



TUBA CITY REGIONAL HEALTH CARE CORPORATION

Healthy Directions

Serving Our Local Communities

APRIL 2008

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



Cliff Olsson, CFO

for the national quality reporting program of the Centers for Medicare and Medicaid Services. In his article, Olsson contends that Medicare's 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 saving from a short form could result in valuable redeployment of limited clinical staff to direct patient care," said Olsson, as opposed

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Visit the Tuba City Regional
Health Care Corporation
website at:

www.TCHEALTH.org

Health & Social Services Committee Visits TCRHCC



TCRHCC presents Annual Report

Above: HSSC and TCRHCC Board (left to right): Davis Filfred, HSSC member; Evelyn Acothley, HSSC member; Alice W. Benally, HSSC vice chair; Thomas Walker, Jr., HSSC chair; Geraldine Goldtooth, TCRHCC board treasurer; Herman Morris, HSSC member; Esther Tsinigine, TCRHCC board member; Kee Y. Goldtooth, TCRHCC board member; Florence Albert, TCRHCC board member; Grey Farrell, Jr., TCRHCC board president; and Joseph Engelken TCRHCC chief executive officer. **Right:** Michelle Archuleta, director of Health Promotion/Disease Prevention at TCRHCC leads the Board and HSSC group in a brainstorming session.



The Tuba City Regional Health Care Corporation board, administration and staff presented the corporation's Annual Report to the Navajo Nation Health and Social Services Committee (HSSC) on Thursday, March 27, 2008. Many aspects of TCRHCC operations were covered in the day-long meeting including accomplishments of the past year.

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



Board President Grey Farrell, Jr., welcomed the HSSC to Tuba City at the opening of the meeting.

proactive change, introduction of new health care 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 Dinnebito and Cameron satellite clinics.

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HSSC visit, *Continued from page 1.*

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

Swing Bed 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.
- Coumadin Clinic – program for better control and fewer complications with this blood-thinning medication.
- Cardiac Rehabilitation program grows, and improves patient survival and function.
- Podiatry – podiatrist 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 and clinical services, and respiratory syncytial virus (RSV) in conjunction with Johns Hopkins University. Application for participation in severe combined immunodeficiency disorder test.

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’s laboratory for compliance with the Code of Federal Regulations & AABB standards for handling and



Health and Social Services Committee Chair Thomas Walker, Jr., poses a question during the March 27th Annual Meeting at TCRHCC.

The CEO’s Corner . . .

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 staffers 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

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 Navajos and Native Americans residing on the reservation, in Flagstaff and other accessible areas.
- 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). Michelle 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 attempt to educate, recruit, and promote 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.



are good among the Board, Medical Staff and Senior Leadership, and all are dedicated to working tirelessly to improve the health and wellness of the people we serve. This is our collective Vision, our Mission.

Ahee’he,
Joseph Engelken, *Chief Executive Officer*

OUR MISSION

To provide accessible, quality, culturally sensitive health care.

OUR VISION

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

“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.



Car Seats for Kids

OFFICE OF ENVIRONMENTAL HEALTH



Above: The mother of 7 month old Dalashongnem Dawavendewa 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. Nez (Women's Clinic), Andrea Harrison (Pediatric Unit), Jolene Tom (PHN), Tracy Tibbetts (Pediatric Unit), Stephanie Hornberger (OB Unit), and Angie Chee (Office of Environmental Health). Not pictured, Shelley Kennedy (OB Unit).

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-Moore, 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 Thursdays 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.TCHEALTH.org

Jolene Tom named DNP Nurse of the Year 2007

Public Health Nurse Jolene Tom, RN, was nominated and selected as the annual Diné Nursing 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 Tom

"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.

to time consumed in reporting paperwork, and as an even more accurate avenue of obtaining and evaluating core measures of quality care in rural hospitals.

Modern Healthcare is the industry's leading source of healthcare business news. As a weekly news-driven publication, it reports on important healthcare events and trends as they happen. *Modern Healthcare* is ranked #1 in readership among healthcare executives and is the most trusted and credible source of news and information in the health care industry.



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.

Health Promotion/Disease Prevention

Times are all Daylight Saving Time unless otherwise specified.

Healthy Living 101

Free Classes **SPRING 2008**
Everyone Welcome!

- April 3 Exploring Your Health
- April 17 Portion Distortion
- May 1 Strength Training
- May 15 Food Label Reading
- May 29 Pilates
- June 12 Family Adventure
- June 26 Core Training
- July 10 Stress Management

12:00 - 1:00 p.m. • Tuba City, AZ
HPDP Trailer (east of TCRHCC Hospital)

Healthy Living 101 is a program designed to assist individuals and families in developing healthier lifestyles, learn new skills, and learn new ways to deal with the stresses of everyday life.

For information call Brooke Holiday at (928) 283-1427

Fitness Classes



Continue through April 30th
Diabetes Prevention Program

Classes held at
Tuba City Junior High School • 5:30 p.m.

April 14 • Low Impact Aerobics

April 15 • Powerflex

April 16 • Pilates

April 17 • Strength Training

April 18 • Core & Strength Training

April 21 • Low Impact Aerobics

April 22 • Powerflex

April 23 • Pilates

April 24 • Strength Training

April 25 • Step Aerobics

April 28 • Low Impact Aerobics

April 29 • Powerflex

April 30 • Pilates

For information call Jerilyn Slim at (928) 283-1425

10th Annual Tuba City Just Move It 2008 Family Fun Runs & Walks



These free events are non-competitive and open to people of all ages. Every new registrant earns a free t-shirt.

Chapter/Location	Date	Registration	Start
Kaibeto	May 20	6 p.m.	7 p.m.
Cow Springs	May 22	6 p.m.	7 p.m.
Tonalea	May 29	6 p.m.	7 p.m.
Upper Moencopi	June 3	6 p.m.	7 p.m.
Coalmine	June 5	6 p.m.	7 p.m.
Cameron	June 10	6 p.m.	7 p.m.
Flagstaff (MST)	June 14	8 a.m.	9 a.m.
Hidden Springs w/10K run	June 17	6 p.m.	7 p.m.
Bodayway/Gap	June 19	6 p.m.	7 p.m.
Cedar Ridge	June 24	6 p.m.	7 p.m.
Page (MST)	June 28	7 a.m.	8 a.m.
Coppermine	July 1	6 p.m.	7 p.m.
LeChee	July 10	6 p.m.	7 p.m.
Tuba City	July 22	6 p.m.	7 p.m.

All times are Daylight Saving Time except the Flagstaff and Page event. Eat a healthy snack before JMI. Wear sunscreen & a hat, and bring water.

12TH ANNUAL JOURNEY TO WELLNESS

For the past 12 years, people of all ages have come out to walk together. This year, the Tuba City Health Promotion Program will host the 2008 Walking Together for Healthier Nations walk on Thursday, May 08, 2008 from Tonalea, AZ to Kaibeto, AZ, Navajo Route 21.

All participants will earn a FREE t-shirt. Bring your friends & families.

WALKING TOGETHER FOR HEALTHIER NATIONS

Thursday, May 8, 2008 • Tonalea, AZ to Kaibeto, AZ (Tonalea Chapter to Kaibeto Chapter, Navajo Route 21)

23 mile walk (with 3 mile Energy Stops)

Registration Opens at 6:00 a.m. (DST)
Walk is 6:30 a.m. - 6:00 p.m. (DST)

For more information, contact the Tuba City Health Promotion Program (928) 283-1420/2404



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. - 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. 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

- Dental Clinic** 283-2672
 - Monday - Friday: 7:00 a.m. - 5:00 p.m. (Thursday 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. • Thursday: 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** (Selected Nights, Monday - Thursday)
 - 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

~ TCRHCC ~

People to Know

On March 31st, **Kathy Davis**, secretary in General Services, retired with 31 years of service.

Kathy was born in the Black Falls area, graduated from Tuba City High School, then went on to Haskell Institute in Lawrence, Kansas for a two year program in business. She started her career with the BIA, then came to Tuba City Hospital (now TCRHCC) in 1984.




Kathy Davis

General Services manages a variety of hospital support services. Kathy has been around long enough to see computers arrive and change everything about the way work is done. The biggest change, she said, was with Self Determination – the difference between government policies and the change to 638.

Kathy is married with four grown children. She is raising two teenage grandchildren.

The family enjoys camping, fishing, and NASCAR. They plan to eventually move to Pine Haven, New Mexico, south of Gallup.

Patient Benefits Coordinator **Joe Nez**, also retired at the end of March after 17 years at TCRHCC. He was previously with the Social Security Administration for 10 years. Born in the Coal Mine area then raised in Utah, Joe plans to stay and retire here in Tuba City. He is married with two children and four grandchildren.



Joe Nez

In the past, Joe has enjoyed horseracing, being a cowboy, and had some involvement in politics. In retirement he is looking forward to more of the things he enjoys – family, hiking, camping, and some cattle ranching.

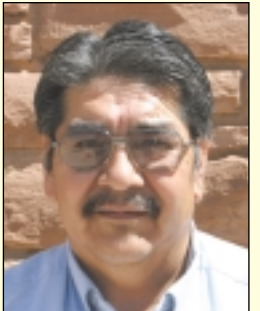
Joe says he is thankful for the support he has always received from business office supervisors, and is appreciative of the doctors who have been here long-term.

“We’ve always worked as a team here,” he added.

Melvin Day, a member of the TCRHCC House-keeping Staff, plans to retire soon as well after 25 years of service – 19 years at Tuba City Hospital. He enjoys his job of keeping the buildings clean and sanitary, and he also enjoys meeting people that are new to TCRHCC.

As an employee recently said of the quality and cleanliness of Melvin’s work, “Our hospital is his canvas, and he is an artist.”

Melvin has two grown sons, and in his free time he enjoys fish and outdoor activities. He also likes to travel and visit other native communities and pow wows. He carves kachina dolls for bean dances and for family members. He plans to take his art to market and travel the country.



Melvin Day

In his travels Melvin dreams of traveling to Washington, D.C., and visiting the National Museum of the American Indian (Smithsonian Institution).

Tuba City Regional Health Care Corporation

Healthy Directions

Community Information
 Vincent Shirley, CHC

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