CFO’s article in national magazine

With 28 years of experience, Cliff Olsson, CPA, came to Tuba City Regional Health Care Corporation as chief financial officer in 2007. Modern healthcare, the industry’s leading source of healthcare business news, published an article authored by Olsson in its March 17, 2008 issue, addressing the rules for the national quality reporting program of the Centers for Medicare and Medicaid Services. In his article, Olsson contends that Medicare and Medicaid reporting requirements are skewed in favor of higher level medical facilities and against smaller, rural hospitals such as TCRHCC.

Citing reporting complications, Olsson states, “Small rural hospitals can spend several percentage points of their entire net income in order to comply with existing reporting requirements. Small rural hospitals are challenged to organize appeals and determine the economic impact of full compliance. Thus they stand to lose out on the 2% bonus awarded for compliance.”

In his article, Olsson proposes a “rural hospital quality reporting short form” as in some other successful government paperwork reduction efforts. “For small rural hospitals, the substantial cost savings from a short form could result in valuable reallocation of limited clinical staff to direct patient care,” said Olsson, as opposed to compliance efforts.

As an annual report such as the one presented to HSSC is comprehensive, long and detailed. What’s printed here are important highlights from various presentations that were made. A more detailed annual report to the public will be published in a special edition of this newsletter in May.

TCRHCC By the Numbers
• The Tuba City Regional Health Care Corporation is a 501(c)3 private nonprofit entity.
• The “638” Self Determination design encourages proactive change, introduction of new healthcare models, innovative ideas by staff, economic growth of mission, and jobs. Jobs have increased by 208 since the hospital became “638” in September 2002, to nearly 750 employees.
• The governing body is a 10-member Board of Directors who are qualified representatives of eight Navajo chapters, the Hopi Village of Moencopi, and San Juan Southern Paiutes.
• Total number of employees: 745
• Primary care user population: 27,500
• Regional Referral Center patients in Western Navajo and adjacent communities: 75,000+
• Fiscal Year 2008 operating budget (projected): $90 million
• Fiscal Year 2007 inpatient days: 13,126
• Fiscal Year 2007 births: 534
• Fiscal Year 2007 outpatient visits: 175,185

Medical Services
TCRHCC’s health service model continues to evolve from that of a military hospital to an integrated healthcare delivery system that is community based, with “real world” business systems and best practices.

TCRHCC Range of Services
Inpatient Services: Family and internal medicine, obstetrics/GYN, pediatrics, surgery and anesthesiology (adult/pediatric greater than one year old; general surgery; basic ear, nose and throat; basic ophthalmology; orthopedics and podiatry; oral surgery; basic urology), intensive care, hemodialysis.

Outpatient Services: Walk-in clinic with extended hours, family medicine, internal medicine, diabetes, eye clinic, dental clinic, emergency department, mental health clinic, alcohol and substance abuse, infusion treatment, audiology, telemedicine services, outpatient services at Dinébito and Cameron satellite clinics.

Visit the Tuba City Regional Health Care Corporation website at:
www.TCHealth.org

Continued on page 2
Greetings, and welcome to the second issue of our monthly newsletter – Healthy Directions – which is intended to keep you informed about events and progress at Tuba City Regional Health Care Corporation (TCRHCC). We’ll be featuring the services we offer and the people here at TCRHCC who want to assist you in having a healthy life.

Over the coming months, we’ll be featuring health news you can use, and information on preventive care, health promotion, and important things that affect you – our patients and our customers. We’ll be bringing you news about our growth and enhanced or expanded services both here at the Tuba City Hospital and in your local communities.

From time to time in the newsletter, you’ll meet some of the people that make TCRHCC go – dedicated and compassionate staff and health care providers, with compassionate care and your best interests in mind!

I’ll be keeping you informed on the business and services aspects of running TCRHCC, and all of the progress we have made through self-determination. The corporation is financially sound, and we are looking forward to charting a long-term course of intentional, methodical growth in strategic health care services and community education. We have a Board of Directors that cares. They are committed to improving the services we provide. Communications and storage of blood and blood products.

Cardiac Rehabilitation Program is growing – first in all of IHS to be Medicare certified.

Medicare swing bed program certified.

New dental clinic opened in Cameron, Arizona, increasing dental services capacity and making dental services more accessible for patients from Cameron, Gray Mountain, Flagstaff and Grand Canyon, especially frail elderly.

Radiology suite renovation completed and now purchase of a new 32 slice CT scanner.

Grant revenues grew to over $2 million in fiscal year 2007.

Improved communications – newsletter, quarterly chapter officials meetings, open board meetings.

TCRHCC Personnel

It is the goal of TCRHCC to be the “Employer of Choice” in Tuba City and the immediate area.

Goals:

To attract, retain and promote talented and qualified Navajo and Native American professionals.

To attract and retain healthcare professionals from across the nation who will offer needed talent to provide healthcare excellence.

For all employees to enjoy great job satisfaction.

Challenges:

Lack of qualified applicants for leadership, technical and professional positions.

Finding opportunities to train, attract and retain Navajo and Native American applicants.

Lack of employee housing.

TCRHCC complies with the Navajo Preference in Employment Act (NPEA), M. Chelel Archuleta reported that ninety-five percent of new hires for non-technical positions are Navajo, and the remaining five percent meet a category under the order for Navajo Preference. NPEA policies and practices have been in place for some time, however, a recent Affirmative Action Plan was completed and approved by the Board of Directors providing clear guidelines to management on efforts to comply with the NPEA. A broad range of personnel policies and practices are in place to attract and retain qualified Navajo employees. Sixteen new housing units are in progress which will streamline starting dates for eligible positions. There is an emphasis on cultural orientation for new hires.

The CEO’s Corner...

The board members have been rock solid stewards here at TCRHCC. The amount of input we receive from community members just grows and grows.”  
— Joe Engelken, CEO

“I’d like to express my appreciation for the diligent work you’ve been doing - we’ve come a long way in Self Determination to the present.”
— Evelyn Acothley, HSSC member

“I feel this meeting today was well organized, informative and productive.”
— Davis Filfred, HSSC member

TCRHCC Finance

Recovering from two fiscal years of net operating losses, TCRHCC operated in the black in fiscal year 2007. Projections going forward are for a continued positive cash flow with close scrutiny and prudent practices in all areas of operations as related to the financial bottom line.

In order to cultivate a self-sustaining business operation, the Business Office is studying all aspects of a nine-point model called the Revenue Cycle in order to maximize every dollar due TCRHCC from all sources. This cycle includes every aspect of service to patients and resulting business transactions and practices. The Revenue Cycle includes:

• Appointment taking
• Patient registration
• Medical services provided and documentation
• Charge capture and coding
• Billing
• Payment/reimbursement denial follow-up
• Revenue and accounts receivable management
• Collections and cash receipts processing
• Charge structure management

Attention to detail and continuous review of all aspects of the model will yield ever-improving financial results, improving the health care continuum for the entire community.

Healthy Directions

VISION

To provide accessible, quality, culturally sensitive health care.

OUR MISSION

TCRHCC embracing healthy living to heal, to respect, to console.

OUR VISION

TCRHCC embracing healthy living to heal, to respect, to console.

HSSC visit, Continued from page 1.

Specialized Services: Level 4 trauma services application, limited clinical teaching, limited research.

Surgical Services: Skilled nursing care Swing bed is a Medicare program designed to provide additional, inpatient care to those needing extra time to heal or strengthen before returning home.

Ancillary Services: Inpatient & outpatient Physical therapy, respiratory therapy, pharmacy, laboratory, nutrition, radiology, speech and language pathology, occupational therapy.

Other Services:

• Community Health Nursing
• Diabetes Education Program
• Diabetes Prevention Program
• Cardiac Rehabilitation
• Health Promotion
• Environmental Health Services
• Support Services – Administration, Facilities Management, Housing, General Services, Human Resources, Finance, Contract Health, Business Office, Information Technology, Infection Control, Safety, Quality Management, Case Management/ Social Services, Medical Records, Housekeeping, Nursing Education

TCRHCC Medical Initiatives:

• “Balancing Motherhood” – program targets high risk mothers, substance abuse and domestic violence.
• Cumarin Clinic – program for better control and fewer complications with this blood-thinning medication.
• Cardiac Rehabilitation program grows, and improves patient survival and function.
• Podiatry – podiatric coming to TCRHCC for limb salvage and wound care.
• Geriatric Clinic initiated – “one stop shopping” for screening exams, bone density testing, diabetes, cardiac and physical therapy/occupational therapy needs.
• Acquisition of a 32 slice CT scanner in radiology – providing enhanced studies, improved diagnosis, less radiation, virtual colonoscopies.
• Diabetes Education/Clinical Services – improved education, compliance, prevention.
• Research programs including Dental chlorhexidine and prevention of dental caries in adults, diabetes education, compliance, prevention.

TCRHCC Team Accomplishments (excerpted):

• TCRHCC financial bottom line is “in the black” for 18 months and projections for fiscal year 2008 are positive.
• TCRHCC had a clean annual audit with an unqualified report.
• March 2007: A successful hospital accreditation by the Joint Commission, with a 35% improvement over 2004.
• Successful laboratory accreditation survey by the Joint Commission in 2007.
• A perfect report from United Blood Services on their 2007 annual inspection of TCRHCC.
• TCRHCC complies with the Navajo Preference in Employment Act (NPEA), M. Chelel Archuleta reported that ninety-five percent of new hires for non-technical positions are Navajo, and the remaining five percent meet a category under the Navajo Preference. NPEA policies and practices have been in place for some time, however, a recent Affirmative Action Plan was completed and approved by the Board of Directors providing clear guidelines to management on efforts to comply with the NPEA. A broad range of personnel policies and practices are in place to attract and retain qualified Navajo employees. Sixteen new housing units are in progress which will streamline starting dates for eligible positions. There is an emphasis on cultural orientation for new hires.

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Attention to detail and continuous review of all aspects of the model will yield ever-improving financial results, improving the health care continuum for the entire community.
Jolene Tom named DNP Nurse of the Year 2007

Public Health Nurse Jolene Tom, RN, was nominated and selected as the annual DNP Nurse Partnership 2007 Nurse of the Year. She received her recognition at the annual banquet held at the Sacred Heart Retreat Center in Gallup, New Mexico, on December 6, 2007.

“Jolene has performed at an excellent level. She was awarded for her dedication, commitment in providing exemplary nursing care, and elevating the level of health care to her clients in the field,” said Ann Hilt-Garro, Director of Public Health Nursing. Other TCRHCC PHN nurses have received this award in past years.

Tom serves the communities of Moencopi, Cameron and Gray Mountain.

CFO’s article. Continued from page 1.
time consumed in reporting paperwork, and as an even more accurate avenue of obtaining and evaluating core measures of quality care in rural hospitals.

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The Tuba City Regional Health Care Corporation hosted an instructional clinic to certify Child Passenger Safety technicians in Tuba City on March 17-20, 2008. Five students, all of whom were certified, learned various aspects of safety seat inspection and installation. Ms. Norma Bowman-Mooore, a certified Safe Kids Instructor, conducted the 32-hour training. Previously, technicians had to go to other locations to be certified. Safety seat clinics are held throughout Western Navajo and the Navajo Nation at various locations by the roadside with interagency participation. The Office of Environmental Health also holds safety seat checks every Thursday at TCRHCC from 8:00 a.m. – 5:00 p.m. Seats are checked for correct installation according to the owner’s vehicle manual, to be sure that they are not on manufacturers’ recall list, and to be sure the seat is the appropriate size for the child. Parents/caretakers receive instruction on the proper use and installation. Know the laws regarding the use of safety seats when transporting children in your vehicle.

Watch for child safety seat information on the TCRHCC website: www.TCH.EALTH.org

Above: The mother of 7 month old Dalalshangnam D awavendawa demonstrates the proper installation and use of a new safety seat at the Tuba City Child Safety Seat Clinic. At right: The TCRHCC Child Passenger Safety Team (left to right): Rajean Victor (PHN), Nora C. New (Women’s Clinic), Andrea Harrison (Pediatric Unit), Jolene Tom (PHN), Tracy Tibbatts (Pediatric Unit), Stephanie H. Onberger (OB Unit), and Angie Chee (Office of Environmental Health). Not pictured, Shelley Kennedy (OB Unit).

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.

CFO’s article. Continued from page 1.
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Adult Walk-In Clinic 283-2669
- Monday - Thursday: 8:00 a.m. - 8:30 p.m. (After 4:00 p.m., sign up in the Emergency Room)
- Friday: 8:00 a.m. - 5:00 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.
  T hursday: 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

Dental Clinic 283-2672
- Monday - Friday: 7:00 a.m. - 5:00 p.m. (T hursday afternoons - urgent care only)

Eye Clinic 283-2748
- Monday - Friday: 7:00 a.m. - 5:00 p.m.

Environmental Health - Car Seat Day 283-2844
- Every Tuesday: 8:00 a.m. - 5:00 p.m.

Diabetes/Internal Medicine Clinic 283-2689
- Monday - Friday: 8:00 a.m. - 5:00 p.m. (Some evening hours available.)

Cardiac Rehabilitation 283-2960
- Monday, Wednesday, Friday: 8:00 a.m. - 12:00 p.m. (in Physical Therapy Dept.)

Mental Health 283-2831
- Monday - Friday: 7:00 a.m. - 6:00 p.m.

OB/Gyn (Women's Health) Clinic 283-2460
- Monday - Friday: 8:00 a.m. - 5:00 p.m., except Tuesday start at 9:30 a.m.

Ear/Nose Throat (ENT) Clinic 283-2679
- Wednesdays: 8:00 a.m. - 5:00 p.m.

Occupational Therapy 283-2593/2594
- Monday - Friday: 8:00 a.m. - 5:00 p.m.

Orthopedic Clinic 283-2660
- Tuesday: 8:00 a.m. - 5:00 p.m.  • T hursday: 8:00 a.m. - 12:00 noon

Physical Therapy 283-2659
- Monday - Wednesday & Friday: 8:00 a.m. - 5:00 p.m.
- Thursday: 8:00 a.m. - 12:00 noon

Speech Pathology 283-2593/2594
- Monday, Tuesday & Thursday: 8:00 a.m. - 5:00 p.m.

Surgical Clinic 283-2660
- Monday, Wednesday & Friday: 8:00 a.m. - 5:00 p.m.

Extended Hours (Evening) Clinics
- Diabetes Prevention: 283-2689  • Diabetes/Internal Medicine: 283-2689
- Family Medicine including physical exams: 283-2458

Dinnebito Clinic 725-3110
- Tuesday: 10:00 a.m. - 2:00 p.m., (except holidays)  • Diabetes Clinic: Quarterly

ALL CLINICS CLOSED ON HOLIDAYS