235,025	\$12,588,941	\$13,694,929	\$14,048,845	
United Amerindian Center, Inc. (Green Bay Urban)	4,770	10.0	10.0	112.6	116.6	9%	9%	9%	9%	\$9,081,554	\$9,435,470	\$9,081,554	\$9,435,470	
Gerald L. Ignace Health Center (Milwaukee)	4,704	25.0	9.7	109.9	117.4	23%	21%	9%	8%	\$7,513,941	\$8,177,533	\$8,867,670	\$9,531,262	
Indian Health Board of Minneapolis	16,138	65.0	12.7	327.9	348.1	20%	19%	4%	4%	\$23,257,040	\$25,046,454	\$27,881,837	\$29,671,252	
<b>Grand Total (Urbans Included)</b>	<b>153,883</b>	<b>2,848.4</b>	<b>653.9</b>	<b>4,005.9</b>	<b>4,568.3</b>	<b>71%</b>	<b>62%</b>	<b>16%</b>	<b>14%</b>	<b>\$158,080,514</b>	<b>\$197,631,647</b>	<b>\$296,579,408</b>	<b>\$346,337,810</b>	
<b>Grand Total (No Urbans)</b>	<b>114,240</b>	<b>2,276.8</b>	<b>613.5</b>	<b>3,148.0</b>	<b>3,672.7</b>	<b>72%</b>	<b>62%</b>	<b>19%</b>	<b>17%</b>	<b>\$93,569,957</b>	<b>\$129,783,294</b>	<b>\$224,254,386</b>	<b>\$270,674,991</b>	



## Space Summary

The **Space Summary** indicates a comparison of existing IHS maintained space Maintenance Improvement & Equipment (MI&E) to required space, listed as 2015 Need. The required space supports functions that IHS would typically program in the construction of a new facility. This would include all IHS functions; grant funded programs, and tribal programs to include Outpatient Substance Abuse Counseling, EMS, WIC, Family Planning, Community Health Representatives and others. Typically IHS will not build Tribal Health Administration, Nursing Homes, Outreach Elder Care or Substance Abuse Transitional Care. Substance Abuse Residential Treatment Centers come from a different funding source and were also excluded from this count.

Similar to the Staff Summary, the delivery plan provides detail for required service line distribution of space for all disciplines.

For the Bemidji Area a strict comparison of MI&E space was problematic due to the large number of Tribally operated Units. As a result, the following resources were considered in arriving at a utilized space number: questionnaire based space allocation data, and MI&E space reports. This number is linked with the existing space shown on the executive summary page of each PSA Delivery Plan document.

The table on the following page shows two comparisons related to existing and required space. The first details a number taken directly from the MI&E report. The second identifies the number deemed to be more accurate in terms of actual utilization after review of both sources for space that were analyzed and referenced above. This comparison is offered since a 'straight read' of the MI&E might be inappropriate to apply to Bemidji Area facilities.

Based upon this analysis, the Bemidji Area currently possesses only 53% of the "utilized space" needed to service the 2015 delivery plan, suggesting an additional \$169,159,252 in new construction dollars is required. The Leech Lake Hospital requires the greatest number of new square meters (approximately 13,000). Peter Christensen, Lac Vieux Desert, Lower Sioux, Pokagon and the Chicago & Milwaukee Urban Programs require the greatest percentage of new square meters as they currently have less than 20% of their anticipated space need.



Service Area Space Summary

Primary Service Area(PSA)	2010 \$ per Hospital Square Meter =>						Construction Cost	Project Cost
	2010 \$ per Health Center Square Meter =>						\$2,739	\$4,944
	2010 \$ per Health Center Square Meter =>						\$1,808	\$3,220
Facility Gross Square Meter by PSA (Primary Service Area)								
	2015 User Population	Existing Space Square Mtrs.	FY2004 MI&E Square Mtrs.	2015 Need	Exist Space %	MI&E %	Additional Construction \$ Need	Additional Project \$ Need *
Bad River Health Services	2,182	673	579	2,253	30%	26%	\$2,857,489	\$5,089,111
Bay Mills Health Center	1,613	2,295	3,436	2,802	82%	123%	\$916,051	\$1,631,462
Bois Forte Health Services	1,388	1,937	1,309	2,809	69%	47%	\$1,576,223	\$2,807,212
Fond du Lac Band	6,342	6,207	6,409	6,522	95%	98%	\$2,668,842	\$4,753,136
Min No Aya Win Human Service Center	3,531	5,435	5,573	4,275	127%	130%	\$0	\$0
Center for American Indian Resources (CAIR)	2,811	772	836	2,248	34%	37%	\$2,668,842	\$4,753,136
Forest County Potawatomi Community Health Center	1,168	2,806	4,366	3,720	75%	117%	\$1,651,731	\$2,941,688
Grand Portage Health Services	543	717	452	390	184%	116%	\$0	\$0
Grand Traverse Band Medicine Lodge	2,821	1,594	2,167	3,558	45%	61%	\$3,551,747	\$6,325,568
Match-E-Be-Nash-She-Wish Tribal Health Clinic	317	234	0	346	68%	0%	\$201,954	\$359,674
Hannahville Health Center	1,289	1,157	1,245	1,856	62%	67%	\$1,263,683	\$2,250,585
Ho-Chunk Nation Health Department	5,842	3,496	7,650	6,304	55%	121%	\$5,075,983	\$9,040,191
Ho-Chunk Health Center	4,187	2,418	4,548	3,723	65%	122%	\$2,360,151	\$4,203,366
House of Wellness	1,655	1,078	3,102	2,580	42%	120%	\$2,715,832	\$4,836,825
Huron Potawatomi - Nottawaseppi Health Clinic	652	400	769	643	62%	120%	\$440,067	\$783,748
Donald A. LaPointe Health Center	1,736	757	947	1,917	39%	49%	\$2,097,169	\$3,735,002
Lac Courte Oreilles Community Health Center	3,840	2,315	1,917	3,609	64%	53%	\$2,339,370	\$4,166,356
Peter Christensen Health Center	3,090	520	944	3,086	17%	31%	\$4,639,660	\$8,263,111
Lac Vieux Desert Health Center	591	325	856	1,808	18%	47%	\$2,680,739	\$4,774,325
Leech Lake PHS Indian Hospital	11,784	6,678	6,513	19,638	34%	33%	\$35,499,213	\$64,077,441
Little River Band Tribal Health Clinic	916	390	418	1,125	35%	37%	\$1,328,699	\$2,366,378
Little Traverse Bay Bands - Mskiki Gunic Health Clinic	3,405	847	93	2,841	30%	3%	\$3,605,001	\$6,420,412
Lower Sioux Indian Community	924	195	0	1,219	16%	0%	\$1,851,183	\$3,296,908
Menominee Tribal Clinic	7,401	1,977	4,448	6,005	33%	74%	\$7,282,948	\$12,970,737
Mille Lacs Clinics	2,947	5,110	3,037	9,838	52%	31%	\$8,548,621	\$15,224,867
Oneida Community Health Center	9,267	11,139	6,705	16,791	66%	40%	\$10,219,596	\$18,200,828
Pokagon Potawatomi Health Clinic	2,391	409	295	2,623	16%	11%	\$4,002,890	\$7,129,041
Prairie Island Indian Community	479	556	1,255	390	143%	322%	\$0	\$0
Red Cliff Community Health Center	1,795	1,903	1,503	2,528	75%	59%	\$1,130,169	\$2,012,802
Red Lake Band of Chippewa Indians	8,835	11,170	8,305	15,443	72%	54%	\$10,422,971	\$18,753,974
Red Lake Hospital & Healthcare Facility	7,295	10,585	7,702	13,481	79%	57%	\$7,934,342	\$14,321,792
Ponemah Health Center	1,540	585	603	1,962	30%	31%	\$2,488,629	\$4,432,182
Saginaw Chippewa - Nimkee Memorial Wellness Center	3,681	6,954	4,529	6,538	106%	69%	\$0	\$0
Sault Ste Marie Tribe of Chippewa Indians of Michigan	11,984	8,064	8,030	12,557	64%	64%	\$8,495,420	\$15,130,118
Mish KeKe Gamig Health Center	6,384	4,710	4,829	7,607	62%	63%	\$5,237,213	\$9,327,338
St. Ignace - Lambert Health Clinic	2,225	1,071	1,117	1,948	55%	57%	\$1,586,472	\$2,825,465
Kinross Community Care Clinic	964	268	268	884	30%	30%	\$1,112,932	\$1,982,103
Manistique Health Center	1,184	1,376	1,450	1,170	118%	124%	\$0	\$0
Munising - Wetmore Health Center	1,227	639	366	948	67%	39%	\$558,802	\$995,212
Shakopee Dakota Clinic	711	271	141	677	40%	21%	\$734,410	\$1,307,964
Sokaogon Chippewa Health Clinic	628	539	607	373	145%	163%	\$0	\$0
St. Croix Tribal Clinic	1,699	2,162	2,774	2,168	100%	128%	\$11,071	\$19,717
Stockbridge-Munsee Tribal Health Center	1,626	2,677	2,803	2,178	123%	129%	\$0	\$0
Upper Sioux Community Health Services	598	606	602	690	88%	87%	\$152,613	\$271,800



Service Area Space Summary

Primary Service Area(PSA)	2015 User Population	Existing Space Square Mtrs.	FY2004 MI&E Square Mtrs.	2015 Need	Exist Space %	MI&E %	2010 \$ per Hospital Square Meter =>	2010 \$ per Health Center Square Meter =>
							Construction Cost	Project Cost
							\$2,739	\$4,944
Facility Gross Square Meter by PSA (Primary Service Area)							\$1,808	\$3,220
							Additional Construction \$ Need	Additional Project \$ Need *
White Earth Tribe	9,755	6,297	11,151	11,042	57%	101%	\$8,579,529	\$15,279,914
White Earth Health Center	7,699	5,726	10,559	8,989	64%	117%	\$5,899,633	\$10,507,089
Naytahwaush Clinic	2,056	571	592	2,053	28%	29%	\$2,679,896	\$4,772,824
Urban Programs	39,643	5,251	0	24,789	21%	0%	\$35,325,476	\$62,913,734
American Indian Health Service-Chicago	7,000	409	0	5,250	8%	0%	\$8,752,809	\$15,588,520
American Indian Health & Family Services of SE MI (AIHFS) - Detroit	7,031	1,842	0	4,781	39%	0%	\$5,313,152	\$9,462,583
United Amerindian Center, Inc. (Green Bay Urban)	4,770	453	0	2,196	21%	0%	\$3,151,535	\$5,612,799
Gerald L. Ignace Health Center (Milwaukee)	4,704	730	0	3,879	19%	0%	\$5,693,082	\$10,139,228
Indian Health Board of Minneapolis	16,138	1,817	0	8,684	21%	0%	\$12,414,898	\$22,110,604
<b>Grand Total (Urbans Included)</b>	<b>153,883</b>	<b>98,626</b>	<b>96,255</b>	<b>181,075</b>	<b>54%</b>	<b>53%</b>	<b>\$169,150,517</b>	<b>\$302,297,804</b>
<b>Grand Total (No Urbans)</b>	<b>114,240</b>	<b>93,375</b>	<b>96,255</b>	<b>156,286</b>	<b>60%</b>	<b>62%</b>	<b>\$133,825,042</b>	<b>\$239,384,070</b>

\* Total Project \$ Need reflects an approximate total project cost, including but not limited to Design Fees, Permits & Licensing, Equipment & Furnishing, etc. This methodology does not consider location of the facility or its special site cost, utility cost, or equipment cost.



## Priorities

Master Plans include a statement of priority since resources for capital and operational expenditures are consistently limited. These clear priorities are necessary for the development of a reasonable, supportable and attainable master plan. Clear priorities are arrived at through the consistent application of mutually agreed upon criteria reflecting the concerns and support of all interested parties whom the master plan will impact. While each PSA has a developed set of priorities within their Service Area, for the Bemidji Area as a whole, the priorities were developed based on the Health Services Master Plan Work Group’s criteria developed over the course of this project.

In order to gain consensus on what is important, and to pursue that goal united, master plan task force members were asked to work together in defining how priorities should be established. They were asked to develop such priorities as if they were wearing an “area wide leadership hat”, so the needs/concerns of all would be represented. In order to understand the concerns of the group and to understand what the group thought was important, the group was asked to respond to the following question through a series of brainstorming sessions:

*What characteristics of a service area should dictate their level of priority relative to future expenditures?*

Through this effort, the group determined the four characteristics and 12 factors below to establish priorities within the Area. Each PSA was encouraged to submit a ballot with their weighted preferences among the characteristics and factors, therefore, a mathematical priority system establishes a ranking for each of the Service Areas within the Area.

The resulting priorities are communicated in the matrix on the opposite page. In implementing the Master Plan, the Area will be working through this document from the top left to the lower right.

Characteristic		Factors				
Resources	30.96%	Funding Disparity	Facility Capacity (% of existing to needed SM)	Technology (meets minimum Requirements TBD)		= 100%
		50.52%	29.78%	19.70%		
Health	32.93%	Diabetes Rate	Tobacco Use Rate	Cardiovascular Disease Rate	Depression Incidence Rate	= 100%
		29.11%	18.52%	27.93%	20.74%	
Access	22.15%	Primary Care Capacity	Distance to Care	Limited Existing Services		= 100%
		41.6%	25.86%	32.53%		
Patient Population Profile	13.96%	3 <sup>rd</sup> Party Coverage	Lack of CHS Coverage			= 100%
		48.69%	51.31%			
=						
Subtotal	100%					



Primary Service Area Resourcing Priorities - Composite

Implementation by Simple Priority List

Service Area Services & Resourcing Priorities																
Service Area	Priority Rank #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Little Traverse Bay Bands - Mskiki Gunic Health Clinic	1	Space for Health Services	Dental Clinic	Make impact on cardiovascular disease	Decrease diabetes incidence in all population	Decrease obesity rate among tribal members	Increase funding for Health Programs	Increase funding for Prevention activities	Increase number of non-smokers in Tribal population	Increase funding for staffing	Better compliance for patients with chronic diseases	Increase tribal members with insurance	Increase number of tribal youth seeking health care			
Lower Sioux Indian Community	2	Provide Primary Care (need staffing and space)	Provide Dental Care (need staffing and space)	Provide VP in Optometry	Provide Space for Pharmacy	Provide Space and Staff for Administrative Support	Provide Space and Staff for Facility Support Services	Provide Public Health Nursing Staff and Space	Provide Public Health Nutrition Staff and Space	Provide Transportation Services						
Greater Leech Lake PHS Indian Hospital	3	Substance abuse (adult including adult residential, (Family programming), (adolescent)	Pediatrics/Youth services	Imaging (CT and mammography)	Dental (more providers needed)	Emergency Department (new facility, improved equipment)	Elder care program (clinic plus coordinated care)	Mental Health services (broader range and more accessible after hours/weekends)	Specialty care in area and visiting professionals (ENT, cardiology, urology and neurology)	CHS (increased dollars, legislated rates charged by vendors, CHEF access, more prevention dollars)	Rehabilitation services (PT/OT/Speech)	Primary care (more providers)	Optometry (additional provider, currently 1 for 12,000 people)	Lab (increased capacity)	Pharmacy (space and providers)	
Menominee Tribal Clinic	4	Increase Capacity in Optometry	Increase Clinic Space to meet Demand	Add Ultra Sound Capacity to Imaging	Expand Public Health Nursing Department	Expand Wellness Programs	Expand Rehab Services									
Little River Band Tribal Health Clinic	5	Replacement of Health Facilities	Pharmacy	Primary Care	Visiting Professionals	Dental	Wellness Fitness Center	Preventive Care	Traditional Healing	Mental Health (Alcohol & Drug Abuse)	Behavioral Health	Elder Care	Diabetes Program	BCHS Funding	X-Ray/Ultrasound	Metabolic Clinic (Obesity)
Naytahwaush Clinic (White Earth)	6	Increased space or new facility	Digital x-ray/ultrasound	Behavioral health services	Optometry	Patient education	Expand dental services - i.e. hygiene services	Implement electronic health record and include computer/staff support	Full-time family practice provider	Clerical support	OB/Gyn/Women's Health Services	Teen clinic	Tele-health - i.e. psychiatry/counseling			
Pokagon Potawatomi Health Clinic	7	Replacement Clinic	Primary Care	Specialty Care	Visiting Professional Clinic	Dental	Laboratory	Pharmacy	Preventive Care	Rehabilitation/Physical Therapy	CHS funding					
She-Wish Tribal Health Clinic (Gunn Lake)	8	Primary Care - Visiting Professional Clinic	Wellness	CHS funding	WIC	Administrative Support	Property & Supply									
Saginaw Chippewa - Nimkee Memorial Wellness Center	9	Family Practice	Internal Medicine	OB/Gyn	Pediatrics	Diagnostic Imaging	Laboratory Services	Urgent Care Clinic	additional Dental Provider	additional Public Health RN	Facility Management					
House of Wellness (Ho-Chunk)	10	Relocate Dental Operatories to more appropriate space.	Expand Laboratory Space	Provide Individual Offices for PCP's	Expand Primary Care Space	Expand Public Health Nursing Staff and Space										
Hannahville Health Center	11	Expansion of Health Center	Develop Internal Info Tech Department	Reorganize Behavioral Department	Analyze and Improve Dental Department Utilization											
Kinross Community Care Clinic (SSM)	12	Replacement facility	Visiting Professional Clinic	Visiting Professional Pharmacy	CHS Funding	Preventive Care	Add Lab Staff	Increase Information Management Staff	Increase Health Information Management Staff	Increase Facility Management	Increase Central Sterile	Increase Housekeeping	Increase Clinical Engineering staff or capability	Increase Administrative staffing including Quality Management	Increase Public Health Nursing	Increase Case Management Staff
Ho-Chunk Health Center	13	Add MD's to Occupational Health	Add Medical Social Worker	Support Expansion of Rehab Services	Replace Nekoosa Health Station	Replace Wickenburg Health Station	Add Colonoscopy / Endoscopy to Primary									
Manistique Health Center (SSM)	14	Support Visiting Professional Clinics	Mental Health	CHS funding	Dental	Preventative Care	Clinical Engineering Staff	Facility Management, Housekeeping	Property & Supply	Administrative Staff and increased sq. ft.	Quality Management staff	Back up power generator	Electronic Medical Record	Behavioral Health Staff and Office Space	Increase Health Education Staff	Physician Nursing Services
Center for American Indian Resources (CAIR) (Fond du Lac)	15	Wellness	Optometry Visiting Professional	Podiatry Visiting Professional	Psychiatry Visiting Professional	Rehabilitation/Physical Therapy	Diabetes Program	WIC	Pharmacy space	Primary Care space	CHS funding					
Upper Sioux Community Health Services	16	Provide access to Primary Care on Reservation.	Provide improved access to and increase use of clinical preventative	Reduce the number of overweight and/or obese USC members.	Reduce Cancer Incidence and Mortality of USC members.	Reduce the prevalence of Adult onset Diabetes and other chronic disabling	Prevent or reduce the spread of STDs and HIV infection.	Reduce the major risk factors for cardiovascular disease.	Reduce the prevalence of Cigarette smoking by USC adult members and	Reduce the Alcohol and or drug use, abuse and chemical dependency	Reduce violent and abusive behavior in USC Families.	Reduce the number of deaths and/or disabilities that occur as a result of	Ensure the continuation of consistent treatment and preventative	Modify behavior and lifestyles that negatively affect birth outcomes for	Promote and assure a healthy and safe environment for USC	Provide programs that promote longevity and quality life for USC
St. Ignace - Lambert Health Clinic (SSM)	17	Specialty Care clinic	Visiting Professional clinic	Pharmacy	Rehabilitation/Physical Therapy	CHS funding & staff	Sub Abuse: Adult Residential, Adolescent Residential, and	Facility Size increase provider offices and clinic treatment rooms	Increase Traditional Healing services	Increase Dental Services	Increase Administrative staffing to include Quality Management and	Increase Housekeeping and Facility Management staff, Clinical Engineering,	Public Health Nursing	Health Education	Back up power	Telecommunication
Grand Traverse Band Medicine Lodge	18	Pharmacy	Imaging - General Radiography/Ultrasound/Mammography	Preventive Care increase	Rehabilitation/Physical Therapy Visiting Professional Clinic	Visiting Professional Clinic	Dental Services	Substance Abuse Non Acute Care Beds	CHS Funding - an increase from IHS is a higher priority							
Munising - Wetmore Health Center (SSM)	19	CHS funding	Mental Health	Support Visiting Professional Clinic	Pharmacy Services	Family Practice increase	Health Education Staff increase	New Facility increase	Administrative Staff and space increase	Housekeeping increase	PHN Program Staff increase	Behavioral Health Staff and Office Space	Audiology space	More provider office space	Increase RN/LPN support; Clinic nursing	Back up power generation
Huron Potawatomi - Nottawaseppi Health Clinic	20	Tribal Owned Replacement Clinic	CHS funding	Primary Care Clinic increase	Dental Service Visiting Professional Clinic	Staffing										



Primary Service Area Resourcing Priorities - Composite

Implementation by Simple Priority List

Service Area Services & Resourcing Priorities																
Service Area	Priority Rank #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Oneida Community Health Center	21	Re-Vamp Internal Medicine Clinic	Develop Urgent Care Center(Walk-In clinic)	Re-Vamp Diabetes Program; Add Case Managers	Start Metabolic clinics( includes Obesity, Hypertension,etc.)	Develop Vascular Lab	Add Pre-Natal and Post-Natal Ultrasound	Expand Diabetes Management to Ob/GYN	Increase Allergy and Asthma-Urology-Ophthalmology Visiting	Add Orthpedics and General surgery to Visiting Professionals	Increase Cardiology (add Treadmill Testing)	Add screening Endoscopy	Increase Primary Care Dental Services	Add Orthodontics	Add Endodontics	Total Automation in Pharmacy(changing workflow)
White Earth Health Center	22	Expand hours of service in Biin-Di-Gaan Clinic /Same Day Appointment	Increased space	Expand pharmacy services; i.e. Refill Pharmacy	Implement electronic health record and include computer/staff support	Expand dental services including preventive care services	Patient education - need staff for Diabetes and Pain Management	Expand behavioral health/psychiatry services	Pediatric services	Expand radiology services - computer radiology (digital x-ray)	Work out room for staff to promote health	Expand pain management program	Sigmoidoscopy services	Dermatology services	IHS/Tribal/Community collaboration to deliver services to Mahnomen	
Mish KeKe Gamig Health Center (SSM)	23	Dialysis Stations	Specialty Care Clinic	Visiting Professional Clinic	Substance Abuse Non-Acute Care beds	Pharmacy space	Mental Health	Optometry	Audiology	Primary Care offices	Primary Care - OB/Gyn provider	Rehabilitation/Physical Therapy staff	CHS funding	Record Storage space - storage space	Traditional medicine space with plant/herb	Back up power generator
Peter Christensen Health Center (Lac du Flambeau)	24	Develop Wellness Programs	Build Comprehensive Health Facility and Nursing Home	Develop Facilities and Safe Places for Walking and Exercise to increase preventative health	Develop AODA Aftercare Programs and Support	Lobby Congress to Gain Additional Funds for Health Care	Develop Wellness Programs in the school system and workplace	Establish Preventative Care for Diabetes and Heart Issues	Look at adding Rehab Services	Expand Primary Care Dental clinic						
Shakopee Dakota Clinic	25	Secure a Full time Health Services Administrator	Assess Community Health & Wellness Programming utilization	Initiate Diabetes/Metabolic Clinic Program statistics	Develop reliable/interconnected patient database for Pharmacy	Evaluate Staffing needs of current Medical clinic with alt. on call schedule	Initiate monthly Psychiatry clinic - plan space and staffing	Evaluate lab costs for areas of containment, initiate lab contract with	Assess Community wide healthcare costs and analyze areas for	Assess Benefit to Cost ratio for initiating billing for Medical clinic services	Expand Marketing of Medical, Dental, Contract Health, Social Services,	Develop an occupational health/injury prevention and management	Develop policy for managing service requests from Non	Develop a free standing clinic to provide integrative care for the	Develop an outpatient CD program	Develop a Pharmacy program
Ponemah Health Center (Red Lake)	26	Mental Health	Preventive Care	Laboratory	Pharmacy	Visiting Professional clinic - Internal Medicine & Pediatrics										
St. Croix Tribal Clinic	27	Increase Primary Care space and staff	Increase Visiting Professional space	Increase Administrative Support space and staff	Increase Facility Support Services space and staff	Increase Preventive Health space	Increase Transportation space									
Bay Mills Health Center	28	CHS funding	LNF for BAO	Staff	Pharmacy Space	Visiting Professional clinic space	Rehabilitation/Physical Therapy space and staff									
Mille Lacs Clinics	29	Increase Primary Care space	Increase Dental Care space and services	Increase Pharmacy Space	Provide Rehab Services (space would be needed)	Increase Administrative Support space	Increase Facility Support space	Increase Preventive Care space (Public Health Nursing, Public Health Nutrition, Diabetes, etc.)	Establish a Telemedicine Program for Dermatology	Establish a Wellness Center	Provide space for Transportation					
Red Lake Hospital & Healthcare Facility	30	Dental	Optometry	Primary Care	Visiting Professional clinic	Dialysis Stations	Audiology	Mental Health	Emergency Department	Pharmacy	CHS funding					
Stockbridge-Munsee Tribal Health Center	31	Add Optometry as Visiting Professional	Add Podiatry as Visiting Professional	Add Audiology as Visiting Professional	Add Mammography Capacity	Add Ultrasound	Add Office Scope Capabilities for Primary Care									
Lac Vieux Desert Health Center	32	Replace Clinic and Offices	Add Primary Care Provider Capacity	Add Dental Provider Capacity	Add Rehab Services											
Grand Portage Health Services	33	Diabetes screening and management	Cardiovascular screening, management, rehabilitation	Maternal Child Health	Smoking cessation	Alcohol use/abuse - Treatment and prevention	Obesity screening, intervention, management	Behavioral Health	Access/transportation to advanced care	Home visits	Physical and sexual abuse					
Donald A. LaPointe Health Center (Keweenaw Bay)	34	Expand Clinic Space to Provide VP Clinic	Develop Lab Service as Direct Care	Add Pharmacy services as Direct Care	Expand Clinic Space to allow for Pharmacy services	Add General Radiography as Direct Care Service	Expand Clinic Space to allow for General Radiography	develop PJD/POR for Clinic Expansion								
Min No Aya Win Human Service Center (Fond du Lac)	35	Preventive Care	Optometry Space	CHS funding												
Lac Courte Oreilles Community Health Center	36	Increase funding for healthcare services	Secure funding to add more staff	Adequate space for existing services	Storage space for Medical Records	Storage space for Pharmacy	Storage space for Billing	Increase space for additional dental services	Wellness center	Tribally based home health care center	Tribally operated Nursing Home	Tribally operated ambulance service	Capacity for additional preventative screening	Move Urgent Care and market services as a separate medical clinic	Ability to provide more specialty services within the clinic	Youth day treatment center
Prairie Island Indian Community	37	Develop an After Care Program (staff and space Funding)	Develop a Dental program (staff and space New Building)	Hire a Fitness Trainer	Increase Administrative Support space and staff	Provide Facility Support space and staff	Provide pharmacy space	Provide space for Diabetes program	Increase Storage Space	Garage space to park CHR vans						
Bois Forte Health Services	38			Pharmacy	MIS	Grant Writer	Transportation	X-ray services	More specialty services	Expand administration	Traditional healing					
Forest County Potawatomi Community Health Center	39	Increase Preventative Care. Create Preventive Care Outreach	Develop Occupational Health Program	Expand Info Tech Sytems	Integrate All Health Systems, ie. Clinic, Elder Care, Insurance Services, etc.under one Health	Develop Case Management System										
Red Cliff Community Health Center	40	Space for Preventative Health; Exercise and Education	Specialty Providers and Space for them; Obstetrics, Cardiology,	Behavior Health/Psychiatry	Additional AODA staff	Additional Dentist and Dental Office Manager	Medical Social Worker/Case Manager	Increase in Dollars, especially CHS	Replace RPMS with updated Software; uniform Billing, Medical	IT Staff Person	Additional Parking	New Building/Renovation	Space for Expansion of Support Staff (medical records, billing, and	Equipment Updates/purchasing	Increase in RPMS/IHS Training locally	Patient Medical Care Transport Program



Primary Service Area Resourcing Priorities - Composite

Implementation by Simple Priority List

Service Area	Priority Rank #	Service Area Services & Resourcing Priorities														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Sokaogon Chippewa Health Clinic	41															
Bad River Health Services	42	New facility for ALL medical services.	Dental services/start up costs. (includes equipment and personnel)	Additional medical/technical staff. (includes nursing and lab)	Comprehensive lab services.	Medical diagnostic equipment. (i.e. ultrasound)	Upgrading or replacing RPMS system.	Funding for pharmaceuticals.	Increase funding for CHS.	Additional business office personnel/training.	Business office equipment replacement. (computer systems)	Electronic Medical Records system	Replacement Medical office furniture	Increase funding for all programs - AODA, Mental Health, CHR, hospital/clinic staff are	Health Board training (i.e. PL93-638 contracting, Privacy act, HIPPA, Roles of Health Care,	CHR Training
Chicago Urban (American Indian Health Service)																
Detroit Urban (American Indian Health & Family Services of SE MI)		Replacement Clinic	Primary Care staffing & space	Dental Services staffing & space	Optometry Service staffing & space	Pharmacy staffing & space	Laboratory staffing & space	Mental Health counselor & space increase	General Radiography	Rehabilitation / PT staffing & space	Preventive care staffing & space	Visiting Professional Clinic staff & space				
Green Bay Urban (United Amerindian Center, Inc.)		Continue to renovate and expand ground floor space for program expansion	Recruit more Mental Health and AODA counselors	Expand Community Outreach Programs to include Public Health Nursing, Public Health Nutrition, Transportation and more CHR's	Add a Psychiatrist to staff											
Milwaukee Urban (Gerald L. Ignace Health Center)		New Practice Location	Establish Stable, Consistent set of providers	Market Services to Native American community	Electronic Medical Record	Develop Pharmacy Services	Develop Public Health Programs	Develop General Radiography Department	State Certification for Mental Health and AODA	AAAHC Accreditation	Expand Lab Services	Develop Traditional Medicine Program	Develop Case Management System	Additional Community Health Advocates (CHR's)		
Minneapolis Urban (Indian Health Board of Minneapolis)		Increase Primary Care Provider Office space	Increase Primary Care Exam Rooms	Increase Transportation space	Increase Preventive Care space	Increase Facility Support Services space	Increase Administrative Support space	Increase Behavioral Health Provider space	Increase Ancillary Services space							