



DECEMBER 2008

BOARD OF DIRECTORS Annual Meeting a Success

The Tuba City Regional Health Care Center Board of Directors, chaired by Grey Farrell, Jr., along with Senior Leadership and support staff, convened in the Annual Meeting of the Board on Thursday, November 13, 2008, in Flagstaff. The Board elected its officers for the coming year, reviewed the financial history and accomplishments of Fiscal Year 2007-2008, reviewed the Strategic Plan, and looked ahead to another year of progress.

Over 30 strategic reports spanning TCRHCC operations, capital and patient services were given and brainstormed during the four day session

Regarding finances, Chief Financial Officer Clifford Olsson and Controller Bobby Yazzie reported TCRHCC has experienced strong cash surpluses over the past two years, with net margins placing TCRHCC in the top 25% of all hospitals in the United States. This allows the corporation to move forward with continued initiatives to modernize and improve healthcare delivery to the people of the Tuba City service area. An aggressive approach to capturing every dollar due to TCRHCC, along with cost cutting measures, continues to improve the bottom line.

Chief Medical Officer Alan Spacone, M.D., emphasized that not only do we look to improve healthcare right here in Tuba City with new services like podiatry, and new modern equipment, new services are also scrutinized for their immediate patient care benefits as well as the ability to keep dollars within TCRHCC. This also reduces the need to send patients to distant health care centers for expensive tests with large transportation costs and family hardships.

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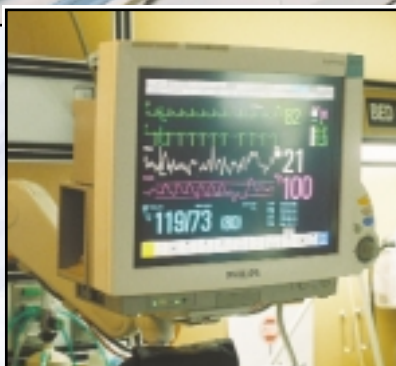
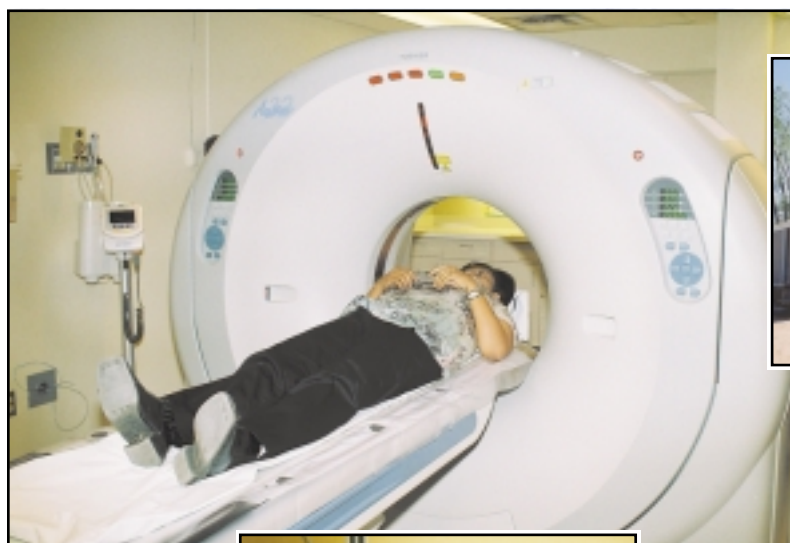
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Fiscal Year 2008 Accomplishments



A major infrastructure project at TCRHCC behind the scenes, was the replacement of the medical gases system throughout the facility (lower right). The new medical gases system brings TCRHCC into compliance with Joint Commission requirements. (Above) New patient monitors were purchased and installed in the Intensive Care Unit, (upper left) a state-of-the-art CT scanner was purchased and installed allowing TCRHCC to take great strides in imaging and diagnosing on location. (Upper right) New housing units were delivered and installed.

In 2008, TCRHCC successfully completed a total of more than 30 projects with an 80-85% completion rate on total projected and planned capital projects. TCRHCC has embarked on centralizing project management activities through the site Projects Coordinator.

The Projects Coordination Program started out small as a pilot program with Senior Leadership Council (SLC) oversight and has grown into a multi-faceted program to include most hospital-wide projects that require high-level capital budget allocations along with current methodologies on project management principles. As projects are reported on a weekly basis from site project managers and owners, it is evident TCRHCC has made great strides in making project management and coordination a success.

Each year, SLC and department head managers strategically plan capital projects to improve and enhance hospital services ensuring return on investment (ROI) opportunities and as an opportunity to meet strict compliance standards of regulatory agencies.

"It was a great year. It is a continuous process for improvement on Project Management, as there's always room for improvement here at TCRHCC," said, Vince Shirley, site Projects Coordinator. "I commend all project managers/owners, facilities operations and staff members who've helped in making the projects coordination program a success in 2008. Capital project activities are highly visible endeavors and project management is looked upon as a guide to help orchestrate an outcome to improve TCRHCC services, which I'm also proud to be a part of to benefit TCRHCC."

The FY2008 Project Team members that made these improvements possible include:

- Matt Duran, *Director of Facilities*
- Emerson Norris, *Mechanical Engineer*
- Chris Payestewa, *Engineering Technician/Draftsman*
- Max Goldtooth, *Bio-Med Engineering Supervisor*
- Donald Crank, *Hospital Maintenance Foreman*

- Terry Crank, *Housing Maintenance Foreman*
- Burnham "Mack" Wilbert, *Chief Procurement Officer*
- Shirley Peaches, *Safety Officer*
- Joe Engelken, *Chief Executive Officer*
- Frank Begaye, *Construction Superintendent*
- Wilford Bilagody, *Heating Plant Supervisor*
- Joe Engelken, *Chief Executive Officer*
- Ron Milford, *Former Director of Facilities*

Here is a listing of some of the projects completed on the TCRHCC campus to improve healthcare, both visible and behind the scenes:

Automatic Transfer Switch – A facility-wide project to automatically switch from outside electric power to generator power if an outage occurs, as required by the Joint Commission accrediting body.

Fire & Smoke Dampers – A Joint Commission requirement to replace and install five fire and smoke dampers, dividing the facility's ventilation system into zones.

CT Scanner – Purchase and installation of state-of-the-art CAT scanner in the Radiology Department.

Patient Registration Renovation – Phase 1 of renovation to make Outpatient Clinic patient registration area more efficient and comfortable.

Environmental Safety Assessment – Improving the environmental safety and quality of care throughout the health care center.

Operating Room Humidity – Upgrades to the HVAC system in the operating rooms to regulate and maintain the proper humidity.

Information Systems – Implementation of an upgrade to ensure encryption security of information transmitted to other health care facilities.

Annual Meeting, *Continued from page 1.***Additional Progress Reports**

Twelve physicians, Medical Directors, and each of the Senior Leaders gave progress reports on their respective patient care departments. Chief Nursing Officer Alvina Rosales gave the annual Nursing Services report.

Information Systems personnel Shawn Charley and John Rühle updated the group on plans to replace the RPMS computer system.

The last fiscal year saw a great deal of progress at TCRHCC in necessary improvements, equipment replacement and outlay for new, modern equipment for patient care and medical imaging. (*See Accomplishments article on front page.*)

The improved financial status of TCRHCC puts it in a position to move forward more rapidly in bringing more healthcare to Tuba City. When tests and services can be administered at TCRHCC, not only is it better for patient care, it decreases disruption and inconvenience for patient families in having to travel great distances. In some cases patients must travel and be alone with no family or loved ones present.

The Medical Directors and Senior Leaders all reported several common themes, including opportunities and barriers. These included lack of patient care space, an old information system, and the need for new clinical services to expand our patient care mission.

With its status as a 638 Self-Determination hospital, TCRHCC is allowed to make decisions and move forward much more rapidly in meeting these needs. A \$10 million bond issue in Fiscal Year 2009 will allow TCRHCC to leap forward on some major and badly needed additional capital projects.

FY09 Capital Summary Bond Issue

- **New IT System - HMS**
Modern and updated system to also accommodate electronic health records (EHRs).
- **New Omni-Cell Prescription system**
Modern prescription-filling system for greater accuracy, patient safety and cost control.
- **General Services Building**
For badly needed additional floor space for hospital support services.
- **MRI with installation**
Magnetic resonance imaging unit to further improve TCRHCC's medical imaging and diagnostic capabilities inhouse.
- **Housing - Second Addition**
Additional housing to provide for staff and to improve recruiting efforts.
- **Combination Outpatient Clinic Building**
Outpatient Services would be moved into all new quarters.

Strategic Position Plan 2009

CEO Joe Engelken and Senior Leadership presented the TCRHCC Strategic Plan for Fiscal Year 2009, which has seven strategic pillars. These are the master goals for continuing to increase the quality of care for all patients while further improving the financial strength of the corporation. There are some 235 specific effectiveness goals in the written plan.

I. Financial Management

These goals are the financial plan and budget that ensures short and long term financial viability while meeting the patient care needs and improvements of the medical center and health system.

- A.** Continually improve the annual budgeting process in support of providing the services identified as our strategic position.
- B.** Implemented processes in both revenue and expenses which will improve margin performance to fund operations, capital and reserve funds.

II. IS/Data Management

These goals encompass optimal integration of quality electronic data through effective utilization of information technology that meets both management and patient care needs.

- A.** Invest in both end user and IS staff education so as to leverage technology to enhance patient services and business procedures.

TCRHCC Annual Board Meeting

TCRHCC Chief Financial Officer Cliff Olsson, CEO Joe Engelken, and the Board of Directors, with representatives of M&I Henry Yee (third from right) and Dennis Cesan (far right.)

- B.** Invest in hardware and software which will afford a stable platform and provide productive patient services and business processes.

III. Quality/Process Improvement

These goals encompass the processes that lead to the highest quality organizational performance, patient care, customer services and community relations.

- A.** Exceed or meet national, regional and local measures for standards of care.
- B.** Use technology to assist in meeting identified quality indicators.

IV. Facilities/Materials Management

These goals encompass the cost effective utilization, procurement and control of all facilities, equipment, properties, and materials of the corporation.

- A.** Invest in facility improvements which will support continued growth in patient care services.
- B.** Plan facilities which can be used as transitional structures in order to meet long term structures needed to provide patient services.
- C.** Manage supply chain so as to maximize margin improvement.

V. Staff Development

These goals encompass a response to human resources needs through enhancements in programs for employee relations, development, recruitment, training, retention, and rewards for all the staff of Tuba City Regional Healthcare system. Special emphasis shall be given to Native Americans in recruitment and career development.

- A.** Invest in **all** staff development to improve their performance in their respective functional capacity.
- B.** Invest in **all** levels of management development using multiple modalities.

VI. Enhancement & Development of Services

These goals encompass the enhancement and development of services that improve the quality and safety of the services provided.

- A.** Continually monitor and adjust needed services for the community.

B. Invest in a long term program to provide a comprehensive program employing evidence based modalities for the prevention and treatment of diabetes, both acutely and as a chronic disease process.

C. Invest in a long term program to provide a comprehensive program employing evidence based modalities for the prevention and treatment of cardiovascular disease both acutely and as a chronic disease process.

D. Invest in a long term program to provide a comprehensive program employing evidence based modalities for the prevention and treatment of cancer both acutely and as a chronic disease process.

E. Invest in a long term program to provide a comprehensive program employing Traditional Medicine as an adjunct to care for the prevention and treatment of patients suffering from both an acute and a chronic disease process.

F. Maintain and enhance all levels of primary care services so as to sustain long term programs.

G. Identify surgical and medical subspecialties which meet the needs of the community and are sustainable within the organization.

VII. Advocacy

Activities related to promotion, education and advancement of TCRHCC programs, priorities and Mission.

A. Develop Community Information programs which will communicate the services available, accomplishments of TCRHCC and the education of the community promoting a healthy lifestyle.

B. Develop varied modalities for the use of spokespersons from TCRHCC to communicate our services and accomplishments.

C. Participate in organizations and take lead positions in organizations which support our strategic positions.

**Accomplishments**, *Continued from page 1.*

Nutrition – Industrial oven replaced in kitchen.

Operating Rooms – Replaced washer/disinfector for washing and sterilizing operating room instruments.

Cardiac Rehab – Purchase of exercise equipment for Cardiac Rehab. program.

ICU Cardiac Monitors – Upgraded to state-of-the-art monitors for all patients in Intensive Care.

ER Overflow Plan – Extended hours with a walk-in clinic until midnight for non-life-threatening injuries and illnesses.

Cameron Dental – Installation of security lighting at

Cameron Dental Clinic.

Emergency Lighting – Installation of additional emergency lighting as needed throughout hospital.

Incident Command Center – New work station as an Incident Command Center for disaster drills and events with improved multi-agency communications.

OB Unit Improvements – Upgrade to state-of-the-art newborn hearing screening equipment, purchase of new beds and furniture.

Nurse Call System – A major upgrade of the current nurse call system for patient beds and restrooms throughout the entire facility.

Continued on page 3.

Arizona Governor nominates TCRHCC for NIHB National Impact Award

By Joe Engelken, CEO

The photo at the lower left shows some of the talented TCRHCC Finance and Support employees Arizona Governor Janet Napolitano refers to when she nominated TCRHCC for the National Indian Health Board (NIHB) "National Impact Award" in September 2008 (letter at left).

These are a few of the leaders of this TCRHCC health system who work hard each day to monitor all our financial and patient support services to make sure they are correct. Through their vigilance our staff found a major error in Medicare's reimbursement to TCRHCC caused by a national computer glitch that inadvertently reduced TCRHCC's Medicare payments by \$2 million. As Governor Napolitano notes, after Medicare alerted their networks nationally of this mistake, this could mean \$50 million in payments to I.H.S. facilities across America. We can take great pride in the accomplishments of our staff.

National Indian Health Board

The NIHB advocates on behalf of all tribal governments and American Indians/Alaska Natives in their efforts to provide quality health care. It represents tribal governments operating their own health care delivery systems through contracting and compacting, as well as those receiving health care directly from the Indian Health Service (IHS).

A non-profit organization, the NIHB conducts research, policy analysis, program assessment and development, national and regional meeting planning, training and technical assistance programs, and project management. These services are provided to tribes, Area Health Boards, tribal organizations, federal agencies, and private foundations.

The NIHB represents the tribal perspective while monitoring federal legislation and opens opportunities to network with other national health care organizations to engage their support on Indian health care issues.

National Impact Award

In 2007, TCRHCC received the Region IX Impact Award (for Arizona, California and Nevada) which honors an organization impacting American Indian/Alaska Native health care in the western United States.



Accomplishments, Continued from page 2.

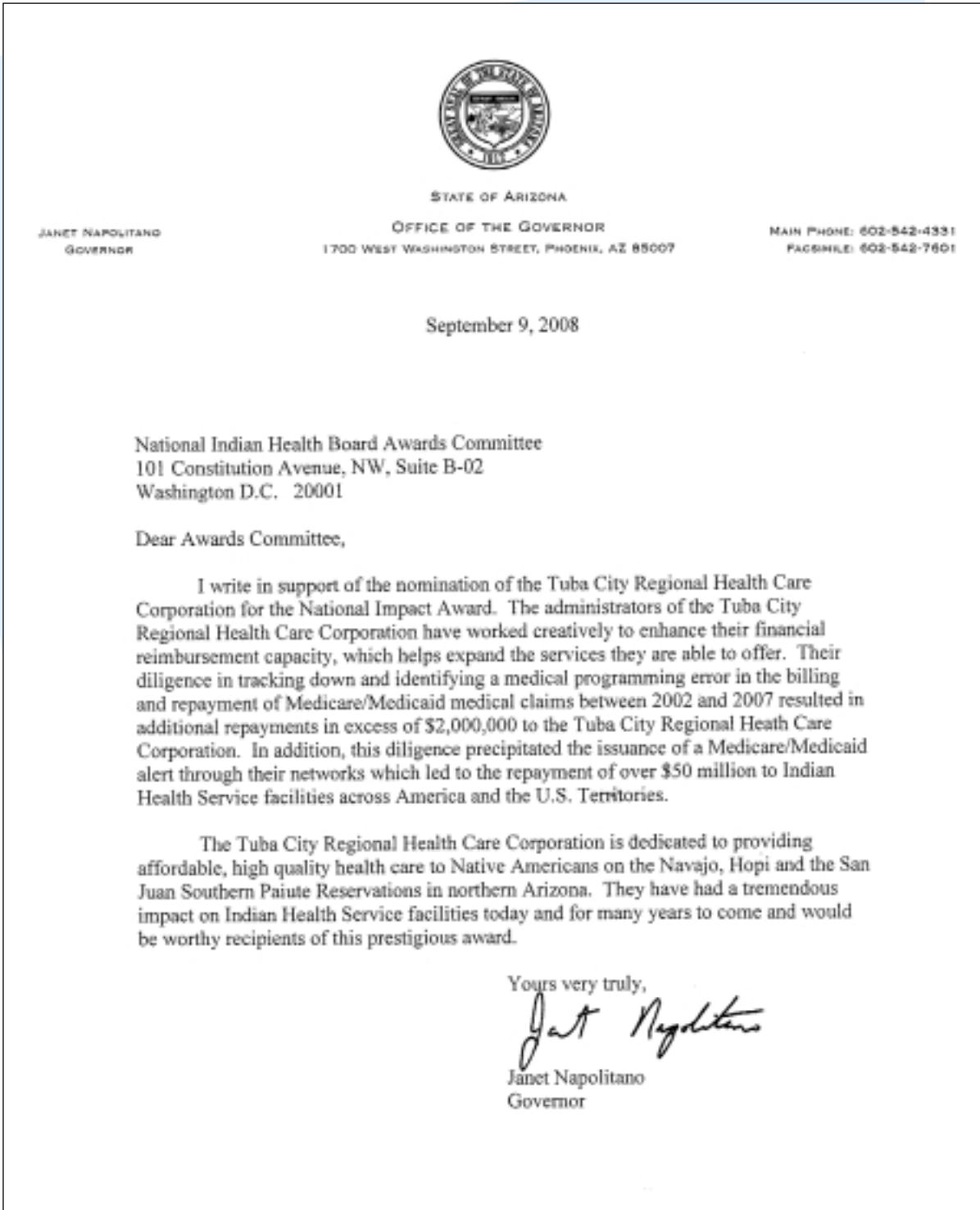
Chiller Replacement – Replacement of chiller for air conditioning system for the entire hospital.

Housing – Added 15 modular housing units for TCRHCC staff.

Bone Density Scanner – Purchase of state-of-the-art DEXA bone density scanner for diagnosing certain conditions, especially osteoporosis.

Audiology Booth – Replaced old soundproof booth used for hearing tests.

Medical Air System – Replaced entire medical air system, oxygen/nitrogen/air for constant and continuous flow through inpatient areas, in compliance with Joint Commission standards.



Front row, left to right: Michelle Johnson, Susie Hernandez, Rose Sleeper, Melvina John, Marie Nez, Beverly Denny and Melissa Tacheene. Back row, left to right: Earl Riggs, John Yazzie, Ferlin Begay, Fred Secody, Tanya Riggs, Eugena Tallsalt, Winifred Logg, Daniel Norris, Cliff Olsson, Joseph Engelken, Jill Curley. Not pictured: Bobby Yazzie.

The Tuba City Regional Health Care Corporation consists of a 73-bed acute care referral hospital and integrated health system. It provides a broad range of outpatient specialized care services in addition to inpatient care. The patient population includes Navajo, Hopi and San Juan Southern Paiute.

TUBA CITY REGIONAL HEALTH CARE CORPORATION

Recognizes corporate employees with 5 years of service:

Elsie Elthie • Billy Tosie, Jr. • Beatrice Watson • Tonya Pawwinnee • Susie Hernandez
 Tonya Tsosie • Burnham Wilbert • Deborah Farrell • Linda Abernathy • Dudley Beck
 Marie Begay • Michelle Maloney • Kenny Benally • Elrina Henderson • Marian Goldtooth
 Rose Coolie • Maximillian Goldtooth • Jonathan Bromberg • Ernest Guible • Krystal Williams
 Christine Curley • Bobby Kewanwyma • Shannon Johnson • Bernie Yazzie • Michelle Francis
 Lucille Onesalt • Brian Shupla • Lynette Bonar • Linda Curley • Florina Esplain
 Mary Lou Honeyestewa • Kenneth Butler • Valencia Hatathli • Ana Rodriguez-Stoecker
 Irene Nez • Shirley Peaches • Leta Begay • Lisa Begay • Lyndon Endischee • Kim Peter
 David Erickson • Kathleen Seweingyawma • Joann Kim • Richard Mortenson • Earl Bahe
 Elfreida Bizaholoni • Saraphina Granger • Lynndella Halstead • Rose Sleeper • Sharon Heward
 Jimmy Credo • Brad Smith • Melissa Tacheene • Shawn Charlee • Angelita Chee
 Debbie George • Vincent Shirley • Valencia Tate • Bernadine Thompson • Rose Benally
 June Murray • Joann Howard • Michell Kootswatewa • Joy Sequaptewa
 Elizabeth Schneider • Daisy Tacheene



TUBA CITY REGIONAL HEALTH CARE CORPORATION

Main Telephone Switchboard (928) 283-2501

Emergencies: Call Navajo Nation Police (928) 283-3111

Adult Walk-In Clinic 283-2669

- Monday - Thursday: 8:00 a.m. - 5:00 p.m.
(After hours go to Emergency Room)
- Friday: 8:00 a.m. - 6:00 p.m.

Family Medicine Clinic 283-2458

- Monday - Friday: 8:00 a.m. - 5:00 p.m.
(Some evening hours available.)

Pediatric Clinic 283-2679

- Walk-in Patients**
Monday - Thursday: 8:00 a.m. - 5:00 p.m.
Friday: 8:00 a.m. - 4:00 p.m.
- Appointments:**
Monday - Wednesday & Friday: 8:00 a.m. - 5:00 p.m.
Thursday: 8:00 a.m. - 12:00 p.m.

Outpatient Pharmacy 283-2754

- Monday - Thursday: 8:00 a.m. - 9:00 p.m.
Friday: 8:00 a.m. - 7:00 p.m.
- 24-Hour Pharmacy refill line: 283-1350

Cardiac Rehabilitation 283-2960

- Monday, Wednesday, Friday: 8:00 a.m. - 12:00 p.m.
(In Physical Therapy Department)

Dental Clinic Tuba City: 283-2672 Cameron: 283-8161

- Tuba City**
Monday - Friday: 7:00 a.m. - 5:00 p.m.
(Thursday afternoons - urgent care only)
- Cameron**
Wednesday & Thursday: 7:00 a.m. - 4:30 p.m.

Diabetes/Internal Medicine 283-2689

- Monday - Friday: 8:00 a.m. - 5:00 p.m.
(Some evening hours available by appointment only.)

Diabetes Education Program 283-2895

- Appointments and walk-ins**
Monday - Friday: 8:00 a.m. - 5:00 p.m.
- Abdul Baco: 283-2895 - Ruby Whitethorne: 283-2963
- Health Technicians: 283-2693

Ear/Nose Throat (ENT) Clinic 283-2974

- Monday - Wednesdays: 8:30 a.m. - 5:00 p.m.
(By referral only)

Environmental Health 283-2844

- Car Seat Day**
Every Thursday: 8:00 a.m. - 5:00 p.m.

Eye Clinic 283-2748

- Monday - Friday: 7:00 a.m. - 5:00 p.m.

HP/DP

- Health Promotion Program 283-1429/1420**
- Diabetes Prevention Program 283-1429/1420**
(Located on the east side of TCRHCC)

Mental Health 283-2831

- Monday - Friday: 7:00 a.m. - 6:00 p.m.

OB/Gyn Clinic (Women's Health) 283-2460

- Monday - Friday: 8:00 a.m. - 5:00 p.m.,
except Tuesday start at 9:30 a.m.

Occupational Therapy/ Speech Therapy 283-2593/2594

- Monday - Friday: 8:00 a.m. - 5:00 p.m.

Orthopedic Clinic/Surgical 283-2660

- Orthopedic Clinic**
Tuesday: 8:00 a.m. - 5:00 p.m.,
Thursday: 8:00 a.m. - 12:00 noon
- Urology, Podiatry & Surgery**
Monday - Friday: 8:00 a.m. - 5:00 p.m.
(Call for specific clinic times)

Physical Therapy 283-2659

- Monday - Wednesday & Friday: 8:00 a.m. - 5:00 p.m.,
Thursday: 8:00 a.m. - 12:00 noon

Respiratory Therapy 283-2596/2572

- Everyday 24 hours a day

Extended Hours (Evening Clinics)

- Selected nights, Monday - Thursday**
- Diabetes Prevention: 283-2689**
- Diabetes/Internal Medicine: 283-2689**

Dinnebito Clinic 725-3110

- Tuesdays: 10:00 a.m. - 2:00 p.m., (except holidays)
- Diabetes Clinic: Quarterly

TCRHCC Holidays
 December 25 - Christmas Day
 January 1 - New Year's Day



No clinics open on holidays!

HOLIDAY DECORATING • SAFETY •

Use caution with holiday decorations and whenever possible, choose those made with flame-resistant, flame-retardant or non-combustible materials.



- Purchase only lights and electrical decorations bearing the name of an independent testing lab, and follow the manufacturer's instructions for installation and maintenance.

- Carefully inspect new and previously used light strings and replace damaged items before plugging lights in. Do not overload extension cords.

- Check your strands of lights to determine the number of strands that may be connected. Connect no more than three strands of push-in bulbs and a maximum of 50 bulbs for screw-in bulbs.

- Always unplug lights before replacing light bulbs or fuses.

- Keep children and pets away from light strings and electrical decorations.

- Turn off all light strings and decorations before leaving home or going to bed.

Candles

- Keep candles away from decorations and other combustible materials, and do not use candles to decorate Christmas trees.

- Consider using battery-operated flameless candles which can look, smell, and feel like real candles.

- Use sturdy, safe candleholders.

- Protect candle flames with glass chimneys or containers.

- Keep candles at least 12 inches from anything that can burn.

- Never leave a burning candle unattended. Put candles out when you leave a room.

- Keep children and pets away from burning candles.

- Keep matches and lighters up high, out of reach of children, preferably in a locked cabinet.

Smoke Alarms

Smoke alarms play a vital role in reducing fire deaths and injuries, and have contributed to an almost 50% decrease in fire deaths since the late 1970s.



- Replace batteries in all smoke alarms at least once a year. If an alarm "chirps", warning the battery is low, replace the battery right away. Test alarms at least monthly by pushing the test button.

Tuba City Regional Health Care Corporation
Healthy Directions

Community Information
 Vincent Shirley, CHC
 Tuba City Regional Health Care Corporation
 P.O. Box 600 • Tuba City, Arizona 86045
 (928) 283-2078