



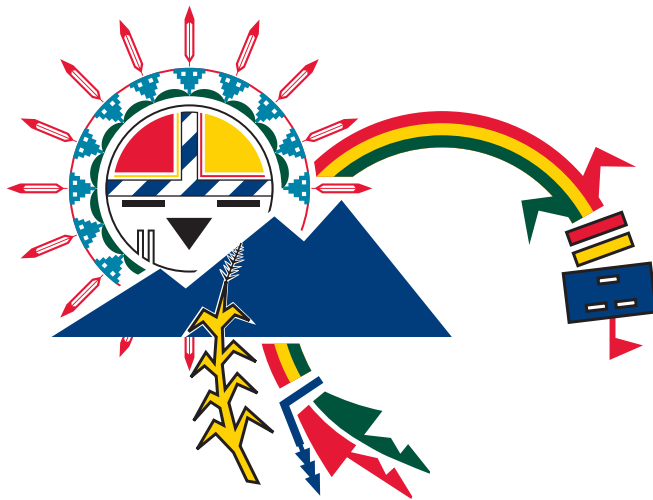
TUBA CITY
Regional Health
Care Corporation



2023

ANNUAL REPORT

Annual Report 2023



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Tuba City Regional Health Care Corporation



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@TubaCityHealth



@tcrhcc

Message from the Chief of Executives

Resilience and Growth: A Year of Commitment to Community Health

Healthcare has evolved significantly over the past four years, and Tuba City Regional Health Care Corporation (TCRHCC) has been no exception. Like many healthcare organizations, we have navigated the challenges of the ‘new normal,’ focusing on fostering growth, adapting to technological advancements, and ensuring financial stability in the face of labor shortages, inflationary pressures, and resource constraints. As we entered 2023, TCRHCC also experienced a leadership transition. Despite these changes, we remain steadfast in our commitment to advancing our mission and delivering exceptional care to our local community.

At the start of the fiscal year, succession planning began for several Senior Executive roles. Before her retirement, former CEO Bonar mentored me, Assistant Executive Officer (AEO), and Chief Operating Officer (COO) mentee Julius Young II. Then in January 2023, Mr. Young and I transitioned into the new roles of CEO and COO, respectively.

In May 2023 we welcomed Melissa Goad to hold a critical executive position as the new Chief Financial Officer. Throughout these leadership

transitions, the Senior Leadership Team remained focused on executing the organizational priorities outlined in our strategic plan.

This fiscal year, we successfully negotiated our FY 2024-2028 Funding Agreement with the Indian Health Service (I.H.S), securing funding to receive the negotiated funding for the programs, functions, services and activities we provide.

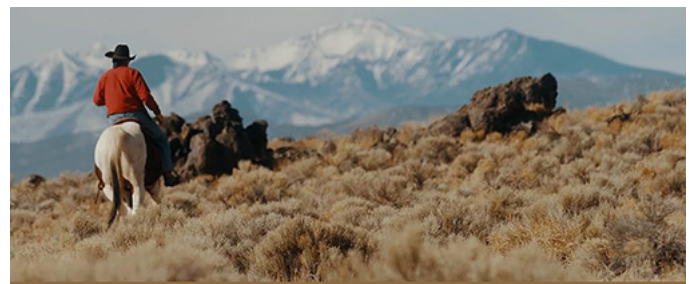
We also had several Capital Projects that we worked to complete, including groundbreaking for the Bodaway Gap Clinic, a project funded by the I.H.S. In our ongoing commitment to improving healthcare services, we continued to advocate for our Oncology program. This included supporting the Navajo Hopi Health Foundation, showcasing the Oncology documentary ‘Navajo Nation USA,’ and engaging in discussions with CMS to seek support for Specialty Medication Reimbursement.



J. Young II,



M. Goad



NAVAJO NATION USA

A Legacy of Uranium Between the Sacred Mountains

TWO24MEDIA AND KDT ALLIANCES PRESENT 'NAVAJO NATION USA'
WRITTEN AND EXECUTIVE PRODUCED BY KIM THIBOLDEAUX AND DEREN ABRAM
DIRECTED BY DEREN ABRAM EDITED BY GUILLERMO ROQUES
ALL NAVAJO MUSIC COMPOSED BY RAVEN CHACON, MICHAEL BEGAY, DIRT RHODES, AND OTHER NAVAJO ARTISTS

We also received validation of the quality care delivery through the American College of Surgeons (ACS) Re-verification of our Level III Trauma program issued in February 2023 and the Joint Commission Accreditation for Lab Survey in June 2023.



This Annual Report highlights the key accomplishments of the fiscal year, including the implementation of significant capital projects, a continued focus strengthening our workforce, and improving access to safe and quality care.

People

The pandemic has had a profound impact on the healthcare workforce. During the pandemic, TCRHCC experienced an increase in staffing shortages and hired contract labor to fill the gaps. A major focus of this new year was to focus on our greatest asset: our employees. TCRHCC worked heavily on recruiting staff with the goal to decrease contracted labor. Also, our leaders looked at Employee engagement opportunities, including Provider wellness. The additional focus on Employees, the leadership team created a new strategic pillar titled ‘People.’ As a Strategic Pillar, the organization is able identify activities and goals that improve recruitment and retention, increase Employee engagement, and improve

Customer Service

The Chief Nurse Officer (CNO) successfully recruited Nurse Executives for all of her divisions, effectively replacing previous contract staff with permanent, in-house leadership. With a fully employed Executive Nurse team in place, the focus shifted toward specific nursing improvements: recruitment efforts, retention strategies including a review of market salaries for nursing. Additionally, the Nurse Executive began concentrating on improving HCAPHS scores, an on-going area of focus for continued progress.

The Chief Human Resources (HR) Officer worked with grant partners North Country Healthcare and Hopi Healthcare to launch the inaugural TCRHCC High School Exploration program. Eight high school students were selected to participate in this four-week program where they gained valuable exposure to health care presentations and rounding in certain areas of the organization.



In addition, we continued providing our Certification programs. This included the successful completion of Cohort #6 for the Certified Pharmacy Technician program, Cohort #3 for the Certified Medical Assistant program, Cohort #1 for the Certified Medical Billing and Coding program, and the Healthcare IT Service

Helpdesk Representative Trainee program. We are proud of these programs as they have provided our community members with employment opportunities in our healthcare system, while also enhancing their skill sets. The certifications earned through these programs, ensure that our new workforce members are equipped to deliver high-quality service to our patients.

Service and Access to Care

May 2024 marked the official end of the Public Health Emergency; however, our commitment to safeguarding the community remained unwavering. We continued offering vaccines and testing, following the guidance of our Epi team, who provided guidance on mitigation measure such as masking and testing to protect both our staff and patients. Our team made tremendous strides to vaccinate approximately 70% of patients who received the primary vaccine series. In addition, our Community Health team worked tirelessly in assisting families who lacked food, water, and necessities to keep families safe. All these efforts, many of which I am unable to acknowledge in this space, are the reason TCRHCC exists – to serve our community with safe, quality and culturally sensitive healthcare. We are fortunate to have our staff respond and continue to serve the needs of this community even in the face of the dangers that was brought by this terrible virus.

We have also created a Public Health Department, which has expanded its scope to include other public health concerns, including addressing the rise in Sexually Transmitted Diseases. We saw a rise in Syphilis cases including congenital syphilis. The public health clinic implemented an Express Testing protocol that allows patients to receive testing without having



to call or wait day for an appointment, giving patients immediate access to confidential testing. Once tested the patient can receive treatment as soon as possible.

This year we have implemented a new model of care that integrates tele mental health visits with family medicine. This integration of the services allows our patients to receive Mental Health care, without having to set up a separate appointment, or having to walk to the Mental Health clinic for their visit. Having access to mental health care with the primary care allows patient to access much-needed services.

Medicaid Unwinding

During the pandemic, Arizona Medicaid, or Arizona Health Care Cost Containment System (AHCCCS), did not disenroll AHCCCS members. However, starting April 1, 2023, AHCCCS began the process of disenrolling members who are determined ineligible. Our Patient Benefits Coordinators (PBC) reached out to disenrolled patients and assisted them with applying and ‘re-enrolling’ in the Medicaid program. Our PBCs continue to assist patients with enrollment in the Marketplace and Medicare “D” Sponsorship, as these resources providing our patients with coverage. These resources are important to

patients receiving access to care and services that they are eligible to receive.

Arizona State Sober Living Crisis

AHCCCS announced the closure of over 100 Sober Living homes, as a result of harm and exploitation occurring to members living in these homes. Our Case Managers and Mental Health Providers have been working to support care coordination for patients who are affected by the closures. AHCCCS has provided a list of patients, in our service area, who have been affected by these closures. Our case managers reached out to these patients and provided resources as needed. AHCCCS has offered a hotline that we have also used to connect patients to resources.

Capital Projects

Stimulus monies received during the Pandemic has allowed TCRHCCC to renovate new spaces in our ED and Dental clinic. The Emergency Department received 10 new negative pressure isolation rooms, with two state of the art Trauma Bays. The new space was opened in April. The area provides more privacy due to enclosed bays with sliding glass doors and improves the infection control by creating negative air isolation rooms. Also, the space allows better efficient workspace for our ED staff.



We also renovated eight dental bays, or operatories, to include a semi-enclosed space at each bay so to improve infection control processes.

This year, we purchased and implemented new modular to provide for more workspace for our staff. These new facilities include a new, larger Staff Education modular for staff training and education, as well as a more spacious and updated modular for our Physician offices. Additionally, we added a modular for our growing Finance division. These modular units have improved work space efficiency, and helped alleviate decongesting in previous occupied areas. The staff Education modular was particularly important for our training needs, especially with the Certificate programs that require dedicated classroom space.

Advocacy

The opening of TCRHCC's Cancer Center in 2019 marked a groundbreaking achievement as the first of its kind on a Tribal reservation (outside of Alaska). This milestone was realized with the steadfast advocacy work of our TCRHCC Board of Directors, NHHF, and past CEO Bonar. Since its opening, the Cancer Center has experienced growing demand, with a significant increase in referrals and request for cancer care.

However, the I.H.S does not provide funding for Specialty care and reimbursement for Specialty medications is limited to an All-Inclusive-Rate of \$620. The cost of delivering high quality Cancer care far exceeds this reimbursement, making it clear that we must continue to advocate for better reimbursement rates to sustain and grow the cancer program. The incidence of cancer on our reservation underscores the critical need for this care. In response, we have dedicated

considerable time to raising awareness around health care equity in cancer care. The TCRHCC Board and I have engaged with industry leaders in the cancer care industry seeking partnership and support for our Oncology program. These efforts led to increased advocacy, with industry leader began amplifying and elevating our message to Federal agency leaders.

We have had the opportunity to meet with Federal agencies to highlight the need for more cancer care on tribal lands, specifically advocating for increased reimbursement for Specialty Medications. In addition, we met with Centers for Medicare & Medicaid Services (CMS) Director and her team to request reimbursement for Specialty meds.

In July, CMS published the Outpatient Prospective Payment System (OPPS) rule for comment. TCRHCC was relentless in its discussions with CMS regarding this issue and offered written comment to the published rule. We also sought support from other Industry leaders and the Biden Cancer Moonshot.

At the national level, I was honored to speak at the National Comprehensive Cancer Network and the Clinton Foundation's Clinton Global Initiative. Additionally, I was invited to provide Testimony to the House Committee on Appropriations, Subcommittee on Interior, Environment and Related agencies on March 9th.

These discussions have continued into FY 24 and we remain committed to advocating for reimbursement for Specialty Medications.

Our TCRHCC staff have consistently risen to the challenges of providing health care for several years, especially in the face of the many obstacles presented over the past several years. The Pandemic threw us a curveball, yet we were resilient and we forged onward. Despite the challenges, we remain optimistic and committed to growth.

This annual report highlights a fraction of the incredible work carried out by our team, However, I believe it reflects the dedication and commitment of the entire team who is focused on meeting the healthcare needs of our community. As a member of this community, it is a privilege to serve my community, and work with a dedicated staff that are committed to advancing our mission.

Ahe'hee,

Joette

Tuba City Regional Health Care Awards & Accreditations

Tuba City Regional Health Care is honored to receive a wide range of industry awards and recognitions. Every day we're proud of the affiliations, accreditations, designations and partnerships we have with some of the top health care organizations in the world. Our recognitions measure the quality of care we provide our patients everyday and unwavering commitment to being the best community healthcare system on the Navajo Nation.



The Joint Commission Accredited

Tuba City Regional Health Care earned The Joint Commission's Gold Seal of Approval for Home Care Accreditation, for Hospital Accreditation, for Laboratory Accreditation, and for Primary Care Medical Home (PCMH) Certification.



AMERICAN COLLEGE OF SURGEONS
Verified Trauma Center

Designated as a Level III Trauma Center by the American College of Surgeons

Tuba City Regional Health Care is the first and only hospital on the Navajo Nation – and one of just eight total organizations – in Arizona designated as a Level III Trauma Center.



TCRHCC is a
Smoke-Free Facility
Tobacco products at TCRHCC is prohibited.

Health Leadership Award for Tobacco-Free Campus Policy

Tuba City Regional Health Care is a smoke-free environment, both indoors and outdoors. It is an important step toward patients, visitors, and staff to ensure a safe and healthy environment.



The Arizona Perinatal Trust Accreditations

Tuba City Regional Health Care Obstetrics Unit and Nursery is one of 41 Perinatal Care Centers in Arizona, and the only Level II Perinatal Care north of Flagstaff and on the Navajo Nation.



Baby Friendly Hospital Certified

Tuba City Regional Health Care is one of five designated facilities in the State of Arizona.

Tuba City Regional Health Care Board of Directors



First row, left to right: Dolly Lane, Member, Bodaway Gap Chapter; Leila McCabe, Member, Coppermine Chapter; Tincer Nez, Sr., Vice President, Coalmine Canyon Chapter; Ronald Honyumptewa, Member, Moenkopi Village; Christopher Curley, President, Tonalea Chapter; Lyonel Tso, Member, LeChee Chapter; Franklin Fowler, Member, Kaibeto Chapter; Justice M. Beard, Member, To'Nanees'Dizi Chapter; and Carmelita Homer, Member, San Juan Southern Paiute.

Tuba City Regional Health Care Corporation (TCRHCC) is governed by a community-based Board of Directors, representing the eight Navajo chapters, the Moenkopi Village and the San Juan Southern Paiutes. Each member of the Board of Directors is accessible and

available to answer questions and hear your input. This is the core principle of 638 self governance, i.e., to put health care into the hands of the Greater Community we serve.

Tuba City Regional Health Care Senior Leadership Council



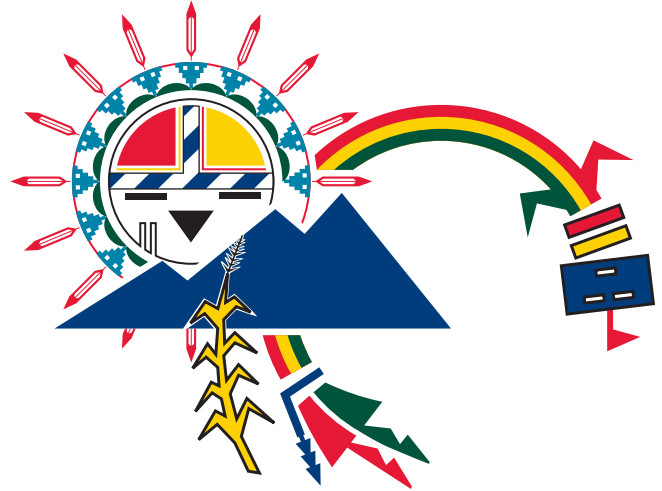
Front row, left to right: Sharr Yazzie, Chief Human Resources Officer; Julia Billy, Chief Quality Officer; Joette Watlers, Chief Executive Officer; Dollie Smallcanyon, Chief Community Health Services Officer; Natalia Hatathli, Chief Ancillary Officer. **Back row, left to right:** Jarred McAteer, Internal Medicine; Rebecca Springer, Chief Nursing Officer; Julius Young II, Chief Operating Officer; Melissa Goad, Chief Financial Officer; Shawn Davis, Chief IO; Riad Abdelkarim, Chief Medical Officer; Kyle Black, Director of Facilities. **Not photographed:** Thomas Grosheider, COS; Elizabeth Lally, Clinical Representative.

The TCRHCC Senior Leadership Council (SLC) is a body comprised of TCRHCC Administration and Leaders of the hospital's Health Care Team, which includes Medical Staff, Nursing and other health leaders who, together, care for TCRHCC patients. The SLC shall serve as an advisor to the CEO for the purpose of

furthering the mission and vision of TCHRCC and to provide input and assistance to the Board of Directors as set forth in the Bylaws of TCHRCC. The SLC serves hospital Administration and the Board of Directors for the enhancement of the organization and to accomplish TCHRCC goals.

Our Purpose

Mission & Vision



Our Mission

We provide safe, accessible, quality, and compassionate healthcare and promote healthy lifestyles through:

- Courteous and culturally sensitive service;
- Innovative and responsiveness;
- Respect for community needs and values; and
- Shared responsibility for health

Our Vision

To heal. To respect. To console.

Values Statement

“We take pride and honor the dignity in all individuals. We promise to uphold a safe environment dedicated to quality and a vision of excellence for today and tomorrow.”

Four Strategic Pillars

- Financial
- Information Systems
- Quality
- Services

Tuba City Regional Health Care Hospital and Health Services

Gap/Bodaway Health Clinic

Family Medicine
Telehealth
Telemedicine
Orthopedic Clinic

LeChee Health Facility

Dermatology
Ears, Nose & Throat
Family Medicine
General Surgery
Pediatric Clinic
Pharmacy
Rehabilitation Department
Physical Therapy
Occupational Therapy
Speech Therapy
Telehealth
Telemedicine
Orthopedic Clinic
Pandemic Care

Sacred Peaks Health Center

Case Management
Dental Clinic
Dermatology
Diabetes Education
Clinical Nutrition
Family Medicine
Flu Clinic
Internal Medicine
Rehabilitation Department
Physical Therapy
Occupational Therapy
Ears, Nose & Throat
Eye Clinic
General Surgery
Immunization Clinic
Laboratory
Mental Health
Neurology
Orthopedic Clinic
Pandemic Care
Patient Benefits Coordinator
Pediatric Clinic
Pharmacy
Podiatry Clinic
Radiology
Rheumatology
Telehealth
Telemedicine
Womens Health

Tuba City Regional Health Care

Anesthesia
Adult Care Unit
Anticoagulation Clinic
Audiology Clinic
Case Management
Cardiology
CHR Pain Clinic
Community Health
Community Counseling Center
Diabetes Education & Clinical Nutrition
Health Promotion and Diabetes Prevention
Meth & Suicide Prevention Initiative
Mobile Health Program
Office of Native and Spiritual Medicine
Dental Clinic
Dermatology
Diabetes Management
Emergency Medicine
ED Main RED
ED Annex RED
ED GREEN
Ears, Nose & Throat
Eye Clinic
Family Medicine
Flu Clinic
General Surgery
Immunization Clinic

Infusion Therapy
Intensive Care Unit
Internal Medicine
Laboratory
Mental Health
Neurology
Orthopedic Clinic
Obstetrics/Gynecology
Pain Management Clinic
Patient Benefits Coordinator
Pediatric Care Unit
Pediatric Clinic
Pharmacy
Pharmacy - Inpatient
Podiatry Clinic
Public Health Nursing
Radiology
CT Scan
MRI
X-Ray
Rehabilitation Department
Physical Therapy
Occupational Therapy
Speech Therapy
Rheumatology
Same Day Appointment
Specialty Care Center
Hematology
Oncology
Telehealth
Telemedicine
Urology Clinic
Womens Health

TCRHCC Organizational Priorities

FY 2022-2025

Capital Priorities

1. CRRSAA and ARPA Projects
2. Staff Housing
3. Health Access Expansion Projects
 - a. Bodaway/Gap Health Clinic (Echo Cliffs Health Clinic)
 - b. Vaccine Clinic Addition
4. Long Term Care Design and Construction
5. Complete 2nd Floor Cameron Warehouse
6. Complete Main Hospital Renovations
 - a. Pediatric Unit renovation
 - b. ED Expansion
7. Behavioral Health Services
8. Cameron Health Clinic
9. Partnerships:
 - a. Association Indians for Self Determination in Healthcare
 - b. Specialty and Tertiary Providers
 - c. Tribal Public Health Programs

Operational New & Ongoing Priorities

1. Public Health Response and Education
2. Throughput Priorities- Emergency Department and Step-Down Telemetry Unit
3. Customer Service Program Initiatives
4. Leadership Academy Training
5. Succession Planning- Healthcare Leadership Development
6. Employee Engagement
7. Reinforcing a Culture of Safety Initiative
8. Enhance Information Services (Patient Portal and Health Information Exchange)
9. Expand Public Relations through expanded Communications Department
10. Advocate with Educational Institutions for Staff
 - a. Staff Development
 - b. Establish Clinical Partnerships to enhance Health Careers
11. Telemedicine Outreach
12. Geriatric Service

Organizational Advocacy

- | | |
|--|--|
| ☞ CMS/AHCCCS Tribal Consultation | ☞ Correctional Health |
| ☞ Tribal Health Partnerships- Behavioral | ☞ Elder Care |
| ☞ Chapter Relations- community growth | ☞ PL 93-638 Self Determination |
| ☞ Public Safety | ☞ Affordable Housing & Social Determinants of Health |

Certified by the Country's
Most Prestigious
Seal of Approval

The Joint Commission



CERTIFIED SINCE 2002

Patient Safety Is Our Priority, High Quality Is Our Standard

Tuba City Regional Health Care takes pride in earning
The Joint Commission's **Gold Seal of Approval** for

Home Care • Hospital • Laboratory • Patient Centered Medical Home

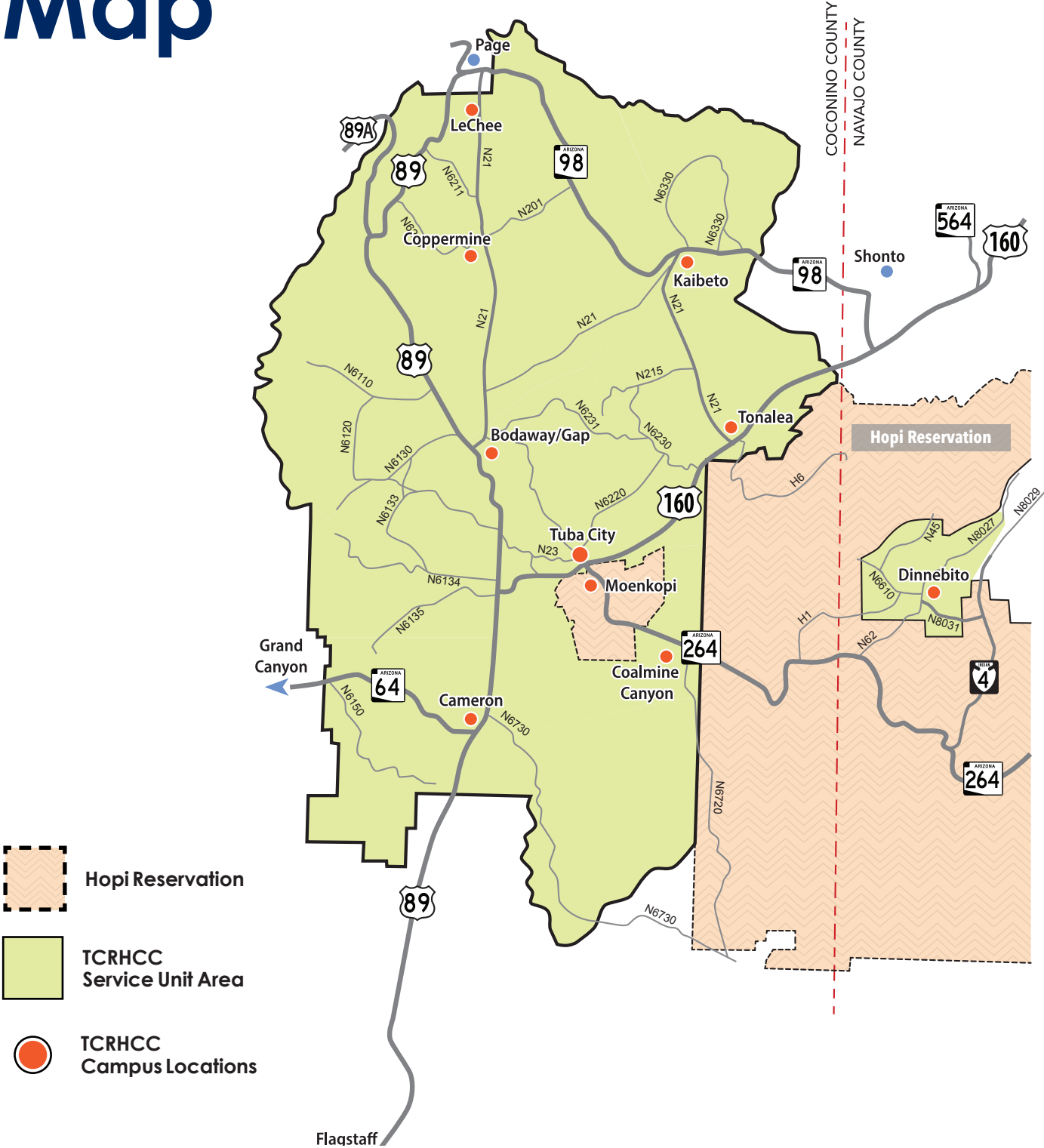
Tuba City Regional Health Care demonstrates compliance with The Joint Commission's national standards for health care quality and safety in disease-specific care.

This accreditation stands testimony to our commitment towards patient safety and continuous quality improvement.



Tuba City
Regional Health Care Corporation

Tuba City Regional Health Care Service Area Map



Tuba City Regional Health Care

Our Campuses

Tuba City Regional Health Care Corporation

167 N Main Street
P.O. Box 600
Tuba City, AZ 86045
Call Center: 1-866-976-5941

Sacred Peaks Health Center

6300 N Highway 89
Flagstaff, AZ 86004
Phone: 928-863-7333
Call Center: 1-866-976-5941

LeChee Health Center

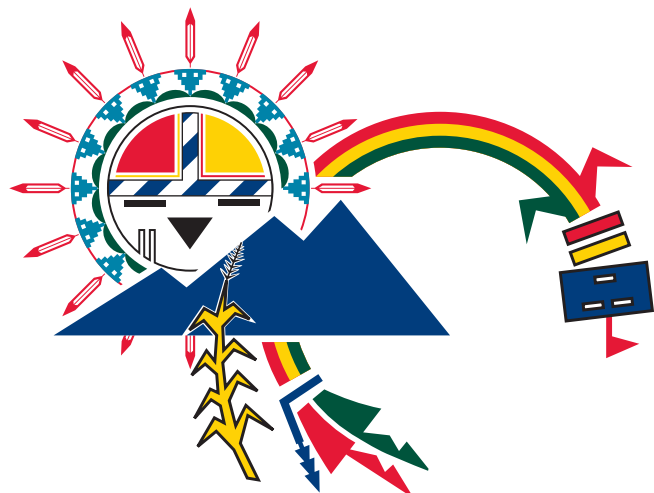
3 Miles South Coppermine Road
(Located North of the LeChee Chapter House)
LeChee, Arizona
Phone: (928) 698-4900
Call Center: 1-866-976-5941

Kaibeto Creek Independent Living Center

Kaibeto, AZ 86053
Contact: TCRHCC Housing Manager
Call Center: 1-866-976-5941

Cameron Clinic

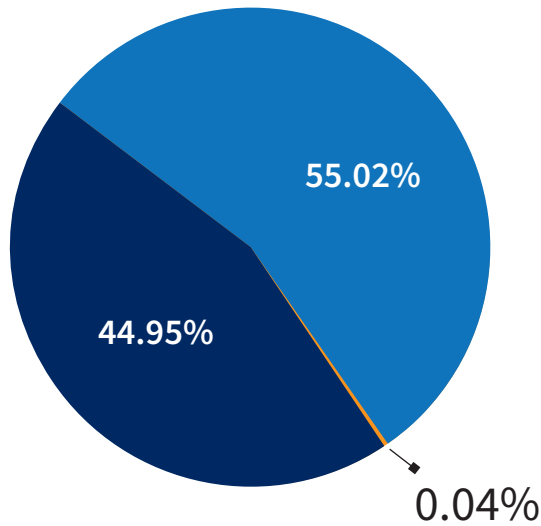
Cameron Health Care & Dental
Highway 89 North, Mile Post 466 US
Cameron, AZ 86020
Call Center: 1-866-976-5941



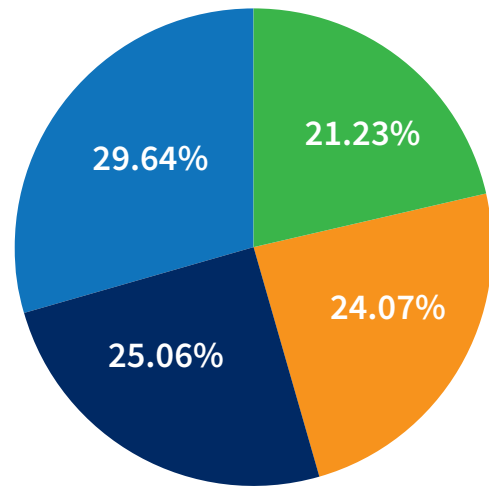
Our Communities

Who We Serve

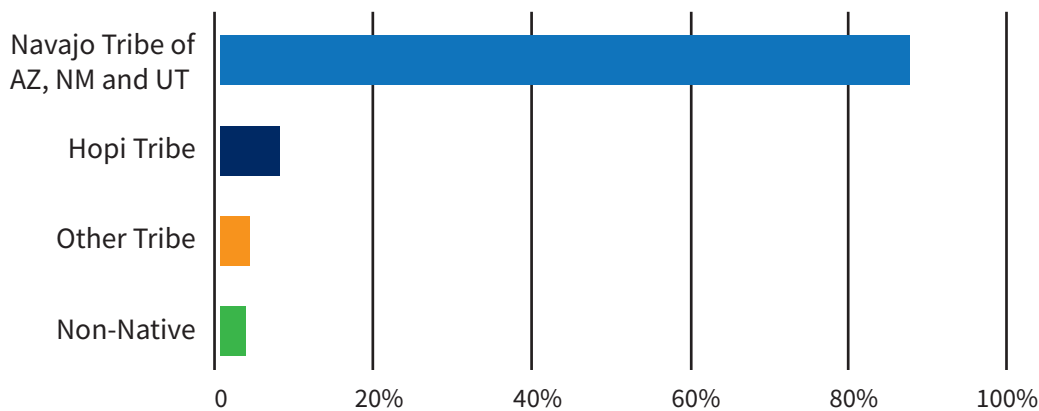
PATIENT GENDER



ACTIVE PATIENT AGE DISTRIBUTION



ACTIVE PATIENTS (BY TRIBE)



Billable Patient Visits

Inpatient and Outpatient Workload

INPATIENT	FY 2002	FY 2021	FY 2022	FY 2023
Hospital Discharges	3458	1,837	1,834	1,905
<i>Swing-Bed</i>	–	0	0	0
<i>ACU/PEDS/ICU/OB</i>	–	1,837	1,834	1,905
Inpatient Days	14,153	9,200	8,690	8,690
Average Daily Census	38.0	25.2	23.8	23.8
Newborns	512	268	293	296
Newborn Days	946	568	525	525
Total Inpatient Days	15,099	9,768	9,215	9,215
Discharges	3,970	2,105	2,155	2,201
Average Length of Stay	3.8	5.0	4.0	4.2
OUTPATIENT	FY 2002	FY 2021	FY 2022	FY 2023
Total Outpatient Visits	145,035	224,128	180,282	153,759
<i>Tuba City Regional Health Care</i>	–	180,136	140,686	118,048
<i>Sacred Peaks Health Center</i>	–	36,777	32,608	28,768
<i>LeChee Health Center</i>	–	6,595	6,650	5,935
<i>Cameron Health Center</i>	–	254	–	575
<i>Observations</i>	–	366	338	433
GRAND TOTAL UTILIZATION	FY 2002	FY 2021	FY 2022	FY 2023
Inpatient Days & Outpatient Visits	160,134	233,896	182,437	155,960

NOTE: BPV (Billable Patient Visits) = Reimbursable Patient Visits Counted per AHCCCS/OMB

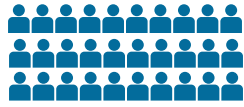
By the Numbers 2023



Tuba City
Regional Health Care Corporation

Entered into a Tribal Self-Governance Health Care System in 2002

970+
Employees



90+
Specialty
Clinics



73
Beds



4 Satellite Clinics



153,759
Outpatient Visits
Across All Settings in 2023



Cameron Clinic
Bodaway/Gap Clinic
LeChee Health Facility
Sacred Peaks Health Center

4,674
Surgeries
Performed in 2023



3,223
Total Mobile
Health Visits
Mobile Medical & Dental Unit



32,405
Emergency
visits in 2023 to our
Level III Trauma Center



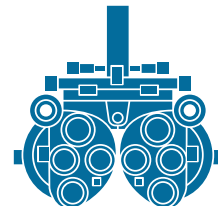
9,334
Dental Patient Visit



9,215
Inpatient days
in 2023



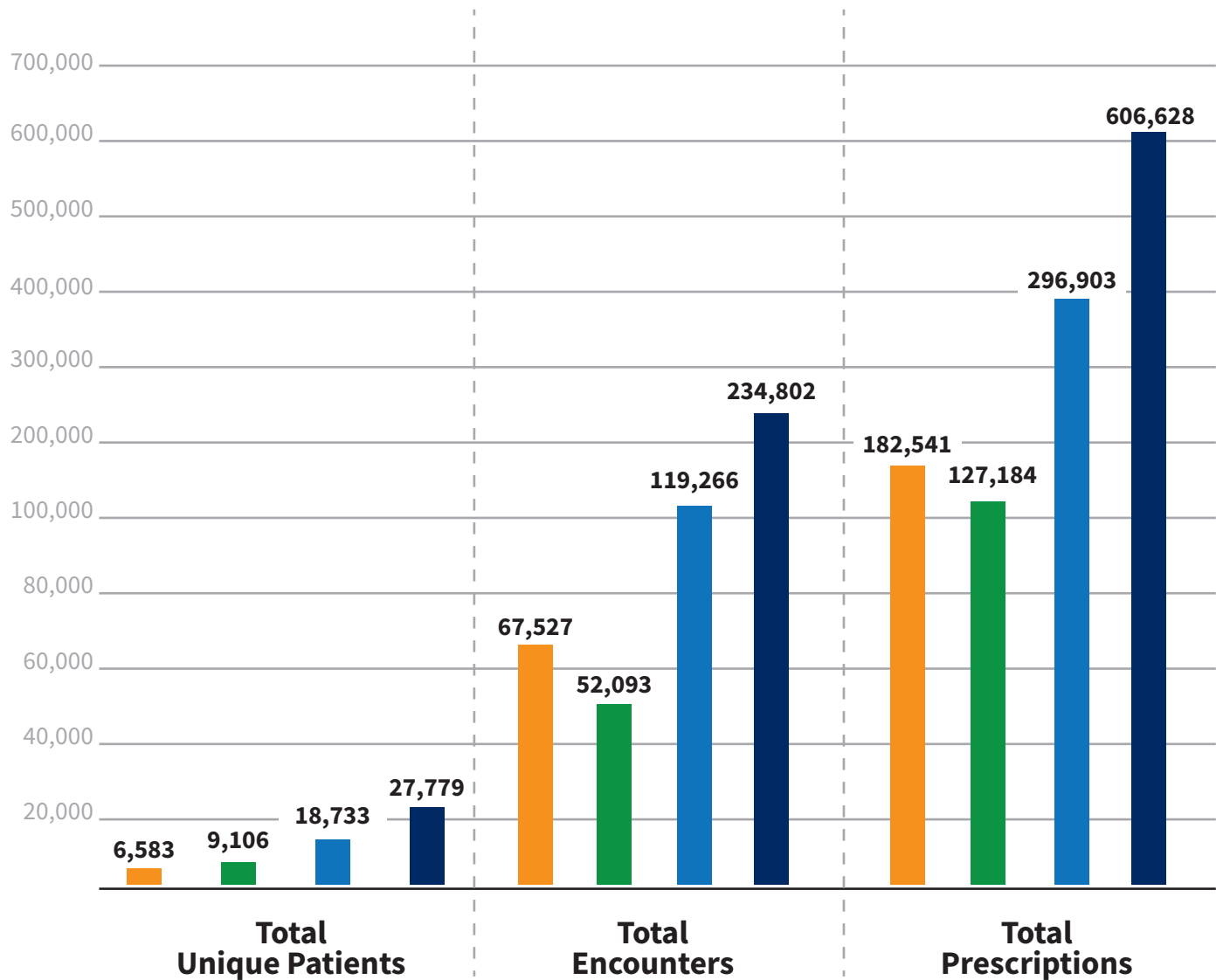
8,033
Eye Clinic
Patient Visit in 2023



Providing Health Care Services to Meet the Demand
of an Ever Growing Native American Population

Pharmacy Services

Unique Patients, Encounters, Prescriptions



Our Communities

Active Patients

By Tribe

ABSENTEE-SHAWNEE TRIBE OF OKLAHO
ACOMA PUEBLO, NM
AK CHIN IND COM PAPAGO IND. OF M
ALABAMA AND COUSHATTA TRIBES OF
ALABAMA-QUASSARTE TRIBAL TOWN IN
ALASKAN INDIAN
ALEUT
APACHE
APACHE, JICARILLA TRIBE, NM
APACHE, MESCALERO TRIBE, NM
ASSINIBOINE
ASSINIBOINE, FT BELKNAP IND RES,
ASSINIBOINE & SIOUX TRIBE, FT PEC
ASSINIBOINE & SOUX TRIBE, MT, S
APACHE TRIBE OF OKLAHOMA
ARAPAHO TRIBE, WIND RIVER RES. W
BANNOCK
BAY MILLS IND COMM SAULT STE. MA
BLACKFEET TRIBE RESERVATION, MT
CADDO TRIBE INDIAN OF OK
CAHUILLA
CANADIAN INDIAN
CATAWBA TRIBE OF SOUTH CAROLINA
CHEMEHUEVI TRIBE RES., CA
CHEYENE-ARAPAHO TRIBES OF OKLAHO
CHIPPEWA, LAKE SUPERIOR, BAD RVR
CHIPPEWA TRIBE OF MN, LEECH LAKE
CHEROKEE INDIANS, EASTERN BAND
CHEROKEE NATION OF OKLAHOMA
CHEROKEE-SHAWNEE DUAL ENROLLMENT
CHICKASAW NATION OF OKLAHOMA
CHIPPEWA (OBJIBWAY)
CHIPPEWA-CREE IND. ROCK BOY RES.
CHIPPEWA TRIBE OF MN, FOND DU LA
CHOCTAW NATION OF OKLAHOMA
CO RIVER IND. TRIBES RES., AZ AN
COCHITI PUEBLO, NM
COCOPAH TRIBE OF ARIZONA
COEUR D ALENE TRIBE RES., ID
COMANCHE INDIAN TRIBE OF OKLAHOM
CONF TRIBE OF CHEHALIS RES., WA
CONF. TRIBE OF COLVILLE RES., WA
CONF. TRIBE OF GOSHUTE RES., NV
CONF. TRIBE OF GRAND RONDE COMM.

CONF. TRIBE OF UMATILLA RES., OR
COUSHATTA TRIBE OF LOUISIANA
COWLITZ (LANDLESS)
COWLITZ TRIBE
CREEK NATION OF OKLAHOMA
CROW TRIBE OF MONTANA
DELAWARE TRIBE OF WESTERN OKLAHOMA
ELEM IND. COLONY OF POMO IND, CA
ESKIMO
FLANDREAU SANTEE SIOUX TRIBE
FT MCDERMOTT PAIUTE & SHOSHONE
FT MCDOWELL MOHAVE-APACHE IND CO
FT MOJAVE INDIAN TRIBE, AZ
FT SILL APACHE TRIBE OF OKLAHOMA
GILA RIVER PIMA MARICOPA IND COM
GRAND TRAVERSE BAND OTTAWA & CHI
GROS VENTRE-3 AFF TRB FT BERTHOL
GROS VENTRE, FT BELKNAP IND RES
GROS VENTRE (HIDATSA, MINITARI)
HANNAVILLE IND COM WI POTAWATOMI
HAVASUPAI TRIBE RES., AZ
HO-CHUNK NATION
HOOPA VALLEY TRIBE, RESERVATION
HOPI TRIBE OF ARIZONA
HOPLAND BAND POMO INDIAND, CA
HUALAPI TRIBE RESERVATION, AZ
INDIAN NON-TRIBAL MEMBER
INAJA BAND OF COSMIT MISS IND
IOWA TRIBE OF OKLAHOMA
ISLETA PUEBLO, NM
JEMEZ PUEBLO, NM
KAIBAB BAND OF PAIUTE INDIANS, R
KARUK TRIBE OF CALIFORNIA #216
KAW INDIAN TRIBE OF OKLAHOMA
KICKAPOO TRIBE OF IND., RES., KS
KIOWA INDIAN TRIBE OF OKLAHOMA
LAC COURTE OREILLES BAND RES., W
LAC DU FLAMBEAU BAND RES., WI
LAGUNA PUEBLO, NM
LOWER BRULE SIOUX TRIBE RES., SD
LOWER ELWHA TRIBAL COMM, RES., W
LUMMI TRIBE RESERVATION, WA
MAIDU
MANDAN - 2 AFF TRB FT BERTHOLD R

MESA GRANDE BAND, DIEGUENO MIS.
 MIAMI TRIBE OF OKLAHOMA
 MISS. BAND OF CHOCTAW IND., MS
 MOHEGAN TRIBE OF CONNECTICUT
 NAMBE PUEBLO, NM
 NARRAGANSETT INDIAN TRIBE, RHODE
 NATIVE VILLAGE OF UNGA
 NAVAJO TRIBE OF AZ, NM AND UT
 NEZ PERCE TRIBE OF IDAHO, RESERV
 NISQUALLY IND. COMM. RES., WA
 NOMELACKI
 NORTHERN CHEYENNE TRIBE, RES., M
 OGLALA SOUX TRIBE, PINE RIDGE R
 OMAHA TRIBE OF NEBRASKA
 ONEIDA TRIBE OF INDIANS, RES., W
 ONEIDA NATION OF NEW YORK
 ONONDAGA NATION OF NEW YORK
 OSAGE TRIBE OF OKLAHOMA
 OTOE
 OTOE-MISSOURIA TRIBE OF OKLAHOMA
 OTTAWA TRIBE OF OKLAHOMA
 PAIUTE
 PAIUTE IND. COLONY, BRIDGEPORT,
 PAIUTE INDIAN COLONY, BURNS, OR
 PAIUTE INDIAN TRIBE OF UTAH
 PAIUTE SHOSHONE BG PINE BAND OWE
 PASCUA YAQUI TRIBE OF ARIZONA
 PASCUA YAQUI (UNENROLLED)
 PAUMA BAND LUISENO MISS. IND., C
 PAWNEE INDIAN TRIBE OF OKLAHOMA
 PECHANGA BAND OF LUISENO MISS. I
 PEORIA TRIBE OF OKLAHOMA
 PIMA
 POMO & PIT RVR IND, BG VAL RANCH
 PONCA TRIBE OF INDIANS NEBRASKA
 POTAWATOMIE
 POTAWATOMI IND TRIBE, CITIZEN BA
 PUYALLUP TRIBE RES. WA
 PRAIRIE BAND POTAWATOMI INDIANS,
 PYRAMID LAKE PAIUTE TRIBE RES.,
 QAWALANGIN TRIBE OF UNALASKA
 QUAPAW TRIBE OF OKLAHOMA
 QUECHAN TRIBE OF FORT YUMA IND
 QUINAULT TRIBE RESERVATION, WA
 RED CLIFF BAND OF LAKE SUPERIOR,
 RENO-SPARKS INDIAN COLONY, NV-SH
 ROSEBUD SIOUX TRIBE RES., SD
 SAC AND FOX TRIBE OF INDIANS OF
 SALISH & KOOTENAI, CONF. OF MT
 SALT RIVER PIMA-MARICOPA IND COM
 SAN CARLOS APACHE TRIBE RESERVAT
 SAN FELIPE PUEBLO, NM
 SAN JUAN PUEBLO, NM
 SAN JUAN OF WASHINGTON
 SAN JUAN SOUTHERN PAIUTE TRIBE
 SANTA ANA PUEBLO, NM
 SANTA CLARA PUEBLO, NM
 SANTA YNEZ BAND CHUMASH MIS IND,
 SANTEE SIOUX NATION, NE
 SANTO DOMINGO PUEBLO, NM
 SAULT STE MARIE CHIPPEWA, MI
 SEMINOLE
 SEMINOLE NATION OF OKLAHOMA
 SEMINOLE TRIBE OF FL, DANIA, RES
 SENECA NATION OF NEW YORK
 SENECA-CAYUGA TRIBE OF OKLAHOMA
 SHAWNEE TRIBE, OK
 SHOSHONE
 SHOSHONE-BANNOCK TRIBE RES., ID
 SHOSHONE DUCKWATER TRIBE, NV
 SHOSHONE-PAIUTE TRIBE DUCK VALLE
 SIOUX, CHEYENNE RIVER TRIBE
 SIOUX, CROW CREEK TRIBE, SD
 SISSETON WAHPETON OYATE, SD
 SKULL VALLEY BAND OF GOSHUTE IND
 SOUTHERN UTE TRIBE RESERVATION,
 SPIRIT LAKE SIOUX TRIBE, ND
 SPOKANE TRIBE RESERVATION, WA
 SOBOBA BAND LUISENO MISS IND RES
 ST. REGIS BAND MOHAWK INDIANS OF
 STANDING ROCK SIOUX TRIBE RES ND
 TAOS PUEBLO, NM
 TE-MOAK BANDS WESTERN SHOSHONE I
 TEWA
 THREE AFFILIATED TRIBES OF FT BE
 TLINGIT
 TOHONO O ODHAM NATION OF ARIZONA
 TOLOWA/TOLOWA-HOOPA
 TULALIP TRIBES RESERVATION, WA
 TULE RIVER INDIAN TRIBE RES., CA
 TURTLE MTN. BAND CHIPPEWA IND RE
 TUSCARORA NATION OF NEW YORK
 UMPQUA IND BAND OF COW CREEK, OR
 UNITED AUBURN IND COMM, AUBURN R
 UNITED KEETOOWAH BAND CHEROKEE I
 UTE INDIAN TRIBE, UINTAH, OURAY
 UTE MOUNTAIN TRIBE, RES., CO, NM
 WAILAKI
 WALKER RIVER PAIUTE TRIBE RES.
 WASHOE TRIBE OF NV AND CA
 WICHITA INDIAN TRIBE OF OKLAHOMA
 WINNEBAGO TRIBE RESERVATION NB
 WHITE MOUNTAIN APACHE TRIBE RES.
 YAKAMA IND, CONF TRIBE & BAND, W
 YANKTON SIOUX TRIBE OF SOUTH DAK
 YAVAPAI-APACHE IND COM CAMP VERD
 YAVAPAI-PRESCOTT TRIBE RESERVATI
 YOMBA SHOSHONE TRIBE RES., NV
 YUKI
 YUROK TRIBE HOOPA VALLEY RES., C
 ZIA PUEBLO, NM
 ZUNI TRIBE RESERVATION, NM

Patient Benefit Coordinators Outreach and Enrollment Services

TCRHCC Patient Benefit Coordinators (PBC) strive to deliver culturally sensitive and linguistically appropriate services to our patients.

Our Patient Benefit Coordinators help people research and enroll in affordable health insurance they qualify for.

They also provide education and consultation about health insurance and assisting with application for the following:

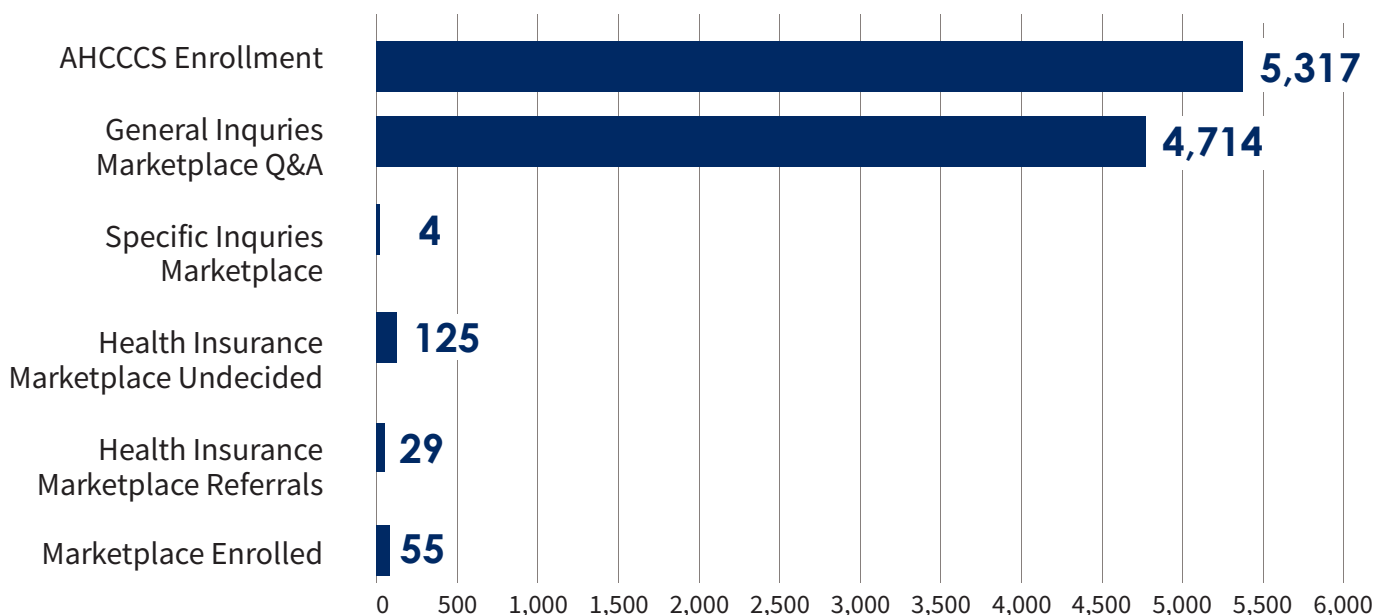
- Arizona Healthcare Cost Containment System (AHCCCS)
- KIDSCARE
- Health Insurance Marketplace

Our Patient Benefit Coordinators also provide support in the following:

- Re-applying for health coverage
- Providing assistance with coordination of healthcare needs and maintenance of effective communications with health insurance companies and health care providers, and other health coverage related assistance.

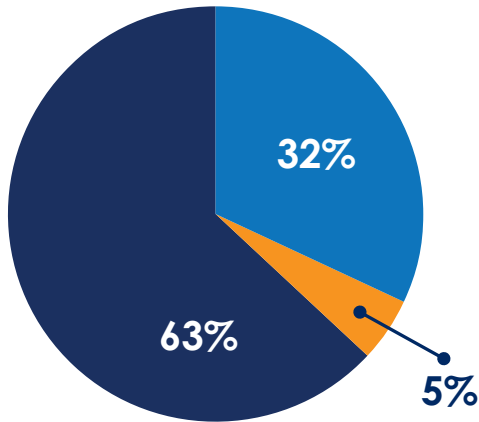
With a great passion in helping the communities we serve, the Navajo, Hopi and San Juan Southern Paiute Tribe, our Patient Benefit Coordinators have enrolled 5,317 individuals in AHCCSS.

FY 2022–2023 • ENROLLMENT SERVICES



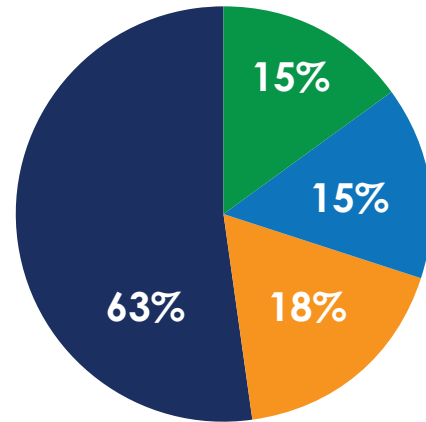
Tuba City Regional Health Care Audited Financials

Revenue



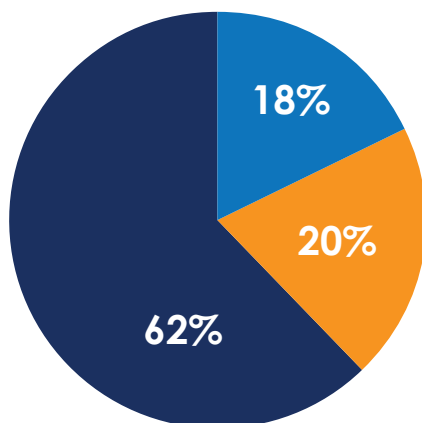
- All Third-Party Sources
- Indian Health Services
- Grant and Other Sources

Expenditures



- Salaries and Benefits
- Supplies and Other
- Medical Fees/Contract Services
- Other Expenses

Medical Billing Revenue



- Medicaid
- Medicare
- Other Third-Party

Tuba City Regional Health Care New TCRHCC CEO just wanted to be the best nurse

TUBA CITY, Ariz. -- When Joette Walters started at the then Tuba City Indian Health Service hospital in 1997 as a new nurse graduate, she never imagined she would become the Chief Executive Officer 25 years later. “My goal was just to be an excellent nurse,” she said.

On Jan. 17 she takes the mantle as CEO from Lynette Bonar for the Tuba City Regional Health Care Corporation, a P.L. 638 health care entity which serves the western region of the Navajo Nation, and includes the Hopi and San Juan Paiute tribes. TCRHCC is a Level III Trauma Center, and has over 1000-employees, which includes about 120 providers, an oncology center and three satellite divisions and clinics across the region. Ms. Bonar who served as Ms. Walter’s mentor for the past five years, is retiring after 20 years at TCRHCC.

“Ms. Walters brings years of experience to TCRHCC as she has been part of the organization before it became a P.L. 93-638 Self Governance Tribal Organization in 2002,” said TCRHCC Board President Christopher Curley. “We feel we have made a sound decision to bring someone with experience and background in clinical and leadership. Ms. Walters is from Gray Mountain, near Cameron Arizona, a community south of Tuba City.



“I am truly honored to serve the community, the board, and our TCRHCC staff,” said Ms. Walters. “I believe we have a talented and knowledgeable senior leaders, directors and employees who are vested in our mission. Three notable things that shaped my learning during my mentoring with Lynette (Bonar), was the implementation of our E.H.R, the Pandemic, and the opening of Navajo first Oncology program,” she said. “I believe TCRHCC, as a tribal healthcare organization, has a potential to be a leading healthcare organization in Indian Country,” she said.

Since October 2017, she has served as the Chief Operating Officer. The COO is an executive position, providing executive level support to Executive Team and CEO related to organization

operation. Walters is also responsible for the effective delivery of operations both clinical and non-clinical support services, and in compliance with financial, information services, human resources, quality improvement, clinical care, and legal and contracting requirements. In her current role as Associate Executive Officer (AEO), Ms. Walters has worked closely with CEO Bonar in a mentoring capacity. Ms. Walters worked with the CEO in developing competencies in several areas of leadership, finance and budgeting, information systems, quality improvement, facilities and material management, human resources and staff development, and development or enhancement of clinical services.

Ms. Walters said TCRHCC’s strategic plan, guides the organization’s plan and goals. “In my mentoring with our CEO, the foundation of our initiative goes back to the Mission,” she said. “When we consider new services and projects, it is important to evaluate it against our Mission and determine how it adds value to our organization, and is it aligned with our Mission.”

“Each year we develop a strategic plan with our board of directors. That Strategic Plan is aligned with our Mission, Vision, and Values,” Ms. Walters said. “I will continue with those plans in the upcoming year, including several large capital projects.”

These plans include:

- Securing the needed remaining funds for the Long-Term Care Project. “This will allow our elders and families to stay local -- without leaving home -- to have the Skilled Care provided here, and even more important Assisted Living

facilities for our Elders,” she said.

- “Housing is a big challenge,” she said. “We have some land near our current Greyhills Housing area, and now we are looking forward to the construction of 48 additional housing units for our TCRHCC staff.
- Continue with planning, design and construction of the Bodaway Gap Health Care Center.
- A new hospital. “Our building is aged, old and if anything, catastrophic, happened to our facility, we risk closing services and our community would have to get healthcare elsewhere,” she said. “This would be devastating for our community.



Internally, within the organization, “we have some important organizational initiatives,” she said. Among a few:

- Reengage our teams to building our Culture of Safety
- Improve our Hospital ‘s HCAPHS scores
- Increase our Recruitment efforts
- Re-establish our Customer Service Programs
- Continue Mentoring opportunities, including training with Leadership Academy and Executive Leadership Program.
- Plus, many projects and programs listed and defined in our Strategic plan.

- “My focus is to raise our efforts to become a 5-star organization, which is a organization-wide effort and will be an overall improvement in our customer service, access to culturally appropriate care, a safe workplace, and improvements in safe and quality care,” Ms. Walters said.

Early on she developed a passion for health care after her father and grandmother succumbed to cancer. “There were many decisions our family had to make as we had to navigate a complex healthcare system,” she recalls. “Like many people in our community, we had to travel long distances to get care, at the same time manage our work and school while caring for our family. It was tough,” she said.

Like many residents on Navajo, Walters grew up with close- knit grandparents and parents, and without

electricity or running water. “The challenges of not having these modern conveniences still exist, and affect many of our families, and impact their health”” she said.

She started at Northern Arizona University as an engineering student but then changed her major to nursing and graduated in 1997 with a Bachelor of Science in Nursing degree. Walters also earned a Master of Business Administration/ Masters Science of Nursing: Nursing Leadership in Health Care Systems, from Grand Canyon University.

Ms. Walters is Zuni-Edgewater (Naasht’ezhii T’abaahi), born for One-Who-Walks-Around (Honaghaahnii), her maternal grandfather is Red Bottom (Tlaaschi’i), and paternal grandfather is Honeycombed Rock clan (Tse’jikini).



NAVAJO • HOPI HEALTH FOUNDATION

Make a meaningful impact!

On the Navajo Nation, the health challenges are profound and urgent. Diabetes among adults on the Navajo Nation is more than twice the national average, with a significant portion of the population living with the condition. The COVID-19 pandemic further exacerbated these health disparities, leading to higher infection rates and devastating loss within the community. Cancer, too, is on the rise, with incidence rates increasing steadily across the region. In fact, the Navajo Nation faces some of the highest cancer mortality rates in the country, due in part to barriers in accessing timely, culturally sensitive care.

Your contribution to the Navajo Hopi Health Foundation is more than just a donation—it helps bridge the healthcare gap by providing access to specialized services such as cancer care, diabetes management, and other essential health resources, all delivered with cultural understanding and respect.

Learn more here:

NAVAJOHOPIHEALTHFOUNDATION.ORG

The Navajo Hopi Health Foundation (NHHF) was created in 2012 as a non-profit organization to support the Tuba City Regional Health Care Corporation (TCRHCC) initiatives.



Going the Distance: For Life

Our patients often travel long distances for care. This short film offers a deeper look at the challenges they face, including the time, cost, and discomfort of seeking treatment far from home.



Scan to watch

Together we can improve health care for the most vulnerable in rural Western Navajo Nation, Northern Arizona.

Tuba City Regional Health Care TCRHCC re-designated as a Level III Trauma Center

TUBA CITY, Ariz. – Tuba City Regional Health Care Corporation has been re-verified as a Level III Trauma Center until December 2024 by the American College of Surgeons (ACS), a national organization.

“There are very few Level III Trauma centers in the State of Arizona and almost half are in the greater Phoenix area,” said Dr. Ralph Zane Kelley, Chief of Surgery, Trauma Medical Director at TCRHCC. “Tuba City has maintained this standard since 2014 and is the only ACS verified trauma center on Native land in the lower 48 states. Establishing and maintaining a Level III Trauma Center requires

a great deal of resources hospital wide and is definitely a team effort.”

Verified trauma centers must meet the essential criteria that ensure trauma care capability and institutional performance, as outlined by the American College of Surgeons’ Committee on Trauma, and receive designation by the Arizona Dept. of Health Services.

“This designation recognizes TCRHCC’s dedication to providing optimal care for injured patients,” said TCRHCC CEO Joette Walters. “It enables the hospital to see and take care of more critically



injured patients across our service area. We are the only hospital on Navajo with this distinction.”

The American College of Surgeons is a national scientific and educational association of surgeons founded in 1913. In 1987, the College established the COT’s Consultation/Verification Program for Hospitals and promotes the development of trauma centers in which participants provide not only the hospital resources necessary for trauma care, but also the entire spectrum of care to address the needs of all injured patients. This spectrum encompasses the prehospital phase through the rehabilitation process.

The Arizona Department of Health Services Bureau of Emergency Medical Services and Trauma System approves designation based on the American College of Surgeons’ National verification review as a Level III trauma center. ACS verifies and Arizona State Designates said Shannon Claw, TCRHCC

Director of Trauma Services and EMS Coordinator. TCRHCC is one of seven Level III Trauma Centers designated by the Arizona Department of Health Services Bureau of Emergency Medical Services and Trauma System.

In addition to providing a higher quality of care, trauma surgeons and orthopedic surgeons are on call 24-7.

Tuba City Regional Health Care Corporation is a Joint Commission accredited 73-bed health center that provides services to a 6,000 square mile area and serves as a referral center for the western region of the Navajo and Hopi Reservations. TRCHCC is a P.L. 93-638 health care facility and operates the Sacred Peaks Clinic in Flagstaff, Ariz. and LeChee Healthy Facility near Page, Ariz.

Tuba City Regional Health Care TCRHCC expands ER Department

Due to increasing needs and growth, the Tuba City Regional Health Care Corp. (TCRHCC) Emergency Department began construction on March 28 to increase the emergency room by 6,000 square feet and adding 10 beds.

This first phase of the emergency room expansion began on Monday, March 28th with construction scheduled for completion in February 2023. As part of the ER expansion, 10 beds/bay will be added, including additional space for storage, and workstations with new equipment and monitoring systems. The expansion will add 6,000 square feet

to the hospital. The project was made possible through COVID-19 response and preparedness funding.

“Construction fencing will be up and that it may be a change for some of our patients and those in the community. We want to assure the public that the emergency room is open during construction.” said Sarah L. White, TCRHCC Interim Director of Emergency Services. “The ER expansion will give us more space to provide high quality compassionate care within our Navajo Nation Community.”



Contractors will close off access to parking lot 8 by installing fencing on the north side of the TCRHCC campus. The area will be closed off to guests and patients accessing the north ER entrance parking lot. The north ER parking will be removed and moved to the west main entrance area, located between the three-story Outpatient Primary Care Center and Hospital.

There will be no changes to the ambulance entering and accessing the north ER entrance.

The construction project will optimize our existing emergency department space to meet the community's current and future needs as the hospital continues to provide quality care, improve capacity and patient flow.

“We are finally able to afford an expansion that has been badly needed for more than a decade,” said Lynette Bonar, CEO. “This additional space will add an environment that provides ventilation that is safe for our staff and patients in response to this ongoing COVID pandemic.”



Since 2014, TCRHCC has held the Level III Trauma Center health care status. TCRHCC is the only Navajo health care provider that is verified as a Level III Trauma Center by the Verification Review Committee (VRC), an ad hoc committee of the Committee on Trauma (COT) of the American College of Surgeons (ACS).

The distinction enables the hospital to see and take care of more critically injured patients. The only other Native American Level III trauma center is in Anchorage, Alaska.





Tuba City
Regional Health Care Corporation

Outstanding Staff Awardees



3rd Quarter Daisy Award
Recipient 2023



Carissa McCabe, RN



3rd Quarter Squash Blossom Award
Recipient 2023



Charmayne Bighorse, CNA



3rd Quarter Concho Belt Award
Recipient 2023



Genice West, CMA



Steven Moul, M.D.



Joachim Chino, M.D.



