San Carlos Apache Healthcare Corporation
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OVERVIEW OF SERVICES AT SAN CARLOS APACHE HEALTHCARE CORPORATION

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CEO
April 20th, 2017

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The San Carlos Apache Indian Reservation:

- Established by executive order on November 9, 1871
- Enrollment of over 15,000 tribal members
- Northern Graham, southeastern Gila, and eastern Pinal Counties
- Encompassing over 1.8 million acres
- 10th largest reservation in land area with desert, alpine meadows, and Ponderosa Pine forest.
- Communities include Bylas, Gilson Wash, Peridot, and 7mile.
- Largest employer on the reservation is the Tribal government which operates many agencies

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PROGRESSION OF HEALTHCARE

- Legacy Indian Health Service Hospital in San Carlos was built in early 1960's

TWO 638 Programs – Title I:

- DHHS:
  - Wellness Center was established in 2003, tribally run out-patient mental health and substance abuse program.
  - Other DHHS include: CHR, Public Health, Tribal EMS, WIC, and Food Distribution
- Hospital
  - San Carlos Apache Healthcare Corporation – July 2015

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San Carlos Apache Tribal Council

- Lead process for 638 Planning
- Lobbyed in Washington DC
- Articles of Incorporation
- Hospital Governing Bylaws
- 8 member BODs with 7 voting members and 1 Honorary

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San Carlos Apache Healthcare
Past to Present

SCAHC: Mission Vision & Values

Mission

The Mission of Izee' Baa Gowah is to heal, serve and empower the In-deh (Apache people) while honoring the traditions through a caring, compassionate and respective patient-family centered team

Vision

The Vision of Izee' Baa Gowah is Apaches healing Apaches to achieve a strong healthy community through the delivery of quality healthcare

for current and future generations

Values

- ***Embrace and live the spiritual value of healing in a harmonious and peaceful environment***
- ***Embrace the needs of family and community with confidentiality and accountability***
- ***Promote and respect the wellbeing of individuals by offering quality holistic healthcare***
- ***Create and build trust in all our relationships***

EMERGENCY

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SCAHC Strategic Plan – 2016 to 2019

GOAL #1: To provide effective organizational leadership

- Create a "one team concept"
- Measure performance objectively
- Utilize a dashboard …to effective leadership
- Develop and enhance management skills through a training program
- Create a consistent patient first culture

GOAL #2: Define Roles & Responsibilities for the SCAHC Board and Leadership

- Develop an orientation and onboarding program for Board and Tribal Council
- Finalize SCAHC organization charts
- Revisit SCAHC Bylaws & Board Committee structure
- Develop a SCAHC "dashboard" to track key performance (KPI's)

GOAL #3: Develop Long Range, Community Focused, Planning with San Carlos Tribal Council to Enhance Services and Best Practices

- Host Strategic Planning with TC, DHHS and Key Stakeholders
- Develop a comprehensive community needs analysis

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SCAHC Strategic Plan – 2016 to 2019

GOAL #4: Identification of Patient Center – "Patient First" Objectives and Outcomes, which include ensuring the patient receives the right care, with the right provider, at the right time and in the right setting.

- Clinical taskforces to research and recommend best practices
- Identify Patient Care Coordination processes for optimal care facilitation (Appointment, Access and transfers)
- Increase capabilities, capacity and efficiencies in Primary Care and Specialty
- Maximize opportunities to keep San Carlos Apache Tribal Members in the Community for their Healthcare needs.
- Optimize processes in the Purchased Referred Care (PRC)

Goal #5: To develop and sustain a highly motivated, inclusive, and dedicated team

- Succession Planning
- Fellowship – Mentoring Program for Key Leadership Positions

Goal #6: SCAHC is the Hospital of Choice for the San Carlos Apache Tribal Community

- Develop a Comprehensive Marketing and Public Relations Program

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SCAHC Board of Directors

San Carlos Apache Healthcare Corporation Board of Directors (Left to Right)
Steve Titla, Kathy W. Kitcheyan, David Reede, Rachael Keefee, Julia James, Dr. John Molina, Nella Ben Not Pictured-Dr. Victoria Stevens

Apaches Healing Apaches begins with US!

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Lots of Change in the First Year:

- ✓ Opened new hospital and organization – July 2015
- ✓ Begin work on Mission, Vision and Values – August 2015
- ✓ Paper EHR in ED – September 2015
- ✓ Appointment scheduling for outpatient primary care - September 2015
- ✓ Continuing Resolution in October 2015 – made cash flow a challenge
- ✓ Hiring of key leadership positions, changes in a few leadership positions and the sun setting the use of Consulting organizations for Clinical, Finance, HR and It
- ✓ MRI in January 2016
- ✓ Policy and Procedures in place for the Organization
- ✓ Preparation and successful **Joint Commission Surveys** (Lab and full hospital)
- ✓ Finalize Mission, Vision and Values
- ✓ Creations of SCAHC Strategic Plan – March 2016
- ✓ Recruitment of Specialty Physicians for Specialty Clinics – February 2016
- ✓ Lead Process for creating Comprehensive Healthcare Strategic Plan for the SCAT Community – June 2016
- ✓ RPMS Migration
- ✓ Approval of OMNI Cell Upgrade and Script-Pro

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FIRST YEAR ANNIVERSARY CELEBRATION

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PARTNERING

Strategic Planning with SCAT Tribal Council, DHHS and SCAHC

Partnership to create best healthcare system for the people of SCAT Community

GOALS:

- *Financial Stewardship*: Annual summit on Healthcare Sustainability; Fiscal Responsibility & Budgeting; Annual Funding Agreement; Foundation; Return on Investment (ROI)
- *Service:* To provide quality comprehensive healthcare services patients and families across their life-span.
  - Dialysis Center
  - Long Term Care and Skilled Nursing Facility
  - Drug/Alcohol/Detox Rehab Center
  - Social Services
- *Community:* Prevention; Health Education
- *People:* Work with Tribal organizations and the local educational system to create a career pathway for healthcare related professions, Professional Development Program

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PARTNERING

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SERVICES

- Outpatient
- Inpatient
- Emergency
- Pharmacy
- Pediatrics
- Rehabilitation-Physical, Occupational and Speech Therapy
- Sleep Lab
- Podiatry
- Comprehensive Wound Care
- Optometry
- Laboratory
- Imaging, MRI, Mammo
- Dental
- Nutrition
- Special Diabetes Program for Indians (SDPI)
- Specialty Clinics
- Case Management/Social Services

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SPECIALTY

Committed to Service

- Specialty NP
- Rheumatology
- Ortho
- OB/GYN
- Surgery
- Audiology
- Ophthalmology
- Nephrology
- Cardiology
- Gastroenterology - soon
- Hand Surgery
- Neurology
- Pulmonary
- Infectious Disease
- Urology
- Endocrinology
- Pain
- Prosthetics/Artisan
- Bariatrics - soon
- ENT - soon

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COMMITTED TO SERVE

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OUTPATIENT Redesign

Improving patient flow

- Certified Nurse Assistant to Medical Assistant model
- Ambassadors to arrive patients
- Implement Call Center – give more time to our patients (phone and in person)
- Appointment Reminders, AudioCare
- Empanelment, assigning patients to primary care providers (PCP) of their choice – key to continuity of care and partnership with patient and provider
- Outside Lab orders

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ED REDESIGN

The need to redesign the Emergency Department to improve the flow of the patient and reduce wait times.

- Results Waiting area to help reduce wait times and free up patient rooms
- Scribe Program
- Electronic Patient Tracking Board
- New triage room
- Patient registration area
- Physician's workroom
- Cameras in waiting room

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Other Operation Improvements - Developments

Case Management and Care Coordination:

- Increased from only one Social Worker to Four RN Case Managers and Hiring a 5th for Phoenix
- Preparing for American Indian Medical Home Model
- Improve coordination, communication and follow-up implemented two Nurse Navigators (Emergency Department and Outpatient)

Purchased Referred Care:

- Created baseline data first year and identified need to request more in the AFA
- Added a Case Manager to the team and two additional workers

NATIONAL SOCIAL WORK MONTH
DENISE KENTON
NATIONAL SOCIAL WORK MONTH
CAROL LEWIS
NATIONAL SOCIAL WORK MONTH
TANISHA MORALES
NATIONAL SOCIAL WORK MONTH
MANUEL ABEYTA
NATIONAL SOCIAL WORK MONTH
Purell