



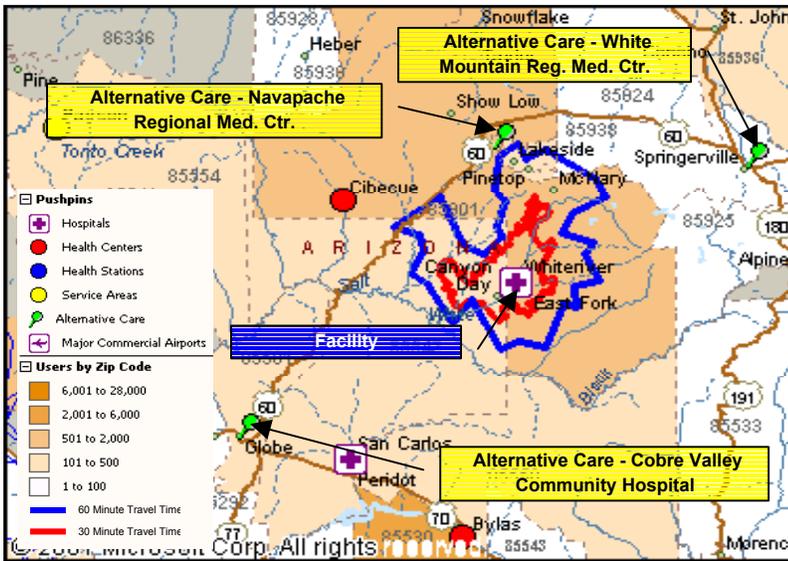
Map & Facility Summary

| | | | | | | | | | |
|--------|----|--------|----|-----------|---|-----------------|----|------|----|
| Access | 47 | Health | 32 | Resources | 0 | Patient Profile | 47 | Rank | 37 |
|--------|----|--------|----|-----------|---|-----------------|----|------|----|



| Resource Summary | | | |
|------------------|----------|--------|-------|
| | Existing | Need | % |
| Gross Sq Mtrs | 9,907 | 23,752 | 41.7% |
| Parking Spaces | 296 | 707 | 41.9% |
| Site | 0.0 | 14.2 | 0.0% |
| RRM Staff | 458.0 | 626.3 | 73.1% |

| Master Plan Priority Issues | |
|-----------------------------|--|
| ▶ | Space + Capacity in these departments: Physical Therapy, Ambulatory Surgery, Dental, and Ambulatory Clinic. Tribe: Waiting time for all services at Whiteriver Service Unit. |
| ▶ | Transportation: Getting patients to weekday appointments, after hours, weekends to Phoenix / Tucson, and bringing patients back. |
| ▶ | Population growth in Hondah area with no capacity of the tribe or HIS to provide service, EMS, Clinic. |
| ▶ | Elder Care, both skilled and assisted living |
| ▶ | New BIA requirements of nursing home placements. |
| ▶ | Availability or lack of home health. |
| ▶ | Hospice, Palliative Care, end of life support in community |
| ▶ | Recruitment, retention, housing, employment of spouse. |
| ▶ | Daycare for staff children. |
| ▶ | Regulatory requirements, i.e.: HIPA, JCAHO, etc. Unknown future requirements. |
| ▶ | |
| ▶ | |



Primary Care Service Area Communities

Canyon Day, Carrizo, Cedar Creek, Concho, Diamond Creek, Eager, East Fork, Forestdale, Fort Apache, Hawley Lake, Heber, Hon-Dah/Indian Pine, Lakeside, North Fork, Nutrioso, Overgaard, Pinetop, Rainbow City, Salt River Canyon, Seven Mile, Show Low, Snowflake, Springerville, St. Johns, Sunrise, Taylor, Whiteriver, Whiteriver, NE, Whiteriver, NW, Whiteriver, SE, Whiteriver, SW

Expanded Service Area Services

Services: ER, Inpatient, Audiology, Optometry, Specialty Care, and Facility Support (Cibecue)

Communities

| Population Summary | Average Age | Service Area | | | Phoenix | | USA | | 1997 User Pop | 13,384 |
|--------------------|-------------|--------------|-------|-------|---------|-------|------|-------------|---------------|--------|
| | | 25.8 | | | 26.7 | | 36.0 | Growth Rate | 12.0% | |
| 2010 by Age | 0-14 | 5,454 | 15-44 | 7,036 | 45-65 | 1,931 | 65+ | 574 | 2010 User Pop | 14,995 |



Resource Allocation

Compares # of Key Characteristics (KC) required in 2010 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 2010 | Exist KC | % of Need | Planned Projected | Cost / Unit | Total CH Dollars |
| Primary Care | | | | | | | | |
| Provider Visits Only | | | | | | | | |
| Family Practice | 33,649 | Providers | 7.5 | 4.75 | 63% | 0 | \$69 | \$0 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 8.0 | 0.0 | 0% | | | |
| | | Exam Rooms | 16.0 | 7.5 | 47% | | | |
| <i>*Incl. 4 UC Spaces</i> | | | | | | | | |
| Internal Medicine | 5,269 | Providers | 1.4 | 1.0 | 71% | 0 | \$69 | \$0 |
| | | Visiting Providers to outlying areas. | 0.2 | | | | | |
| | | Provider Offices | 2.0 | 0.0 | 0% | | | |
| | | Exam Rooms | 4.0 | 2.5 | 63% | | | |
| Pediatric | 9,796 | Providers | 2.2 | 1.5 | 68% | 0 | \$50 | \$0 |
| | | Visiting Providers to outlying areas. | 0.3 | | | | | |
| | | Provider Offices | 3.0 | | 0% | | | |
| | | Exam Rooms | 4.0 | 2.0 | 50% | | | |
| Ob/Gyn | 6,027 | Providers | 2.0 | 0.1 | 5% | 0 | \$255 | \$0 |
| | | Visiting Providers to outlying areas. | 0.2 | | | | | |
| | | Provider Offices | 3.0 | | 0% | | | |
| | | Exam Rooms | 4.0 | 0.1 | 3% | | | |
| Primary Care Total | 54,741 | Providers | 13.6 | 7.4 | 54% | 0 | | \$0 |
| | | Provider Offices | 16.0 | 0.0 | 0% | | | |
| | | Exam Rooms | 28.0 | 12.1 | 43% | | | |
| | | Dept. Gross Sq. Mtrs. | 2,044.0 | 584.0 | 29% | | | |
| Emergency Care | | | | | | | | |
| | 7,018 | ER Providers | 2.7 | 9.0 | 333% | 0 | \$247 | \$0 |
| | | Patient Spaces | 4.0 | 6.0 | 150% | | | |
| <i>*6 ER Spaces & 4 UC Spaces</i> | | Dept. Gross Sq. Mtrs. | 312.0 | 406.0 | 130% | | | |
| Specialty Care | | | | | | | | |
| Provider Visits Only | | | | | | | | |
| Orthopedics | 2,948 | Providers | 1.1 | 0.25 | 23% | 0 | \$278 | \$0 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 2.0 | 0.0 | 0% | | | |
| | | Exam Rooms | 2.0 | 0.5 | 25% | | | |
| Ophthalmology | 0 | Providers | 0.0 | 0.1 | 100% | 0 | \$226 | \$0 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 0.0 | | 100% | | | |
| | | Exam Rooms | 0.0 | 0.2 | 100% | | | |
| Dermatology | 0 | Providers | 0.0 | 0.0 | 100% | 0 | \$92 | \$0 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 0.0 | 0.0 | 100% | | | |
| | | Exam Rooms | 0.0 | 0.0 | 100% | | | |
| General Surgery | 2,235 | Providers | 0.8 | 0.2 | 25% | 0 | \$216 | \$0 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 1.0 | | 0% | | | |
| | | Exam Rooms | 2.0 | 0.5 | 25% | | | |
| Otolaryngology | 0 | Providers | 0.0 | 0.1 | 100% | 0 | \$189 | \$0 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 0.0 | | 100% | | | |
| | | Exam Rooms | 0.0 | 0.1 | 100% | | | |
| Cardiology | 0 | Providers | 0.0 | 0.07 | 100% | 479 | \$207 | \$99,289 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 0.0 | | 100% | | | |
| | | Exam Rooms | 0.0 | 0.21 | 100% | | | |
| Urology | 0 | Providers | 0.0 | | 100% | 0 | \$216 | \$0 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 0.0 | | 100% | | | |
| | | Exam Rooms | 0.0 | | 100% | | | |
| Neurology | 0 | Providers | 0.0 | 0.07 | 100% | 0 | \$207 | \$0 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 0.0 | | 100% | | | |
| | | Exam Rooms | 0.0 | 0.07 | 100% | | | |



Resource Allocation

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| Discipline | Direct Health Care | | | | | Contract Health Care | | |
|------------------------------|--------------------|---------------------------------------|-----------------|----------|-----------|----------------------|-------------|------------------|
| | Planned Projected | Key Characteristics (KC) | # Req'd in 2010 | Exist KC | % of Need | Planned Projected | Cost / Unit | Total CH Dollars |
| Other Subspecialties | | | | | | 4,678 | \$205 | \$959,696 |
| Nephrology | | Providers | 0.0 | | 100% | | | |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 0.0 | | 100% | | | |
| Allergy | | Exam Rooms | 0.0 | | 100% | | | |
| | | Providers | 0.0 | | 100% | | | |
| | | Visiting Providers to outlying areas. | | | | | | |
| Pulmonology | | Provider Offices | 0.0 | | 100% | | | |
| | | Exam Rooms | 0.0 | | 100% | | | |
| | | Providers | 0.0 | | 100% | | | |
| Gerontology | | 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% | | | |
| Rheumatology | | Exam Rooms | 0.0 | | 100% | | | |
| | | Providers | 0.0 | | 100% | | | |
| | | Visiting Providers to outlying areas. | | | | | | |
| Oncology | | Provider Offices | 0.0 | | 100% | | | |
| | | Exam Rooms | 0.0 | | 100% | | | |
| | | Providers | 0.0 | | 100% | | | |
| Pediatric-Genetics | | Visiting Providers to outlying areas. | | | | | | |
| | | Provider Offices | 0.0 | | 100% | | | |
| | | Exam Rooms | 0.0 | | 100% | | | |
| Traditional Healing | | Providers | 1.0 | | 0% | | | |
| | | Provider Offices | 1.0 | | 0% | | | |
| | | Exam Rooms | 1.0 | | 0% | | | |
| Podiatry Visits | 243 | Podiatrists | 0.1 | 0.1 | 100% | 0 | \$656 | \$0 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Podiatry Offices | 1.0 | | 0% | | | |
| Specialty Care Sub-Total | | Exam Rooms | 2.0 | | 0% | | | |
| | 5,427 | Provider Offices | 7.0 | 1.6 | 23% | 5,158 | | \$1,058,985 |
| | | Dept. Gross Sq. Mtrs. | 511.0 | 0.0 | 0% | | | |
| Total In-House Providers | 67,186 | Providers | 19.3 | 17.2 | 89% | | | |
| Visiting Professional Clinic | 6,799 | Exam | 3.0 | | 0% | | | |
| | | Provider Offices | 2.0 | | 0% | | | |
| | | Dept. Gross Sq. Mtrs. | 123.0 | | 0% | | | |



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|---------------------------------------|--------------------|---------------------------------------|-----------------|----------|-----------|----------------------|-------------|------------------|
| | Planned Projected | Key Characteristics (KC) | # Req'd in 2010 | Exist KC | % of Need | Planned Projected | Cost / Unit | Total CH Dollars |
| Other Ambulatory Care Services | | | | | | | | |
| Nutrition | 1,481 | Nutritionist | 1.0 | 0.2 | 20% | | | |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Offices | 1.0 | | 0% | | | |
| <i>Space incl. in PC Allocation</i> | 1,424,525 | Dentists | 13.8 | 4.6 | 33% | 0 | \$7 | \$0 |
| Dental Service Minutes | | Visiting Providers to outlying areas. | | | | | | |
| | | Dental Chair | 36.8 | 7.0 | 19% | | | |
| | | Dept. Gross Sq. Mtrs. | 1,510.7 | 217.0 | 14% | | | |
| Optometry Visits | 5,232 | Optometrist | 2.6 | 1.0 | 38% | 0 | \$245 | \$0 |
| | | Visiting Providers to outlying areas. | 0.3 | | | | | |
| | | Provider Offices | 3.0 | 1.0 | 33% | | | |
| | | Eye Lanes | 6.0 | 2.0 | 33% | | | |
| | | Dept. Gross Sq. Mtrs. | 317.2 | 50.0 | 16% | | | |
| Dialysis Patients | 0 | Dialysis Stations | 0.0 | 16.0 | 100% | 39 | \$543 | \$21,339 |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Audiology Visits | 1,791 | Audiologists | 0.9 | 0.1 | 11% | 0 | \$493 | \$0 |
| | | Visiting Providers to outlying areas. | | | | | | |
| | | Audiologist Offices | 1.0 | | 0% | | | |
| | | Audiology Booths | 2.0 | 0.1 | 5% | | | |
| | | Dept. Gross Sq. Mtrs. | 72.9 | 11.0 | 15% | | | |
| Behavioral Health | | | | | | | | |
| Mental Health Visits | | Counselors | 5.4 | 11.0 | 204% | | | |
| Psychiatry | | Counselors | 3.1 | | 0% | | | |
| Social Service Visits | | Counselors | 6.2 | 5.0 | 81% | | | |
| Domestic Violence Interventions | | Counselors | 0.0 | | 100% | | | |
| Alcohol & Substance Abuse | | Counselors | 21.0 | 6.0 | 29% | | | |
| Behavioral Health Total | 0 | Total Counselors | 35.6 | 22.0 | 62% | 0 | \$871 | \$0 |
| | | Visiting Providers to outlying areas. | 5.3 | | | | | |
| | | Counselor Offices | 41.0 | | 0% | | | |
| | | Dept. Gross Sq. Mtrs. | 1,066.0 | 106.0 | 10% | | | |
| Inpatient Care | | | | | | | | |
| Births | 322 | LDRPs | 4.0 | 3.0 | 75% | 71 | \$2,949 | \$208,612 |
| | | Dept. Gross Sq. Mtrs. | 500.0 | 210.0 | 42% | | | |
| Obstetric Patient Days | 880 | Post Partum beds | 0.0 | | 100% | 193 | | |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Neonatology Patient Days | 722 | # of Bassinets | 4.0 | | 0% | 461 | \$1,473 | \$679,952 |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Pediatric Patient Days | 876 | # of Beds | 5.0 | 14.0 | 280% | 529 | \$1,473 | \$779,134 |
| | | Dept. Gross Sq. Mtrs. | 150.0 | | 0% | | | |
| Adult Medical Acute Care | 3,790 | # of Beds | 13.0 | 16.0 | 123% | 583 | \$957 | \$557,743 |
| | | Dept. Gross Sq. Mtrs. | 624.0 | 1,152.0 | 185% | | | |
| Adult Surgical Acute Care | 1,388 | # of Beds | 6.0 | 10.0 | 167% | 1,104 | \$957 | \$1,056,552 |
| | | Dept. Gross Sq. Mtrs. | 288.0 | | 0% | | | |
| Intensive Care Patient Days | 1,069 | # of Beds | 4.2 | 0.0 | 0% | 0 | \$957 | \$0 |
| | | Dept. Gross Sq. Mtrs. | 251.6 | | 0% | | | |
| Psychiatric Patient Days | 0 | # of Beds | 0.0 | 0.0 | 100% | 321 | \$513 | \$164,482 |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Substance Abuse Patient Days | 0 | # of Beds | 0.0 | | 100% | 181 | \$681 | \$123,378 |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Sub Acute/Transitional Care | 1,333 | # of Beds | 4.6 | | 0% | | | |
| | | Dept. Gross Sq. Mtrs. | 273.9 | | 0% | | | |
| Inpatient Care Total | 10,059 | # of patient beds | 41 | 43 | 106% | 3,372 | | \$3,569,853 |
| | | Dept. Gross Sq. Mtrs. | 2,087 | 1,362 | 65% | | | |



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| Discipline | Direct Health Care | | | | | Contract Health Care | | |
|--------------------------------|--------------------|--------------------------|-----------------|----------|-----------|----------------------|-------------|------------------|
| | Planned Projected | Key Characteristics (KC) | # Req'd in 2010 | Exist KC | % of Need | Planned Projected | Cost / Unit | Total CH Dollars |
| Ancillary Services | | | | | | | | |
| Laboratory Services | | | | | | | | |
| Clinical Lab | 66,353 | Tech staff @ peak | 6.8 | 11.0 | 162% | | | |
| Microbiology Lab | 7,588 | Tech staff @ peak | 0.8 | | 0% | | | |
| Blood Bank | 1,421 | Tech staff @ peak | 0.1 | | 0% | | | |
| Anatomical Pathology | 0 | Tech staff @ peak | 0.0 | | 100% | | | |
| Lab Total | 75,362 | Tech staff @ peak | 7.7 | 11.0 | 143% | 65,482 | \$119 | \$7,824,837 |
| | | Dept. Gross Sq. Mtrs. | 154.0 | 198.0 | 129% | | | |
| Pharmacy | 156,568 | Pharmacists | 8.0 | 9.0 | 113% | 0 | | \$0 |
| | | Dept. Gross Sq. Mtrs. | 600.0 | 203.0 | 34% | | | |
| Acute Dialysis | 40 | Rooms | 0.1 | | 0% | | | |
| | | Dept. Gross Sq. Mtrs. | 4.9 | | 0% | | | |
| Diagnostic Imaging | | | | | | | | |
| Radiographic exams | 9,959 | Rooms | 1.7 | 1.0 | 59% | 0 | \$101 | \$0 |
| Ultrasound Exams | 3,223 | Rooms | 1.2 | 1.0 | 83% | 0 | \$170 | \$0 |
| Mammography Exams | 1,672 | Rooms | 0.4 | 0.0 | 0% | 0 | \$70 | \$0 |
| Fluoroscopy Exams | 364 | Rooms | 0.2 | 1.0 | 500% | 0 | \$101 | \$0 |
| CT | 598 | Rooms | 0.1 | 1.0 | 1000% | 0 | \$489 | \$0 |
| MRI exams | 0 | Rooms | 0.0 | | 100% | 271 | \$669 | \$180,888 |
| Diagnostic Imaging Total | 15,815 | Radiologists | 1.3 | | 0% | 271 | | \$180,888 |
| | | Dept. Gross Sq. Mtrs. | 425.0 | 347.0 | 82% | | | |
| Nuclear Medicine | 0 | Rooms | 0.0 | 0.0 | 100% | 431 | \$345 | \$148,581 |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Radiation Oncology | 0 | Rooms | 0.0 | | 100% | | | |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Chemotherapy | 53 | Patient Spaces | 0.0 | | 100% | 0 | \$296 | \$0 |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Rehabilitation Services | | | | | | | | |
| PT Visits | | Therapy FTE | 6.4 | 5.0 | 78% | | | |
| OT Visits | | Therapy FTE | 1.8 | | 0% | | | |
| Speech Therapy Visits | | Therapy FTE | 0.9 | | 0% | | | |
| Rehab Total | 16,298 | Therapy FTE | 9.1 | 5.0 | 55% | 0 | \$93 | \$0 |
| | | Dept. Gross Sq. Mtrs. | 628.2 | 124.0 | 20% | | | |
| RT Workload Minutes | 98,424 | Therapy FTE | 1.3 | | 0% | 0 | | \$0 |
| | | Dept. Gross Sq. Mtrs. | 15.6 | | 0% | | | |
| Cardiac Catheterization | 0 | Rooms | 0.0 | | 100% | 77 | \$3,451 | \$266,723 |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Surgery | | | | | | | | |
| Outpatient Endoscopy Cases | 85 | Endoscopy Suites | 0.0 | 1.0 | 100% | 0 | \$556 | \$0 |
| Outpatient Surgery Cases | 884 | Outpatient ORs | 0.6 | 1.0 | 167% | 178 | \$1,455 | \$259,571 |
| Inpatient Surgical Cases | 363 | Inpatient ORs | 0.4 | 0.0 | 0% | 0 | | \$0 |
| | | # of Pre-Op Spaces | 1.0 | | 0% | | | |
| | | # of PACU Spaces | 1.0 | | 0% | | | |
| | | # of Phase II Spaces | 2.0 | | 0% | | | |
| Surgical Case Total | 1,332 | # of ORs | 1.0 | 1.0 | 100% | 178 | | \$259,571 |
| | | Dept. Gross Sq. Mtrs. | 279.0 | 182.0 | 65% | | | |



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|----------------------------------|--------------------|---------------------------------------|-----------------|----------|-----------|----------------------|-------------|------------------|
| | Planned Projected | Key Characteristics (KC) | # Req'd in 2010 | Exist KC | % of Need | Planned Projected | Cost / Unit | Total CH Dollars |
| Administrative Support | | | | | | | | |
| Administration | | # of FTE | 33.0 | 27.0 | 82% | | | |
| | | Dept. Gross Sq. Mtrs. | 627.4 | 311.0 | 50% | | | |
| Information Management | | # of FTE | 13.0 | 3.0 | 23% | | | |
| | | Dept. Gross Sq. Mtrs. | 225.6 | 21.0 | 9% | | | |
| Health Information Mngmt. | | # of FTE | 32.0 | 16.0 | 50% | | | |
| | | Dept. Gross Sq. Mtrs. | 479.7 | 156.0 | 33% | | | |
| Business Office | | # of FTE | 20.8 | 17.0 | 82% | | | |
| | | Dept. Gross Sq. Mtrs. | 311.5 | 283.0 | 91% | | | |
| Contract Health | | # of FTE | 3.1 | | 0% | | | |
| | | Dept. Gross Sq. Mtrs. | 46.9 | | 0% | | | |
| Tribal Health Administration | | # of FTE | 6.0 | 6.0 | 100% | | | |
| | | Dept. Gross Sq. Mtrs. | 114.0 | 237.0 | 208% | | | |
| Facility Support Services | | | | | | | | |
| Durable Medical Equipment | | | | | | 0 | \$237 | \$0 |
| Clinical Engineering | | # of FTE | 4.7 | 1.0 | 21% | | | |
| | | Dept. Gross Sq. Mtrs. | 134.9 | 20.0 | 15% | | | |
| Facility Management | | # of FTE | 16.8 | 16.0 | 95% | | | |
| | | Dept. Gross Sq. Mtrs. | 486.1 | 214.0 | 44% | | | |
| Central Sterile | | # of FTE | 3.0 | 3.0 | 100% | | | |
| | | Dept. Gross Sq. Mtrs. | 133.9 | 68.0 | 51% | | | |
| Dietary | | # of FTE | 10.7 | 11.0 | 103% | | | |
| | | Dept. Gross Sq. Mtrs. | 286.7 | 255.0 | 89% | | | |
| Property & Supply | | # of FTE | 6.0 | 9.0 | 150% | | | |
| | | Dept. Gross Sq. Mtrs. | 720.0 | 428.0 | 59% | | | |
| Housekeeping & Linen | | # of FTE | 18.8 | 20.0 | 106% | | | |
| | | Dept. Gross Sq. Mtrs. | 678.6 | 149.0 | 22% | | | |
| Preventive Care | | | | | | | | |
| Public Health Nursing | | # of FTE | 26.8 | 12.0 | 45% | | | |
| | | Visiting Providers to outlying areas. | 3.2 | | | | | |
| | | Dept. Gross Sq. Mtrs. | 527.2 | 234.0 | 44% | | | |
| Public Health Nutrition | | # of FTE | 4.8 | 2.0 | 42% | | | |
| | | Visiting Providers to outlying areas. | 0.9 | | | | | |
| | | Dept. Gross Sq. Mtrs. | 67.8 | 113.0 | 167% | | | |
| Environmental Health | | # of FTE | 8.0 | 8.0 | 100% | | | |
| | | Dept. Gross Sq. Mtrs. | 152.0 | 123.0 | 81% | | | |
| Health Education | | # of FTE | 4.2 | 3.0 | 71% | | | |
| | | Dept. Gross Sq. Mtrs. | 57.8 | 400.0 | 692% | | | |
| Case Management | | # of FTE | 6.2 | | 0% | | | |
| | | Visiting Providers to outlying areas. | 0.8 | | | | | |
| | | Dept. Gross Sq. Mtrs. | 124.0 | | 0% | | | |
| Epidemiology | | # of FTE | 0.0 | | 100% | | | |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| CHR | | # of FTE | 20.5 | 20.5 | 100% | | | |
| | | Dept. Gross Sq. Mtrs. | 278.8 | 237.0 | 85% | | | |
| Diabetes Program | | # of FTE | 20.0 | 10.0 | 50% | | | |
| | | Dept. Gross Sq. Mtrs. | 352.0 | 175.0 | 50% | | | |
| Injury Prevention Program | | # of FTE | 0.0 | | 100% | | | |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| WIC | | # of FTE | 0.0 | | 100% | | | |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Women's Preventive Care | | # of FTE | 1.0 | | 0% | | | |
| | | Dept. Gross Sq. Mtrs. | 13.6 | | 0% | | | |



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| Discipline | Direct Health Care | | | | | Contract Health Care | | |
|---|--------------------|--------------------------|-----------------|----------|-----------|---|-------------|------------------|
| | Planned Projected | Key Characteristics (KC) | # Req'd in 2010 | Exist KC | % of Need | Planned Projected | Cost / Unit | Total CH Dollars |
| Additional Services - IHS Supported | | | | | | | | |
| Hostel Services | | Rooms | 0.0 | | 100% | | | |
| | | Dept. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| EMS | | # of FTE | 32.0 | 32.0 | 100% | 0 | \$959 | \$0 |
| | | Dept. Gross Sq. Mtrs. | 896.0 | | 0% | | | |
| Security | | # of FTE | 5.0 | | 0% | | | |
| | | Dept. Gross Sq. Mtrs. | 31.0 | | 0% | | | |
| Transportation | | # of FTE | 8.0 | 8.0 | 100% | 0 | \$362 | \$0 |
| | | Dept. Gross Sq. Mtrs. | 108.8 | | 0% | | | |
| Total FTE Staff - IHS or IHS 638 Supported | | | 626.3 | 458.0 | 73% | Contract Health Dollars Sub-Total \$13,330,777 | | |
| Total Department Gross Square Meters | | | 16,727 | 6,977 | 42% | Other Expenditures - Contract Health \$3,199,386 | | |
| Total Building Gross Square Meters | | | 23,752 | 9,907 | 42% | Contract Health Dollars - Total \$16,530,163 | | |

Additional Services - Non-IHS Supported

Elder Care

| | | | | | | | | |
|--|----|---------------------------|---------|-----|------|---|---------|-----|
| Nursing Home | 15 | # of patient beds | 16.6 | 0.0 | 0% | | | |
| | | Bldg. Gross Sq. Mtrs. | 878.2 | | 0% | | | |
| Assisted Living | 18 | # of patient beds | 19.5 | 6.0 | 31% | | | |
| | | Bldg. Gross Sq. Mtrs. | 1,464.6 | | 0% | | | |
| Hospice | 1 | # of patient beds | 1.6 | 0.0 | 0% | | | |
| | | Bldg. Gross Sq. Mtrs. | 86.9 | | 0% | | | |
| Older Adult Center | | # of FTE | 0.0 | | 100% | | | |
| | | Bldg. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Home Health Care | 87 | # of Home Health Care FTE | 7.0 | 2.0 | 29% | 0 | \$3,425 | \$0 |
| | | Bldg. Gross Sq. Mtrs. | 119.0 | | 0% | | | |
| Elder Care Total | 34 | # of patient beds | 38 | 6 | 16% | | | |
| | | Bldg. Gross Sq. Mtrs. | 2,549 | 0 | 0% | | | |
| Total Elder Care - Building Gross Square Meters | | | 3,186 | 0 | 0% | | | |

Miscellaneous Services

| | | | | | | | | |
|--|--|-----------------------|--------|---------|-------|--|--|--|
| Jail Health | | # of FTE | 0.0 | | 100% | | | |
| | | Bldg. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| NDEE Health Web | | # of FTE | 2.0 | 4.0 | 200% | | | |
| | | Bldg. Gross Sq. Mtrs. | 34.0 | 2,527.0 | 7432% | | | |
| Food Distribution Program | | # of FTE | 0.0 | | 100% | | | |
| | | Bldg. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Safe House | | # of FTE | 0.0 | | 100% | | | |
| | | Bldg. Gross Sq. Mtrs. | 0.0 | | 100% | | | |
| Miscellaneous Services Building Gross Square Mtrs | | | 34 | 2,527 | 7432% | | | |
| Grand Total - Total Building Gross Square Meters | | | 26,972 | 12,434 | 46% | | | |



Patient Profile Percentage of Patient Visits in FY 2000 classified by Patient Registration as follows.

| Classification | % | | % | |
|----------------------|----------------------|-------------------------|------------------------|-----|
| | No CHS, No 3rd Party | 2% | Yes CHS, Yes 3rd Party | 54% |
| No CHS Yes 3rd Party | 1% | Yes CHS, No Third Party | 43% | |

Delivery Plan

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

*All workload referred for consideration at the Area CHS level, was re-assigned to a CHS Delivery Option at the PSA Level.

| Discipline | Planned Direct Care | Projected Need | | Delivery Options | | | | |
|------------|---------------------|--------------------------|-----------------|------------------|-------|------|------------------------------------|------|
| | | Key Characteristics (KC) | # Req'd in 2010 | PSA Direct | DC-VP | CHS* | Referrals due to Threshold Region* | Area |

| | |
|---------------------------------------|----------------------------|
| Primary Care (Provider Visits) | Migration % 0.0% |
|---------------------------------------|----------------------------|

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.

| | | | | | | | | |
|---------------------------|---------------|------------------|-------------|---------------|----------|----------|----------|-------------|
| Family Practice | 15,909 | Providers | 3.5 | 33,649 | | | | 7 FP/GMO |
| Internal Medicine | 5,269 | Providers | 1.4 | 5,269 | | | | 2 Providers |
| Pediatric | 9,796 | Providers | 2.2 | 9,796 | | | | 2 Providers |
| Ob/Gyn | 6,027 | Providers | 2.0 | 6,027 | | | | 2 Providers |
| Primary Care Total | 54,741 | Providers | 13.0 | 54,741 | 0 | 0 | 0 | |

| | |
|-----------------------|----------------------------|
| Emergency Care | Migration % 0.0% |
|-----------------------|----------------------------|

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.

| | | | | | | | | |
|-----------------------------|--------------|-----------------------|------------|--------------|--|--|--|--|
| Emergency/Urgent | 16,356 | Patient Spaces | 8.4 | | | | | |
| ER/Non-urgent | 14,342 | Providers | 3.0 | | | | | |
| Emergency Care Total | 7,018 | Patient Spaces | 3.6 | 7,018 | | | | |

Specialty Care

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.

| | | | | | | | | |
|---------------------------------|---------------|-------------------|------------|--------------|--------------|--------------|----------|---------------------------|
| Orthopedics | 2,948 | Providers | 1.1 | 2,948 | | | | |
| Ophthalmology | 1,787 | Providers | 0.5 | | 1,787 | | | 2½ days / week |
| Dermatology | 2,289 | Providers | 0.6 | | 2,289 | | | Telemedicine |
| General Surgery | 2,235 | Providers | 0.8 | 2,235 | | | | |
| Otolaryngology | 1,441 | Providers | 0.5 | | 1,441 | | | 2½ days / week |
| Cardiology | 479 | Providers | 0.2 | | | 479 | | |
| Urology | 666 | Providers | 0.2 | | 666 | | | Once every two weeks |
| Neurology | 616 | Providers | 0.3 | | 616 | | | 2½ days / week |
| Other Subspecialties | 4,678 | Providers | 1.9 | | | 4,678 | | |
| Nephrology | 11 | Providers | 0.0 | | | | | |
| Allergy | Unknown | Providers | 0.2 | | | | | |
| Pulmonology | Unknown | Providers | 0.1 | | | | | |
| Gerontology | Unknown | Providers | Unknown | | | | | |
| Gastroenterology | Unknown | Providers | 0.2 | | | | | |
| Rheumatology | Unknown | Providers | Unknown | | | | | |
| Oncology | Unknown | Providers | 0.2 | | | | | |
| Pediatric-Genetics | Unknown | Providers | Unknown | | | | | |
| Traditional Healing | 0 | Providers | 0.0 | | | | | Provided within Community |
| Specialty Care Sub-Total | 17,151 | Exam Rooms | 7.1 | 5,183 | 6,799 | 5,158 | 0 | |



Patient Profile Percentage of Patient Visits in FY 2000 classified by Patient Registration as follows.

| Classification | % | | % | |
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| | No CHS Yes 3rd Party | 1% | Yes CHS, No Third Party | 43% |

Delivery Plan

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

*All workload referred for consideration at the Area CHS level, was re-assigned to a CHS Delivery Option at the PSA Level.

| Discipline | Planned Direct Care | Projected Need | | Delivery Options | | | | |
|---|---------------------|--------------------------|-----------------|------------------|-----------|------|------------------------------------|------|
| | | Key Characteristics (KC) | # Req'd in 2010 | PSA Direct | PSA DC-VP | CHS* | Referrals due to Threshold Region* | Area |
| Other Ambulatory Care Services | | | | | | | | |
| Nutrition Visit | 1,481 | Nutritionist | 0.4 | 1,481 | | | | |
| <i>Provides comprehensive nutritional care to outpatients including scheduling appointments, assessing and planning nutrition care, calculating diets, instructing groups and individuals on nutrition, consulting patients by telephone, developing and managing the publication of instruction materials and handouts, documenting follow-up care and medical records, and preparing required reports.</i> | | | | | | | | |
| Dental Service Minutes | 1,424,525 | Dentists | 13.8 | 1,424,525 | | | | |
| <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 | 5,232 | Optometrist | 2.6 | 5,232 | 0 | | | |
| <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 | 243 | Podiatrists | 0.1 | 243 | | | | |
| <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 | 39 | Dialysis Stations | 12.2 | 39 | | | | |
| <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 | 1,791 | Audiologists | 0.9 | 1,791 | | | | |
| <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> | | | | | | | | |
| Chiropractic Visits | 0 | Chiropractic | 0.0 | 0 | | | | |
| Behavioral Health | | | | | | | | |
| <i>Behavioral Health provides psychiatric, psychological, psychosocial, substance abuse, and socioeconomic evaluation and consultation; individual and group services, patient care, information, referral, and follow-up services to facilitate medical diagnosis, care, treatment; and proper disposition of patients (inpatient and outpatient) referred to the Social Work Clinic, which includes self-referred patients and those seen automatically on the basis of diagnosis (for example, suspected child abuse or attempted suicide). It provides a comprehensive plan of service to patients and their families including counseling and guidance, therapy, information and referral, and discharge planning; provides clinical and consultative services to patients and families, social service delivery evaluation; professional training of assigned and contractually affiliated personnel; prepares and submits reports; maintains medical and social service records.</i> | | | | | | | | |
| Mental Health Visits | 2,562 | Counselors | 8.5 | 5.4 | | | | |
| Psychiatry Provider Visits | 5,323 | Providers | 3.1 | 3.1 | | | | |
| Social Service Visits | 555 | Counselors | 6.2 | 6.2 | | | | |
| Domestic Violence Interventions | 0 | Counselors | 0.0 | 0 | | | | |
| Alcohol & Substance Abuse Visits | 35 | Counselors | 21.0 | 21.0 | 0 | | | |
| Behavioral Health Totals | 8,475 | Counselors | 35.6 | 35.6 | | | | |



Patient Profile Percentage of Patient Visits in FY 2000 classified by Patient Registration as follows.

| Classification | % | | % | |
|----------------|----------------------|----|-------------------------|-----|
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Delivery Plan

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| Discipline | Planned Direct Care | Projected Need | | Delivery Options | | | | |
|--|---------------------|--------------------------|-----------------|------------------|-------|-----------|------------------------------------|------|
| | | Key Characteristics (KC) | # Req'd in 2010 | PSA Direct | DC-VP | CHS* | Referrals due to Threshold Region* | Area |
| Inpatient Care | | | | | | | | |
| Labor & Delivery Births | 322 | LDRs | 2.0 | 322 | | 0 | | |
| Obstetrics Patient Days | 880 | # of Beds | 5.0 | 880 | | 0 | | |
| <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 | 722 | # of Bassinets | 4.3 | 722 | | 0 | | |
| <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 | 885 | # of Beds | 5.0 | 876 | | 9 | | |
| <i>Pediatric Care provides specialized inpatient care, treatment, and consultative evaluation of infants, children, and adolescents; maintains close liaison with the other professional services; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of eligible patients; prepares medical records; and submits required reports.</i> | | | | | | | | |
| Adult Medical Acute Care | | | | | | | | |
| <i>Medical Care provides inpatient care and consultative evaluation in the medical specialties and subspecialties described in this section; coordinates healthcare delivery relative to the examination, diagnosis, treatment and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the medical care function will vary according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.</i> | | | | | | | | |
| Cardiology | 339 | # of Beds | 1.1 | 313 | | 25 | | |
| Endocrinology | 513 | # of Beds | 1.7 | 503 | | 10 | | |
| Gastroenterology | 811 | # of Beds | 2.7 | 811 | | | 65 | |
| General Medicine | 458 | # of Beds | 1.5 | 458 | | 0 | | |
| Hematology | 34 | # of Beds | 0.1 | 34 | | 0 | | |
| Nephrology | 373 | # of Beds | 1.3 | 373 | | 0 | | |
| Neurology | 285 | # of Beds | 1.0 | 285 | | 0 | | |
| Oncology | 37 | # of Beds | 0.1 | 37 | | 0 | | |
| Pulmonary | 918 | # of Beds | 3.1 | 918 | | 0 | | |
| Rheumatology | 26 | # of Beds | 0.1 | 26 | | 0 | | |
| Unknown | 31 | # of Beds | 0.1 | 31 | | 0 | | |
| Medical Patient Day Total | 3,826 | | 12.8 | 3,790 | | 36 | 0 | |
| Adult Surgical Acute Care | | | | | | | | |
| <i>Surgical Care provides inpatient care and consultative evaluation in the surgical specialties and subspecialties described in this subsection; coordinates healthcare delivery relative to the examination, treatment, diagnosis, and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the surgical care function varies according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.</i> | | | | | | | | |
| Dentistry | 13 | # of Beds | 0.1 | 4 | | 9 | | |
| Dermatology | 40 | # of Beds | 0.2 | 40 | | 0 | | |
| General Surgery | 795 | # of Beds | 3.3 | 780 | | 16 | | |
| Gynecology | 110 | # of Beds | 0.5 | 110 | | 0 | | |
| Neurosurgery | 42 | # of Beds | 0.2 | 0 | | 42 | | |
| Ophthalmology | 11 | # of Beds | 0.0 | 11 | | 0 | | |



Patient Profile Percentage of Patient Visits in FY 2000 classified by Patient Registration as follows.

| Classification | % | | % | |
|----------------|----------------------|----|-------------------------|-----|
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| | No CHS Yes 3rd Party | 1% | Yes CHS, No Third Party | 43% |

Delivery Plan

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

*All workload referred for consideration at the Area CHS level, was re-assigned to a CHS Delivery Option at the PSA Level.

| Discipline | Planned Direct Care | Projected Need | | Delivery Options | | | | | |
|----------------------------|---------------------|--------------------------|-----------------|------------------|-------|------|------------------------------------|------|-------|
| | | Key Characteristics (KC) | # Req'd in 2010 | PSA Direct | DC-VP | CHS* | Referrals due to Threshold Region* | Area | Other |
| Orthopedics | 428 | # of Beds | 1.8 | 399 | | 29 | | | |
| Otolaryngology | 17 | # of Beds | 0.1 | 17 | | 0 | | | |
| Thoracic Surgery | 8 | # of Beds | 0.0 | 8 | | 0 | | | |
| Urology | 30 | # of Beds | 0.1 | 15 | | 15 | | | |
| Vascular Surgery | 43 | # of Beds | 0.2 | 4 | | 39 | | | |
| Surgical Patient Day Total | 1,538 | | 6.4 | 1,388 | | 149 | 0 | | |
| Intensive Care Unit | 1,069 | # of beds | 4.2 | 1,069 | | | | | |

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

| | | | | | | | | | |
|---|----|-----------|-----|--|--|----|--|--|--|
| Psychiatry Patient Days | 83 | # of Beds | 0.3 | | | 83 | | | |
| <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> | | | | | | | | | |

| | | | | | | | | | |
|---|-----|-----------|-----|--|--|-----|--|--|--|
| Substance Abuse Patient | 123 | # of Beds | 0.4 | | | 123 | | | |
| <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 | 1,333 | # of Beds | 4.6 | 1,333 | | | | | |
| <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 | 10,459 | # of Beds | 43 | 10,059 | | 401 | 0 | | |
|-----------------------|--------|-----------|----|--------|--|-----|---|--|--|

Elder Care Does not include Cibecue

Elderly Care Program provides physical, psychological, social, and spiritual care for healthy and dying seniors in an environment outside of a hospital.

| | | | | | | | | | |
|-------------------|----|-----------|------|----|--|--|--|--|----------------|
| Nursing Home | 15 | # of Beds | 16.6 | 15 | | | | | Tribal Funding |
| Assisted Living | 18 | # of Beds | 19.5 | 18 | | | | | Tribal Funding |
| Hospice | 1 | # of Beds | 1.6 | 1 | | | | | |
| Elder Care Totals | 34 | | 37.7 | | | | | | |



Patient Profile Percentage of Patient Visits in FY 2000 classified by Patient Registration as follows.

| Classification | No CHS, No 3rd Party | % | Yes CHS, Yes 3rd Party | % |
|----------------|----------------------|----|-------------------------|-----|
| | No CHS Yes 3rd Party | 1% | Yes CHS, No Third Party | 43% |
| | | 2% | | 54% |

Delivery Plan

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| Discipline | Planned Direct Care | Projected Need | | Delivery Options | | | | |
|--|---------------------|--------------------------|-----------------|------------------|-------|------|-------------------------------|-------|
| | | Key Characteristics (KC) | # Req'd in 2010 | PSA Direct | DC-VP | CHS* | Referrals due to Region* Area | Other |
| Ancillary Services | | | | | | | | |
| Laboratory Services | | | | | | | | |
| <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 | 66,353 | Tech Staff @ Peak | 6.8 | 66,353 | | | | |
| Microbiology | 7,588 | Tech Staff @ Peak | 0.8 | 7,588 | | | | |
| Blood Bank | 1,421 | Tech Staff @ Peak | 0.1 | 1,421 | | | | |
| Anatomical Pathology | 0 | Tech Staff @ Peak | 0.0 | | | | 0 | |
| <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 | 75,362 | Tech Staff @ Peak | 7.7 | | | | | |
| Pharmacy | 156,568 | Pharmacists | 8.1 | 156,568 | | | | |
| Acute Dialysis | 40 | Rooms | 0.1 | 40 | | | | |
| <i>Acute Dialysis provides purification of the patient's blood using the patient's own peritoneal membrane, located in the abdomen, as the filter to remove excess water and toxins, while the patient is hospitalized. Specialty trained personnel teach all patients own family members through an intense training program how to perform these same functions in the home settings.</i> | | | | | | | | |
| Diagnostic Imaging | | | | | | | | |
| <i>Diagnostic Radiology provides diagnostic radiologic services to inpatients and outpatients. Activities include, but are not limited to, processing, examining, interpreting, storing, and retrieving radiographs and fluorographs; directing a radiological safety program; and consulting with physicians and patients.</i> | | | | | | | | |
| Radiographic | 9,959 | Rooms | 1.7 | 9,959 | | | | |
| Ultrasound | 3,223 | Rooms | 1.2 | 3,223 | | | | |
| Mammography | 1,672 | Rooms | 0.4 | 1,672 | | | | |
| Fluoroscopy | 364 | Rooms | 0.2 | 364 | | | | |
| CT | 598 | Rooms | 0.1 | 598 | | | | |
| MRI | 271 | Rooms | 0.1 | | | 271 | | |
| Diagnostic Imaging Totals | 16,086 | Radiologist | 1.3 | | | | | |
| Nuclear Medicine | 431 | Rooms | 0.2 | | | 431 | | |
| <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 | Rooms | 0.0 | | | 0 | | |
| Chemotherapy | 53 | Patient Spaces | 0.0 | 53 | | | | |
| Rehabilitation Services | | | | | | | | |
| <i>Rehabilitation Services develops, coordinates, and uses special knowledge and skills in planning, organizing, and managing programs for the care of inpatients and outpatients whose ability to function is impaired or threatened by disease or injury and incorporates activities such as: direct patient care, evaluation, testing, consultation, counseling, teaching, administration, research, and community services. This service typically consists of three disciplines: Physical Therapy, Occupational Therapy, and Speech Therapy.</i> | | | | | | | | |
| Physical Therapy | 16,298 | Therapy FTE | 9.1 | | | | | |
| Occupational Therapy | 0 | Therapy FTE | 0.0 | 0 | | | | |
| Speech Therapy | 0 | Therapy FTE | 0.0 | 0 | | | | |
| Rehab Total | 16,298 | Therapy FTE | 9.1 | 16,298 | | | | |
| Respiratory Therapy | 98,424 | Therapy FTE | 1.3 | 98,424 | | | | |
| <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> | | | | | | | | |



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| Classification | % | | % | |
|----------------|----------------------|----|-------------------------|-----|
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Delivery Plan

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| Discipline | Planned Direct Care | Projected Need | | Delivery Options | | | | |
|---|---------------------|--------------------------|-----------------|------------------|--------------------------|------|------------------------------------|------|
| | | Key Characteristics (KC) | # Req'd in 2010 | PSA Direct | DC-VP | CHS* | Referrals due to Threshold Region* | Area |
| Cardiac Catheterization | 77 | Rooms | 0.1 | 77 | | | | |
| <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 | 87 | # FTE | 6.2 | 87 | Does not include Cibecue | | | |
| <i>Home Health Care is provided to individuals and families in their places of residence to promote, maintain, or restore health or to maximize the level of independence while minimizing the effects of disability and illness, including terminal illness.</i> | | | | | | | | |
| Surgery | | | | | | | | |
| <i>The Surgery product line includes Anesthesiology, Pre & Post Recovery, and the provision of invasive procedures requiring the sterility of an Operating Room or Minor Procedure Room.</i> | | | | | | | | |
| Minor Procedure Cases | | | | | | | | |
| Endoscopy | 85 | Endoscopy Suites | 0.0 | 85 | | | | |
| Outpatient Surgery Cases | | | | | | | | |
| Cardiovascular | 16 | Outpatient ORs | 0.0 | 16 | | | | |
| Digestive | 236 | Outpatient ORs | 0.2 | 236 | | | | |
| Endocrine | 1 | Outpatient ORs | 0.0 | 1 | | | | |
| ENT | 137 | Outpatient ORs | 0.1 | 137 | | | | |
| Gynecology | 90 | Outpatient ORs | 0.0 | 90 | | | | |
| Hemic and Lymphatic | 5 | Outpatient ORs | 0.0 | 5 | | | | |
| Integument | 94 | Outpatient ORs | 0.0 | 94 | | | | |
| Musculoskeletal | 233 | Outpatient ORs | 0.2 | 233 | | | | |
| Nervous | 39 | Outpatient ORs | 0.0 | 39 | | | | |
| Ocular | 74 | Outpatient ORs | 0.0 | 74 | | | | |
| Respiratory | 13 | Outpatient ORs | 0.0 | 13 | | | | |
| Urogenital | 123 | Outpatient ORs | 0.1 | 123 | | | | |
| OP Surgical Case Total | 1,062 | Outpatient ORs | 0.7 | 884 | 0 | 178 | 0 | |
| Inpatient Surgery Cases | 363 | Inpatient ORs | 0.4 | 363 | | | | |
| Surgical Case Total | 1,425 | | 1.1 | 1,332 | 0 | 178 | 0 | |

Administrative Support

| | | | |
|--|----------|------|------|
| Administration | # of FTE | 33.0 | 33.0 |
| <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> | | | |
| Information Management | # of FTE | 13.0 | 13.0 |
| <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 | 32.0 | 32.0 |
| <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 | 20.8 | 20.8 |
| <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 | 3.1 | 3.1 |
| <i>Contract Health Service Program coordinates access to medical care that is not available at the facility. This is done by determining eligibility for Contract Health Care, identifying other alternate resources, establishing medical priorities and having an effective working relationship with all private providers, patients, and staff.</i> | | | |



Patient Profile Percentage of Patient Visits in FY 2000 classified by Patient Registration as follows.

| Classification | % | | % | |
|----------------|----------------------|----|-------------------------|-----|
| | No CHS, No 3rd Party | 2% | Yes CHS, Yes 3rd Party | 54% |
| | No CHS Yes 3rd Party | 1% | Yes CHS, No Third Party | 43% |

Delivery Plan

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

*All workload referred for consideration at the Area CHS level, was re-assigned to a CHS Delivery Option at the PSA Level.

| Discipline | Planned Direct Care | Projected Need | | Delivery Options | | | | |
|--|---------------------|--------------------------|-----------------|------------------|-------|------|------------------------------------|-------------------------|
| | | Key Characteristics (KC) | # Req'd in 2010 | PSA Direct | DC-VP | CHS* | Referrals due to Threshold Region* | Area |
| Facility Support Services | | | | | | | | |
| Durable Medical Equipment | | # of FTE | | 0.0 | | | | |
| <i>The ordering, storage and issuing of devices used by patients in accordance with their care plan for extended periods of time. Examples include: walkers, wheelchairs and crutches.</i> | | | | | | | | |
| Clinical Engineering | | # of FTE | 4.7 | 4.7 | | | | |
| <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 contractor-installed equipment; disassembles, packs, receives, and inspects equipment; and maintains audio and video equipment.</i> | | | | | | | | |
| Facility Management | | # of FTE | 16.8 | 16.8 | | | | |
| <i>The maintenance of a health sites facilities, building systems and grounds</i> | | | | | | | | |
| Central Sterile | | # of FTE | 3.0 | 3.0 | | | | Dental FTE with Support |
| <i>The decontamination, assembly, sterilization and distribution of reusable instrumentation. Also responsible for the distribution of other sterile products.</i> | | | | | | | | |
| Dietary | | # of FTE | 10.7 | 10.7 | | | | |
| <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 | 6.0 | 6.0 | | | | |
| <i>Property & Supply provides or arranges for the supplies, equipment, and certain services necessary to support the mission. Basic responsibilities include: procurement, inventory control, receipt, storage, quality assurance, issue, turn in, disposition, property accounting and reporting acitons for designated medical and non-medical supplies and equipment required in support of the medical mission; installation management of the medical stock fund; management and control of medical organization in-use property through authorization, property accounting, reporting and budgetary procedures; and planning, pre-positioning, and managing the installation medical war readiness materiel program.</i> | | | | | | | | |
| Housekeeping & Linen | | # of FTE | 18.8 | 18.8 | | | | |
| <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> | | | | | | | | |
| Preventive Care | | | | | | | | |
| Health Promotion / Disease Prevention (Preventive Care) | | | | | | | | |
| <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.</i> | | | | | | | | |
| Public Health Nursing | | # of FTE | 26.8 | 26.8 | | | | |
| Public Health Nutrition | | # of FTE | 4.8 | 4.8 | | | | |
| Environmental Health | | # of FTE | 8.0 | 8.0 | | | | |
| Health Education | | # of FTE | 4.2 | 4.2 | | | | Contracted by Cibecue |
| Case Management | | # of FTE | 6.2 | 6.2 | | | | |
| Epidemiology | | # of FTE | | | | | | 0.0 |



Patient Profile Percentage of Patient Visits in FY 2000 classified by Patient Registration as follows.

| Classification | % | | % | |
|----------------|----------------------|----|-------------------------|-----|
| | No CHS, No 3rd Party | 2% | Yes CHS, Yes 3rd Party | 54% |
| | No CHS Yes 3rd Party | 1% | Yes CHS, No Third Party | 43% |

Delivery Plan

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

*All workload referred for consideration at the Area CHS level, was re-assigned to a CHS Delivery Option at the PSA Level.

| Discipline | Planned Direct Care | Projected Need | | Delivery Options | | | | | |
|---|---------------------|--------------------------|-----------------|------------------|-------|------|------------------------------------|------|------------------------------------|
| | | Key Characteristics (KC) | # Req'd in 2010 | PSA Direct | DC-VP | CHS* | Referrals due to Threshold Region* | Area | Other |
| Additional Services | | | | | | | | | |
| Hostel Services | | Rooms | | | | | | | Not Provided |
| <i>The provision of temporary overnight accommodations for family members accompanying patients admitted to the hospital.</i> | | | | | | | | | |
| CHR | | # of FTE | 20.5 | 20.5 | | | | | Tribe |
| <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 | 20.0 | 20.0 | | | | | Tribe |
| <i>Diabetes Program provides the education of diabetes care, treatment, prevention, and clinical services in the most effective manner. Also, reduces risk factors by establishing an adult, peer-based education and prevention program, and enhance adherence with treatment through a staged diabetes management program that is designed to reduce end organ complications and promote the early detection of sequelae of diabetes, including early detection of cardiovascular, eye, lower extremity, and renal changes.</i> | | | | | | | | | |
| Elder Day Care | | # of FTE | 0.0 | | | | | | Not Provided |
| <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> | | | | | | | | | |
| EMS | | # of FTE | 32.0 | 32.0 | | | | | Tribe |
| <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> | | | | | | | | | |
| Injury Prevention Program | | # of FTE | 0.0 | | | | | | Provided by OEHE |
| <i>Injury Prevention Program provides an injury and death prevention educational program.</i> | | | | | | | | | |
| Jail Health | | # of FTE | 0.0 | | | | | | Provided by PHN |
| <i>Jail Health Program provides primary medical care for juvenile and adult inmates. This includes immunization, disease preventive, counseling, case management, patient education, and laboratory services.</i> | | | | | | | | | |
| NDEE Health Web | | # of FTE | 2.0 | 2.0 | | | | | Provided by Tribe |
| <i>NDEE mission is to overcome the fragmentation of health care, and to bring together all health providers for planning.</i> | | | | | | | | | |
| Security | | # of FTE | 5.0 | 5.0 | | | | | Provided by IHS |
| <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> | | | | | | | | | |
| Transportation | | # of FTE | 8.0 | 8.0 | | | | | Provided by Tribe |
| <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> | | | | | | | | | |
| Tribal Health Administration | | # of FTE | 6.0 | 6.0 | | | | | Tribe |
| <i>Tribal Health Administration Department provides quality health services to the service unit residents to become more self-reliant and gain control over their health and work towards a quality life.</i> | | | | | | | | | |
| WIC | | # of FTE | 0.0 | 0.0 | | | | | Provided by Tribe, funded by state |
| <i>WIC Program provides nutrition screening, nutrition education, supplemental food and referral to needed Community resources to pregnant, breastfeeding, postpartum women, infants and children <5 years of age who meet income guidelines (185% poverty) and are found to have a nutritional risk.</i> | | | | | | | | | |
| Women's Preventive Care | | # of FTE | 1.0 | 1.0 | | | | | Provided by IHS |
| <i>Women's Preventive Care Program 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> | | | | | | | | | |
| Food Distribution Program | | # of FTE | 0.0 | | | | | | Tribe |
| <i>The Food Distribution Program, managed by the tribal health administration, maintains a warehouse of food supplies and distributes allocations to eligible tribal members on a weekly basis.</i> | | | | | | | | | |
| Safe House (DV & Youth) | | # of FTE | 0.0 | | | | | | Not Provided |
| <i>Safe House provides temporary safe housing and meals for families and children endangered by domestic violence, substance abuse or criminal activities.</i> | | | | | | | | | |
| Total FTE Staff | | | 626.3 | | | | | | |



Market Assessment

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 | 1999 | | 2010 | | | 2010 Planning Assumption | | | |
|--|----------------------|-------------------------|-------------------------|--|---------|--------------------------|----------------------|-------------|---------------|
| HSP User Pop. - PSA | 13,620 | | 14,995 | | | | | | |
| Discipline | 3 Year Average | USNA | HSP | 3 Year Average | USNA | HSP | Total | Direct Care | Contract Care |
| | Provider Visits Only | | | Provider Visits Only | | | Provider Visits Only | | |
| Primary care | | | | | | | | | |
| Family Practice | 15,881 | 14,448 | | 17484 | 15,909 | | 15,909 | 15,909 | 0 |
| Internal Medicine | 1,061 | 4,783 | | 1168 | 5,269 | | 5,269 | 5,269 | 0 |
| Pediatric | 3,534 | 8,904 | | 3891 | 9,796 | | 9,796 | 9,796 | 0 |
| Ob/Gyn | 7,736 | 5,472 | | 8517 | 6,027 | | 6,027 | 6,027 | 0 |
| Primary Care Sub-Tot. | 28,213 | 33,607 | 45,029 | 64,079 | 37,001 | 49,578 | 64,079 | 64,079 | 0 |
| + 9338 PC visits presently in ER | | | | | | | | | |
| Emergency Care | | | | | | | | | |
| Emergency/Urgent | 14,856 | 3,471 | | 16356 | 3,820 | | 16,356 | 16,356 | 0 |
| ER/Non-urgent | 13,027 | 2,314 | | 14342 | 2,547 | | 14,342 | 14,342 | 0 |
| Emerg. Care Sub-Tot. | 27,883 | 5,786 | 6,372 | 30,698 | 6,366 | 7,018 | 7,018 | 7,018 | 0 |
| Specialty Care | | | | | | | | | |
| Orthopedics | 355 | 2,678 | | 391 | 2,948 | | 2,948 | 2,948 | 0 |
| Ophthalmology | 511 | 1,624 | | 563 | 1,787 | | 1,787 | 1,787 | 0 |
| Dermatology | 11 | 2,079 | | 12 | 2,289 | | 2,289 | 2,289 | 0 |
| General Surgery | 187 | 2,031 | | 206 | 2,235 | | 2,235 | 2,235 | 0 |
| Otolaryngology | 481 | 1,309 | | 529 | 1,441 | | 1,441 | 1,441 | 0 |
| Cardiology | 101 | 435 | | 111 | 479 | | 479 | 479 | 0 |
| Urology | 0 | 605 | | 0 | 666 | | 666 | 666 | 0 |
| Neurology | 38 | 560 | | 41 | 616 | | 616 | 616 | 0 |
| Other Specialties | | 4,250 | | 0 | 4,678 | | 4,678 | 4,678 | 0 |
| Nephrology | 10 | Unknown | | 11 | Unknown | | 11 | 11 | 0 |
| Allergy | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Pulmonology | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Gerontology | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Gastroenterology | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Rheumatology | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Oncology | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Pediatric Subspecialties | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Pediatric-Genetics | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Traditional Healing | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Specialty Care Sub-Tot. | 1,694 | 15,571 | 2,403 | 1,865 | 17,140 | 2,645 | 17,151 | 17,151 | 0 |
| Total Provider Visits By PSA Residents | 57,789 | 54,963 | 53,804 | 96,641 | 60,508 | 59,241 | 88,248 | 88,248 | 0 |
| Provider Visits | | Unmet need if (-) 3,986 | Over Utilization if (+) | | | | | | |
| Total Provider Patient Utilization Rate | 4.24 | 4.04 | 3.95 | The rate is established by dividing the Total Provider Visits from the PSA by the User Population. | | | | | |
| Other Ambulatory Care Services | | | | | | | | | |
| Nutrition Visits | 1,345 | Unknown | | 1,481 | Unknown | | 1,481 | 1,481 | 0 |
| Dental Service Minutes | 291,666 | 26,834 | 1,293,908 | 321,109 | 29,543 | 1,424,525 | 1,424,525 | 1,424,525 | 0 |
| Optometry Visits | 1,963 | Unknown | 4,761 | 2,161 | Unknown | 5,232 | 5,232 | 5,232 | 0 |
| Podiatry Visits | 221 | Unknown | | 243 | Unknown | | 243 | 243 | 0 |
| Dialysis Patients | 36 | Unknown | | 39 | Unknown | | 39 | 39 | 0 |
| Audiology Visits | 382 | Unknown | 1,621 | 420 | Unknown | 1,791 | 1,791 | 1,791 | 0 |
| Chiropractic Visits | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Outpatient Behavioral Health Services | | | | | | | | | |
| Mental Health Visits | 33 | Unknown | 2,326 | 37 | Unknown | 2,562 | 2,562 | 2,562 | 0 |
| Psychiatry | 910 | 4,835 | | 1,001 | 5,323 | | 5,323 | 5,323 | 0 |
| Social Services Visits | 504 | Unknown | | 555 | Unknown | | 555 | 555 | 0 |
| Domestic Violence Interventions | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Alcohol & Substance Abuse Visits | 32 | Unknown | | 35 | Unknown | | 35 | 35 | 0 |
| BH Visits Totals | 1,479 | 4,835 | 2,326 | 1,628 | 5,323 | 2,562 | 8,475 | 8,475 | 0 |



Market Assessment

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 | 1999 | | | 2010 | | | 2010 Planning Assumption | | |
|-----------------------------------|---|--------------|--------------|----------------|--------------|--------------|--------------------------|--------------|---------------|
| HSP User Pop. - PSA | 13,620 | | | 14,995 | | | | | |
| Discipline | 3 Year Average | USNA | HSP | 3 Year Average | USNA | HSP | Total | Direct Care | Contract Care |
| Inpatient Care | | | | | | | | | |
| Labor & Delivery Births | 199 | 307 | 351 | 219 | 338 | 393 | 393 | 322 | 71 |
| Obstetrics Patient Days | 369 | 628 | 958 | 406 | 691 | 1,073 | 1,073 | 880 | 193 |
| Neonatology Patient Days | 280 | 1,076 | | 308 | 1,183 | | 1,183 | 722 | 461 |
| Pediatric Patient Days | 1,276 | 534 | 93 | 1,405 | 587 | 102 | 1,405 | 885 | 520 |
| Adult Medical Patient Days | | | | | | | | | |
| Cardiology | 410 | 306 | | 452 | 337 | | 452 | 339 | 113 |
| Endocrinology | 466 | 85 | | 513 | 93 | | 513 | 513 | 0 |
| Gastroenterology | 737 | 234 | | 811 | 258 | | 811 | 811 | 0 |
| General Medicine | 462 | 286 | | 509 | 315 | | 509 | 458 | 51 |
| Hematology | 62 | 52 | | 68 | 57 | | 68 | 34 | 34 |
| Nephrology | 394 | 73 | | 434 | 80 | | 434 | 373 | 61 |
| Neurology | 295 | 153 | | 324 | 168 | | 324 | 285 | 39 |
| Oncology | 18 | 101 | | 20 | 111 | | 111 | 37 | 75 |
| Pulmonary | 993 | 430 | | 1,093 | 473 | | 1,093 | 918 | 175 |
| Rheumatology | 23 | 11 | | 26 | 13 | | 26 | 26 | 0 |
| Unknown | 13 | 28 | | 14 | 31 | | 31 | 31 | 0 |
| Medical Patient Day Total | 3,874 | 1,759 | 141 | 4,265 | 1,937 | 155 | 4,373 | 3,826 | 547 |
| Adult Surgical Patient Days | | | | | | | | | |
| Dentistry | 15 | 3 | | 17 | 3 | | 17 | 13 | 3 |
| Dermatology | 36 | 9 | | 40 | 9 | | 40 | 40 | 0 |
| General Surgery | 1,078 | 452 | | 1,187 | 497 | | 1,187 | 795 | 392 |
| Gynecology | 118 | 115 | | 130 | 127 | | 130 | 110 | 19 |
| Neurosurgery | 36 | 112 | | 39 | 124 | | 124 | 42 | 82 |
| Ophthalmology | 25 | 4 | | 27 | 4 | | 27 | 11 | 17 |
| Orthopedics | 463 | 265 | | 510 | 292 | | 510 | 428 | 82 |
| Otolaryngology | 108 | 95 | | 119 | 105 | | 119 | 17 | 103 |
| Thoracic Surgery | 16 | 153 | | 18 | 169 | | 169 | 8 | 160 |
| Urology | 19 | 59 | | 21 | 65 | | 65 | 30 | 35 |
| Vascular Surgery | 81 | 96 | | 89 | 106 | | 106 | 43 | 62 |
| Surgical Patient Day Total | 1,995 | 1,363 | 95 | 2,197 | 1,500 | 104 | 2,492 | 1,538 | 955 |
| Psychiatry Patient Days | 73 | 291 | 206 | 80 | 321 | 226 | 321 | 83 | 237 |
| Substance Abuse Patient Days | 165 | 50 | | 181 | 55 | | 181 | 123 | 58 |
| Sub Acute/Transitional Care | 0 | Unknown | 1,214 | 0 | Unknown | 1,333 | 1,333 | 1,333 | 0 |
| Inpatient Care Totals | 8,032 | 5,701 | 2,708 | 8,842 | 6,274 | 2,993 | 12,362 | 9,390 | 2,972 |
| Inpatient Patient Days | Unmet need if (-) 2,331 Over Utilization if (+) | | | | | | | | |
| Elder Care | | | | | | | | | |
| Skilled Nursing Patients | 0 | 14 | | 0 | 15 | | 15 | 15 | 0 |
| Assisted Living Patients | 0 | 16 | | 0 | 18 | | 18 | 18 | 0 |
| Hospice Patients | 0 | 1 | | 0 | 1 | | 1 | 1 | 0 |
| Nursing Home Total | 0 | 31 | 0 | 0 | 34 | 0 | 34 | 34 | 0 |



Market Assessment

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 | 1999 | | 2010 | | | 2010 Planning Assumption | | | |
|--------------------------------------|----------------|---------|--------|----------------|---------|--------------------------|---------|-------------|---------------|
| HSP User Pop. - PSA | 13,620 | | 14,995 | | | | | | |
| Discipline | 3 Year Average | USNA | HSP | 3 Year Average | USNA | HSP | Total | Direct Care | Contract Care |
| Ancillary Services | | | | | | | | | |
| Laboratory Services | | | | | | | | | |
| Clinical Lab Billable Tests | | 53,726 | 61,702 | | 59,138 | 70,588 | 70,588 | 66,353 | 4,235 |
| Microbiology Billable Tests | | 7,816 | 11,169 | | 8,604 | 12,647 | 12,647 | 7,588 | 5,059 |
| Blood Bank Billable Tests | | 1,317 | 921 | | 1,450 | 1,049 | 1,450 | 1,421 | 29 |
| Anatomical Pathology Billable Tests | | 111 | 454 | | 122 | 547 | 547 | 0 | 547 |
| Lab Billable Tests | 67,102 | 62,969 | 74,246 | 73,876 | 69,313 | 84,831 | 85,232 | 75,362 | 9,870 |
| Pharmacy Scripts | 142,212 | 75,410 | | 156,568 | 83,017 | | 156,568 | 156,568 | 0 |
| Acute Dialysis Procedures | 0 | 36 | | 0 | 40 | | 40 | 40 | 0 |
| Radiographic Exams | 9,046 | 4,732 | 4,876 | 9,959 | 5,208 | 5,375 | 9,959 | 9,959 | 0 |
| Ultrasound Exams | 2,927 | 937 | 665 | 3,223 | 1,032 | 734 | 3,223 | 3,223 | 0 |
| Mammography Exams | 0 | 1,518 | 1,362 | 0 | 1,672 | 1,500 | 1,672 | 1,672 | 0 |
| Fluoroscopy Exams | 79 | 237 | 331 | 87 | 260 | 364 | 364 | 364 | 0 |
| CT Exams | 543 | 349 | 122 | 598 | 384 | 137 | 598 | 598 | 0 |
| MRI Exams | 1 | 246 | | 1 | 271 | | 271 | 271 | 0 |
| Nuclear Medicine Exams | 1 | 391 | | 1 | 431 | | 431 | 431 | 0 |
| Rad. Oncology Treatments | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Chemotherapy Treatments | 48 | Unknown | | 53 | Unknown | | 53 | 53 | 0 |
| Rehabilitation Services | | | | | | | | | |
| Physical Therapy Visits | 14,803 | Unknown | | 16,298 | Unknown | | 16,298 | 16,298 | 0 |
| Occupational Therapy Visits | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Speech Therapy Visits | 0 | Unknown | | 0 | Unknown | | 0 | 0 | 0 |
| Rehab Total Visits | 14,803 | - | 5,199 | 16,298 | - | 5,729 | 16,298 | 16,298 | 0 |
| Respiratory Therapy Workload Minutes | 0 | Unknown | 82,859 | 0 | Unknown | 98,424 | 98,424 | 98,424 | 0 |
| Cardiac Catheterization Cases | 0 | 70 | | 0 | 77 | | 77 | 77 | 0 |
| Home Health Care Patients | 0 | 79 | | 0 | 87 | | 87 | 87 | 0 |
| Minor Procedure Cases | | | | | | | | | |
| Endoscopy | 17 | 77 | | 19 | 85 | | 85 | 85 | 0 |
| Outpatient Surgery Cases | | | 52 | | | 57 | | | |
| Cardiovascular | 15 | 12 | | 16 | 13 | | 16 | 16 | 0 |
| Digestive | 24 | 214 | | 26 | 236 | | 236 | 236 | 0 |
| Endocrine | 0 | 1 | | 0 | 1 | | 1 | 1 | 0 |
| ENT | 49 | 125 | | 54 | 137 | | 137 | 137 | 0 |
| Gynecology | 40 | 82 | | 44 | 90 | | 90 | 90 | 0 |
| Hemic and Lymphatic | 2 | 5 | | 3 | 5 | | 5 | 5 | 0 |
| Integument | 25 | 85 | | 27 | 94 | | 94 | 94 | 0 |
| Musculoskeletal | 212 | 142 | | 233 | 156 | | 233 | 233 | 0 |
| Nervous | 13 | 36 | | 15 | 39 | | 39 | 39 | 0 |
| Ocular | 29 | 67 | | 32 | 74 | | 74 | 74 | 0 |
| Respiratory | 2 | 12 | | 3 | 13 | | 13 | 13 | 0 |
| Urogenital | 112 | 56 | | 123 | 62 | | 123 | 123 | 0 |
| OP Surgical Case Total | 524 | 837 | 52 | 577 | 922 | 57 | 1,062 | 1,062 | 0 |
| Inpatient Surgery Cases | 540 | 324 | 43 | 595 | 357 | 51 | 595 | 363 | 232 |
| Surgical Case Total | 1,064 | 1,162 | 95 | 1,171 | 1,279 | 108 | 1,657 | 1,425 | 232 |

* Service Area includes Cibecue



Historical Workloads

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

| Discipline | Direct or Tribal Health Care | | | | Contract Health Care | | | | |
|---|------------------------------|---------------|---------------|---------------|----------------------|------------|------------|------------|-----------------|
| | 1998 | 1999 | 2000 | Average | 1998 | 1999 | 2000 | Average | % Contract Care |
| | Provider Visits Only | | | | Provider Visits Only | | | | |
| Primary care | | | | | | | | | |
| Family Practice | 14,810 | 15,391 | 17,442 | 15,881 | 0 | 0 | 0 | 0 | 0.0% |
| Internal Medicine | 227 | 1,561 | 1,396 | 1,061 | | | | 0 | 0.0% |
| Pediatric | 2,884 | 4,021 | 3,698 | 3,534 | 0 | 0 | 0 | 0 | 0.0% |
| Ob/Gyn | 7,655 | 7,663 | 7,858 | 7,725 | 9 | 16 | 7 | 11 | 0.1% |
| Emergency Care | | | | | | | | | |
| Emergency/Urgent | 15,165 | 15,335 | 14,069 | 14,856 | | | | 0 | 0.0% |
| ER/Non-urgent | 12,367 | 13,216 | 13,497 | 13,027 | | | | 0 | 0.0% |
| Specialty Care | | | | | | | | | |
| Orthopedics | 254 | 253 | 183 | 230 | 112 | 114 | 149 | 125 | 35.2% |
| Ophthalmology | 507 | 504 | 490 | 500 | 12 | 5 | 15 | 11 | 2.1% |
| Dermatology | 2 | 21 | 2 | 8 | 4 | 3 | 1 | 3 | 24.2% |
| General Surgery | 107 | 98 | 81 | 95 | 71 | 91 | 114 | 92 | 49.1% |
| Otolaryngology | 489 | 518 | 333 | 447 | 34 | 34 | 34 | 34 | 7.1% |
| Cardiology | 91 | 85 | 99 | 92 | 11 | 14 | 3 | 9 | 9.2% |
| Urology | 0 | 0 | 0 | 0 | | | | 0 | 0% |
| Neurology | 0 | 0 | 4 | 1 | 53 | 31 | 25 | 36 | 96.5% |
| Nephrology | 0 | 0 | 0 | 0 | 5 | 9 | 16 | 10 | 100.0% |
| Allergy | | | | 0 | | | | 0 | 0% |
| Pulmonology | | | | 0 | | | | 0 | 0% |
| Gerontology | | | | | | | | | |
| Gastroenterology | | | | | | | | | |
| Rheumatology | | | | | | | | | |
| Oncology | | | | | | | | | |
| Pediatric Subspecialties | | | | 0 | | | | 0 | 0% |
| Pediatric-Genetics | | | | 0 | | | | 0 | 0% |
| Traditional Healing | 0 | 0 | 0 | 0 | | | | 0 | 0% |
| Totals | 54,558 | 58,666 | 59,152 | 57,459 | 311 | 317 | 364 | 331 | 0.6% |
| Direct & Tribal Care + Contract Care | 54,869 | 58,983 | 59,516 | 57,789 | | | | | |

No Provider Codes within RPMS System for these types of Specialist.

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

Other Ambulatory Care Services

| | | | | | | | | | |
|------------------------|---------|---------|---------|---------|----|----|----|----|-------|
| Nutrition Visits | 2,471 | 745 | 819 | 1,345 | | | | 0 | 0.0% |
| Dental Service Minutes | 283,747 | 294,116 | 297,134 | 291,666 | | | | 0 | 0.0% |
| Optometry Visits | 1,523 | 2,177 | 2,136 | 1,945 | 22 | 15 | 15 | 17 | 0.9% |
| Podiatry Visits | 104 | 190 | 257 | 184 | 41 | 34 | 37 | 37 | 16.9% |
| Dialysis Patients | 32 | 40 | 35 | 36 | | | | 0 | 0.0% |
| Audiology Visits | 349 | 416 | 380 | 382 | | | | 0 | 0.0% |
| Chiropractic Visits | 0 | 0 | 0 | 0 | | | | 0 | 0% |

Outpatient Behavioral Health

| | | | | | | | | | |
|----------------------------------|------------|--------------|--------------|--------------|----------|----------|----------|----------|-------------|
| Mental Health Visits | 62 | 14 | 24 | 33 | | | | 0 | 0.0% |
| Psychiatry | 260 | 1,216 | 1,234 | 903 | 7 | 5 | 7 | 6 | 0.7% |
| Social Services Visits | 373 | 643 | 496 | 504 | | | | 0 | 0.0% |
| Domestic Violence Interventions | 0 | 0 | 0 | 0 | | | | 0 | 0% |
| Alcohol & Substance Abuse Visits | 23 | 53 | 19 | 32 | | | | 0 | 0.0% |
| BH Visit Totals | 718 | 1,926 | 1,773 | 1,472 | 7 | 5 | 7 | 6 | 0.4% |



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|--|------------------------------|--------------|--------------|--------------|----------------------|------------|------------|------------|-----------------|--|
| | 1998 | 1999 | 2000 | Average | 1998 | 1999 | 2000 | Average | % Contract Care | |
| Inpatient Care | | | | | | | | | | |
| Labor & Delivery Births | 210 | 186 | 178 | 191 | 8 | 3 | 13 | 8 | 4.0% | |
| Obstetrics Patient Days | 364 | 347 | 335 | 349 | 15 | 11 | 34 | 20 | 5.4% | |
| Neonatology Patient Days | 265 | 292 | 246 | 268 | 7 | 14 | 16 | 12 | 4.4% | |
| Pediatric Patient Days | 1,011 | 1,337 | 1,364 | 1,237 | 35 | 50 | 32 | 39 | 3.1% | |
| Adult Medical Patient Days | | | | | | | | | | |
| Cardiology | 270 | 359 | 230 | 286 | 151 | 112 | 109 | 124 | 30.2% | |
| Endocrinology | 329 | 489 | 559 | 459 | 8 | 3 | 11 | 7 | 1.6% | |
| Gastroenterology | 593 | 620 | 846 | 686 | 40 | 32 | 79 | 50 | 6.8% | |
| General Medicine | 393 | 380 | 483 | 419 | 34 | 38 | 59 | 44 | 9.4% | |
| Hematology | 35 | 62 | 52 | 50 | 1 | 1 | 35 | 12 | 19.9% | |
| Nephrology | 228 | 339 | 502 | 356 | 16 | 41 | 57 | 38 | 9.6% | |
| Neurology | 299 | 210 | 261 | 257 | 12 | 43 | 59 | 38 | 12.9% | |
| Oncology | 5 | 26 | 17 | 16 | 0 | 0 | 6 | 2 | 11.1% | |
| Pulmonary | 1,129 | 905 | 822 | 952 | 26 | 39 | 57 | 41 | 4.1% | |
| Rheumatology | 9 | 22 | 37 | 23 | 0 | 1 | 1 | 1 | 2.9% | |
| Unknown | 3 | 2 | 34 | 13 | 0 | 0 | 0 | 0 | 0.0% | |
| Medical Patient Day Total | 3,293 | 3,414 | 3,843 | 3,517 | 288 | 310 | 473 | 357 | 9.2% | |
| Adult Surgical Patient Days | | | | | | | | | | |
| Dentistry | 19 | 19 | 7 | 15 | 0 | 0 | 0 | 0 | 0.0% | |
| Dermatology | 26 | 34 | 48 | 36 | 0 | 0 | 0 | 0 | 0.0% | |
| General Surgery | 1,057 | 1,004 | 994 | 1,018 | 52 | 66 | 62 | 60 | 5.6% | |
| Gynecology | 135 | 87 | 110 | 111 | 0 | 7 | 15 | 7 | 6.2% | |
| Neurosurgery | 64 | 1 | 10 | 25 | 15 | 3 | 14 | 11 | 29.9% | |
| Ophthalmology | 22 | 29 | 23 | 25 | 0 | 0 | 0 | 0 | 0.0% | |
| Orthopedics | 308 | 470 | 446 | 408 | 89 | 34 | 42 | 55 | 11.9% | |
| Otolaryngology | 132 | 77 | 116 | 108 | 0 | 0 | 0 | 0 | 0.0% | |
| Thoracic Surgery | 2 | 23 | 24 | 16 | 0 | 0 | 0 | 0 | 0.0% | |
| Urology | 9 | 24 | 10 | 14 | 8 | 6 | 0 | 5 | 24.6% | |
| Vascular Surgery | 93 | 65 | 26 | 61 | 13 | 11 | 35 | 20 | 24.3% | |
| Surgical Patient Day Total | 1,867 | 1,833 | 1,814 | 1,838 | 177 | 127 | 168 | 157 | 7.9% | |
| Psychiatry Patient Days | 29 | 13 | 29 | 24 | 59 | 37 | 52 | 49 | 67.6% | |
| Substance Abuse Patient Days | 206 | 108 | 166 | 160 | 3 | 5 | 6 | 5 | 2.8% | |
| Sub Acute/Transitional Care | | | | 0 | | | | 0 | 0% | |
| Inpatient Care Totals | 7,035 | 7,344 | 7,797 | 7,392 | 584 | 554 | 781 | 640 | 8.0% | |
| Direct & Tribal + Contract Care | 7,619 | 7,898 | 8,578 | 8,032 | | | | | | |
| Elder Care | | | | | | | | | | |
| Skilled Nursing Patients | 0 | 0 | 0 | 0 | | | | 0 | 0% | |
| Assisted Living Patients | 0 | 0 | 0 | 0 | | | | 0 | 0% | |
| Hospice Patients | 0 | 0 | 0 | 0 | | | | 0 | 0% | |
| Nursing Home Totals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% | |



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| Discipline | Direct or Tribal Health Care | | | | Contract Health Care | | | | |
|--|------------------------------|---------|---------|---------|----------------------|------|------|---------|-----------------|
| | 1998 | 1999 | 2000 | Average | 1998 | 1999 | 2000 | Average | % Contract Care |
| Ancillary Services | | | | | | | | | |
| Lab Billable Tests | - | 61,179 | 73,025 | 67,102 | | | | 0 | 0.0% |
| Acute Dialysis Procedures | 0 | 1 | 0 | 0 | | | | 0 | 0.0% |
| Radiographic Exams | 8,551 | 9,322 | 9,230 | 9,034 | 12 | 10 | 12 | 11 | 0.1% |
| Ultrasound Exams | 2,784 | 3,053 | 2,945 | 2,927 | | | | 0 | 0.0% |
| Mammography Exams | 0 | 0 | 0 | 0 | | | | 0 | 0.0% |
| Fluoroscopy Exams | 100 | 56 | 82 | 79 | | | | 0 | 0.0% |
| CT Exams | 344 | 599 | 686 | 543 | | | | 0 | 0.0% |
| MRI Exams | 1 | 1 | 1 | 1 | | | | 0 | 0.0% |
| Nuclear Medicine Exams | 1 | 1 | 1 | 1 | | | | 0 | 0.0% |
| Rad. Oncology Treatments | 0 | 0 | 0 | 0 | | | | 0 | 0% |
| Chemotherapy Treatments | 48 | 48 | 49 | 48 | | | | 0 | 0.0% |
| Physical Therapy Visits | 14,779 | 14,805 | 14,826 | 14,803 | | | | 0 | 0.0% |
| Occupational Therapy Visits | 0 | 0 | 0 | 0 | | | | 0 | 0% |
| Speech Therapy Visits | 0 | 0 | 0 | 0 | | | | 0 | 0% |
| Respiratory Therapy Workload | 0 | 0 | 0 | 0 | | | | 0 | 0% |
| Cardiac Catherization | 0 | 0 | 0 | 0 | | | | 0 | 0% |
| Home Health Care Patients | 0 | 0 | 0 | 0 | | | | 0 | 0% |
| Outpatient Surgery Cases | | | | | | | | | |
| Cardiovascular | 0 | 26 | 18 | 15 | | | | 0 | 0.0% |
| Digestive | 2 | 28 | 42 | 24 | | | | 0 | 0.0% |
| Endocrine | 0 | 1 | 0 | 0 | | | | 0 | 0.0% |
| ENT | 2 | 36 | 109 | 49 | | | | 0 | 0.0% |
| Gynecology | 0 | 49 | 72 | 40 | | | | 0 | 0.0% |
| Hemic and Lymphatic | 0 | 3 | 4 | 2 | | | | 0 | 0.0% |
| Integument | 0 | 20 | 54 | 25 | | | | 0 | 0.0% |
| Musculoskeletal | 4 | 223 | 408 | 212 | | | | 0 | 0.0% |
| Nervous | 0 | 8 | 32 | 13 | | | | 0 | 0.0% |
| Ocular | 0 | 41 | 47 | 29 | | | | 0 | 0.0% |
| Respiratory | 0 | 3 | 4 | 2 | | | | 0 | 0.0% |
| Urogenital | 0 | 120 | 215 | 112 | | | | 0 | 0.0% |
| Endoscopy | 0 | 34 | 18 | 17 | | | | 0 | 0.0% |
| OP Surgical Case Total | 8 | 592 | 1,023 | 541 | 0 | 0 | 0 | 0 | 0.0% |
| Inpatient Surgery Cases | 458 | 522 | 497 | 492 | 51 | 46 | 47 | 48 | 8.9% |
| Surgical Case Total | 466 | 1,114 | 1,520 | 1,033 | 51 | 46 | 47 | 48 | 4.4% |
| Direct & Tribal + Contract Care | | | | | | | | | |
| | 517 | 1,160 | 1,567 | 1,081 | | | | | |
| Pharmacy Scripts | 106,378 | 110,782 | 142,212 | 142,212 | | | | 0 | 0.0% |