

The Runner

The image of the GRIC Runner symbolizes GRHC's movement toward revitalizing the spirit of the vibrant and healthy traditional runner. The shield and staff are symbolic of our Community's efforts to battle illness. The seven feathers on the staff carried by the "Runner" are indicative of GRIC's seven districts united with a strong will to live healthy from generation to generation.



Gila River
HEALTH CARE

ANNUAL REPORT

2015

(October 1, 2014 - September 30, 2015)



VISION

To be the premier Native American health care delivery system empowered to serve the lifelong needs of our people.

MISSION

To provide high quality healthcare and improve the health of the Gila River and Ak-Chin Indian Communities.

PROMISE

We promise to treat you with dignity and respect.

VALUES

- Accountability
- Commitment
- Patients & Families
- Culture
- Quality
- Self-Governance
- Trust

BOARD OF DIRECTORS

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Dear Community,

Patient care at Gila River Health Care (GRHC) is distinguished by a unique commitment from our staff to provide patients with the highest quality of medical services delivered through a unique, integrated model. Our staff are highly skilled and use state-of-the-art technology while practicing kindness, culturally competent care and compassion to enhance the patient experience. All of this allows us to intuitively align with our patients' culture and medical priorities, creating a value-based relationship.

Operating with a keen sense of fiscal responsibility to the community, we have developed effective strategies, deriving a solid return on investment for future capital expansion. Our business model of culturally-sensitive patient care is reinforced by GRHC Outcomes Management and Informatics Department's pivotal role in facilitating system-wide performance goals, including Joint Commission clinical performance measures that optimize patient care. Leadership continues to maintain its flexibility and adaptability to respond to challenges as they arise. Currently, with the Affordable Care Act, billing code changes, implementing a new electronic medical record, four major construction projects and improving The Caring House services, we continue to make significant progress in improving healthcare delivery for the Gila River and Ak-Chin Indian Communities. The patient care experience is further enhanced through executive leadership and a corporate environment which supports kindness, compassion and respect.

Our future is optimistic as we address the growth of Gila River and other Native American communities. The construction of the new Viola L. Johnson Administration Building, and the moving of administrative functions out of the hospital, permits us to repurpose and remodel the vacated space within the hospital, to enhance patient care, expand the primary care and pediatrics departments, remodel dental and internal medicine services, and redesign the hospital front entrance. Federal funding received allows Gila River Health Care to embark on a new 140,000 square foot Southeast Ambulatory Care Center located in District 4. The projected opening of this facility in early 2018 will enable GRHC to serve Gila River Indian Community members, as well as those living in the urban Phoenix Metropolitan area.

Operating a healthcare system is complex and an enormous responsibility and to address these challenges, GRHC has strategically approached 2015 fiscal responsibilities. It is with enormous pride and great humility that we continue to serve the healthcare needs of members of the Gila River Indian and Ak-Chin Indian Communities, and other Native Americans, and we invite you to explore the considerable progress we have made.

Myron Schurz, Chairperson, Board of Directors

Lorrie Henderson Ph.D., MBA, Chief Executive Officer

CULTIVATING THE NEXT GENERATION OF LEADERS

GRHC believes that experience, education, training, communication and interpersonal skills, as well as leadership acumen, are among the most important elements for success and executive leadership development. The Administrator in Training (AIT) program was created to provide GRIC members with an opportunity to participate, in an intensive five-year training program through direct exposure to and active participation in administrative and operational activities. The program enables the AIT to rotate throughout the GRHC system. It also includes comprehensive coaching in Communication/Relationship Management, Leadership Management, Professionalism, and Knowledge of Healthcare. Two candidates were chosen in 2012 and are currently in the third of the five year program.



Rachel E. Hernandez, MBA
District 3

Rachel E. Hernandez began her finance career in 1999 as a Financial Analyst for 21st Century Grants and the Gila River Indian Community. She attended Arizona State University and University of Phoenix obtaining dual Bachelor's and Master's Degrees in Business Administration and Accounting. She brings many years of experience in the Finance and Administration field. Prior to being selected as the CFO-AIT, Rachel served as an Executive Assistant, Staff Accountant, Senior Accountant, and Interim Controller for GRHC. She is committed to integrating culture and business to enhance future growth of GRHC. She grew up in the village of Gu U Ki and is of Akimel O'Odham and Crow decent. When Rachel is not working, she enjoys participating in traditional ceremonies and dances as well as cheering on her five children at various sports and academic functions.



Denise M. White, MBA
District 5

Denise M. White is a proud member of the Gila River Indian Community born in Oakland, California but has lived most of her life in Arizona. Her Native American lineage derives from Vah-ki or District 5, also known as Casa Blanca. Her educational background includes a dual Bachelor's degree in Business Administration and in Accounting from the University of Phoenix and a dual Master's degree in Business Administration/Accounting and in Public Administration/Healthcare Administration. In the capacity of the Chief of Operations Administrator in Training since 2013, she has gained valuable experience preparing her for an executive management role in the near future. As she continues her participation in the program, her responsibilities will increase further preparing her for a leadership role.

JOB FESTIVAL

Gila River Health Care's Job Festival was a huge success with a total of 340 participants. Human Resources requested individuals to apply on-line for 48 positions. A total of 268 individuals applied online prior to the event. GRIC members applied for and were hired into 24 of the 48 positions available within both the clinical and operational divisions and in positions within the Caring House Skilled Nursing Facility, Family Planning, Family Medicine, Primary Care, School Health Services, Transportation, Environmental Services and Facilities.

PATIENT SATISFACTION

Feedback is solicited from patients in clinical and non clinical services through Patient Satisfaction Surveys. In FY15, GRHC received more than 17,000 - up from 11,000 in 2014. To the question, "Would you recommend the services received?" patients indicated a high degree of satisfaction with a score of 4.82 out of 5.0 - up from 4.79 in 2014. "Were you treated with kindness and respect?" was added in 2015 where patients rated GRHC at 4.90 out of 5.0.

CULTURALLY COMPETENT COMPASSIONATE CARE

The new Kindness Initiative is a system-wide effort designed to work in tandem with The Cultural Customer Service Department Service Excellence program. The kindness initiative is dubbed the "C" Campaign and was developed to engage and promote service excellence principles among all Gila River Health Care employees. The "C" Campaign promotes the basic principles of providing Culturally Competent Compassionate Care. The icon's intentional "C" design is to serve as a visual queue and is intended to remind employees to practice kindness and to focus on learning the culture in order to enhance interaction with patients. Campaign goals include:

- Striving for more positive patient satisfaction scores
- Increasing participation in Cornerstone refresher training

CULTURAL CUSTOMER SERVICE DEPARTMENT

In 2015, the Cultural Customer Service Department (CCSD) hired three Customer Service Representatives and three Patient Advocates. Four of the six hires are Community members to address high need areas and enhance the patient experience. CCSD staff trained 534 new GRHC staff and contractors in Cultural Competency training and Service Excellence training, in addition 66 current employees attended Cultural Competency training course for the FY15.

SERVICE RECOGNITION

Dr. Daniel T. Cloud Outstanding Practice Award

The Department of Pediatrics has been recognized for reaching 90% immunization coverage levels for the toddlers of the GRIC who receive care at HHKMH on a regular basis.



DIALYSIS

Gila River Health Care's East and West Dialysis centers provided 28,125 treatments for approximately 204 patients. There were 18,445 visits at East Dialysis and 9,680 at West Dialysis.

Centers for Medicare and Medicaid Services (CMS) post quality outcome and reporting measures every year for public view. The End Stage Renal Disease Quality Incentive Program is a scoring tool designed to improve quality of care. Clinical measures are 75% of the points and 25% of the points are for reporting. The total possible points are 100, with the national average of 81. The most recent scores are Dialysis East with 90 points and Dialysis West with 95 points.

In addition, both centers were awarded a 5-Star rating from CMS. This is the first year for CMS to use this rating in an attempt to make data on dialysis centers easier to understand and use. The 5 Star rating indicates the highest quality in dialysis care. Less than 10% of the centers in the U.S. received this rating.

PHARMACY

Hu Hu Kam Memorial Hospital (HHKMH) expanded pharmacy hours thus increasing patient access to care. New hours are Monday through Saturday 8:30 a.m. to 10:00 p.m. and Sunday 12:00 p.m. to 10:00 p.m.

The HHKMH Pharmacy installed a new inventory management system to electronically manage the drug inventory. With this system, prescriptions are filled robotically which reduces errors and provides real-time inventory tracking.

Komatke Health Center (KHC) upgraded and expanded equipment to meet the increase in volume of prescriptions. It has increased efficiency and workflow.

NON-EMERGENT MEDICAL TRANSPORTATION SERVICES

The mission of Gila River Medical Transportation Services (GRMTS) is to provide safe, quality and reliable transportation to patients of GRHC. This commitment begins with ensuring drivers undergo safety, patient-care, and defensive driver training as well as First Aid, CPR, Para-Transit Training, Medical Van Operator Course, Cultural Sensitivity, Service Excellence and Dialysis patient care. Feedback from passengers continues to indicate GRMTS services and drivers are by far a transportation provider of choice for GRHC patients. GRMTS increased its volume from 70% to 72% of all patient transport with the overall goal of serving 80%.

HU HU KAM MEMORIAL HOSPITAL CAMPUS

AMBULATORY VISITS: FACE TO FACE			
Department	2014	2015	FY Diff %
Primary Care	64,724	62,189	-3.9%
Dialysis	18,732	18,445	-1.5%
Emergency Department	32,026	33,466	4.5%
Podiatry	14,508	14,086	-2.9%
Dental	14,506	14,523	0.1%
Physical Therapy *	12,189	12,185	0%
Optometry	10,121	10,176	0.5%
Diabetes Care Program	4,980	5,607	12.6%
Key Services	2014	2015	FY Diff %
Pharmacy Prescriptions	506,437	517,942	2.3%
Laboratory	195,572	193,084	-1.3%
Medical Imaging	23,482	23,367	-0.5%

* Due to the discovery of a technical data issue (walk-in visits were inadvertently double counted), the Physical Therapy visits reported in the FY14 annual report were adjusted in the FY15 annual report.



KOMATKE HEALTH CENTER CAMPUS

AMBULATORY VISITS: FACE TO FACE			
Department	2014	2015	FY Diff %
Primary Care	24,370	22,268	-8.6%
Dialysis	9,027	9,680	7.2%
Dental	5,940	6,467	8.9%
Podiatry	4,199	4,164	-0.8%
Optometry	3,678	3,582	-2.6%
Physical Therapy	3,660	3,625	-1.0%
Diabetes Care Program	835	754	-9.7%
Key Services	2014	2015	FY Diff %
Pharmacy Prescriptions	126,885	127,166	0.2%
Laboratory	25,946	23,704	-8.6%
Medical Imaging	4,901	4,743	-3.2%

AK-GHIN CLINIC

AMBULATORY VISITS: FACE TO FACE			
Department	2014	2015	FY Diff %
Primary Care	3,009	3,145	4.5%
Pharmacy	14,815	15,241	2.9%



GILA RIVER HEALTH CARE COMMUNITY OUTREACH

VISITS: FACE TO FACE			
Department	2014	2015	FY Diff %
Non-Emergent Medical Transport Services **	46,470	93,516	101.2%
Public Health Nursing	23,976	22,919	-4.4%
Life Center	12,620	10,029	-20.5%
Emergency Medical Services	11,182	11,839	5.9%
School Health Services	10,720	13,104	22.2%
Family Planning / HIV Program	1,028	592	-42.4%

**In May 2014, the GRHC Medical Transportation Department began capturing our transports by leg (direct connection between two location points) and not patients (as done previously). This change in data collection methodology explains the major increase in the numbers from FY14 and FY15. For example, a Dialysis patient transported two times per day, three times a week, will equate to six legs per week for that patient. Additionally, all one way stops are considered one leg.

DIABETES CARE PROGRAM

Diabetes Care Program (DCP) met all requirements for National Committee for Quality Assurance (NCQA) recognition for quality diabetes care. This includes a 50% increase in active GRIC patients achieving A1C goals and 74% improvement in A1C values. Three DCP staff members obtained certification as Diabetes Educators and two were nationally recognized by NCQA for quality diabetes care. These achievements help ensure that patients receive quality diabetes care and education. DCP continues to take the lead in developing the Diabetes Center of Excellence coalition with a goal to unify diabetes care throughout GRIC that allows patients to prevent and treat diabetes and its complications.



LIFE CENTER

The mission of the Life Center is to provide people with Diabetes and those who share in their care, the support and resources needed to successfully manage their diabetes, prevent complications and live well. Staff provide a variety of services to accomplish this mission, including diabetes education for ongoing and newly diagnosed patients, diabetes prevention services, adult, youth and family education, emotional support and case management services and dietary instruction. Life Center services are offered throughout Gila River and for all Gila River Health Care patients.

- The Life Center responded to the need for more classes on weight management.
- The Life Center has increased the number of weight management classes and has also included classes at Komatke Life Center.
- The Life Center responded to a request for the implementation of an amputee support group. As a result, the Life Center Diabetes Counseling and Support Program began work to develop and implement the Amputee and Wheelchair Bound Support Group. The support group meetings began in August 2015 and meets monthly on the 1st Tuesday of every month. This group has been designed to provide education, but most importantly provide support to those who live with mobility changes in their lives due to amputations and/or being wheelchair bound.



EMERGENCY MEDICAL SERVICES

During the first two quarters of FY 2015, Emergency Medical Services (EMS) worked with the Gila River Fire Department (GRFD) to obtain an Electronic Patient Care Report System. This improvement in technology will enable the medic to have at their fingertips: health records, past illnesses, medical protocols and also have the ability to complete documentation of assessments and treatments.

EMS took delivery of three new ambulances late September 2015, and were put into service the first week of October. The ambulances are equipped with industry standard life saving tools and communication devices. With an increase in the number of service calls, the units are a welcomed addition to the current fleet.



PEDIATRIC OUTREACH MOBILE UNIT

The Gila River Health Clinic Pediatric Outreach Mobile Unit program expanded, increasing family access to health care within the Gila River Indian Community. Today the mobile unit, an ambulatory mobile health care clinic visits both community district service centers and schools. It brings physical exams, lab tests, chronic health care maintenance, and immunizations to adults and children where they live, play and learn. Likewise, health education services are available on the Mobile Unit, especially for students who are most at risk of Type 2 Diabetes.



DENTAL

At HHKMH and KHC dental clinics, schedules are reviewed daily to maximize efficiency while allowing same-day appointments. Flexible scheduling improves access to dental appointments.

A third mobile dental unit was deployed. GRHC proudly provide pediatric dental care to: Sacaton Elementary School and Sacaton Middle School (for the first time), St. Peter's School, Gila Crossing School, Casa Blanca School and within the Ak-Chin Community. Our goal is to provide the highest quality dental care without compromising valuable classroom time. Over 1,400 dental visits were completed.

The Orthodontic program for braces, funded through Tobacco Tax (TT) support was set to end once children in the program completed care. The Dental Department applied for and was awarded TT funding to provide braces for 35 GRIC members in fiscal year 2016.

PODIATRY

A new program provides home nursing visits to patients with complex wounds. In order to receive these services, patients must meet special criteria. Since the inception of the program, patient feedback indicates improved quality of care, outcomes and satisfaction.

CASE MANAGEMENT

Case Management Department is collaborating with Arizona Health Care Cost Containment System - American Indian Health Plan, Dignity Healthcare and Gila River Health Care Behavioral Health in seeking ways to problem solve for our patients who have frequent readmissions to area hospitals or have complex medical needs. The partnership is jointly identifying and accessing the needed resources for patients. These issues and barriers directly affect patient outcomes in areas of access to care and quality of care.

The Case Management Department has established partnerships with the Baby Smarts Program and the Children's Cancer Network in an effort to help teen mothers and pediatric patients by providing valuable information and resources for referrals.

LABORATORY OUTREACH

All lab staff tested for and received their certifications for Professional Collectors, both in collections and breath analyzer testing. Hours of operation have extended in response to the increased need for services.



MEDICAL IMAGING SERVICES

A state-of-the-art Picture Archiving and Communication System was installed and allows “on demand” retrieval of mammogram images that help to perform ultrasounds. This new capability sends both mammograms and ultrasounds electronically to the radiologist, thereby improving the speed and quality of breast care.

EMPLOYEE HEALTH SERVICES

This year’s influenza program promoted easier access to vaccinations to all shifts. The influenza program improves the quality of care and patient outcomes by potentially decreasing transmission of influenza, with over 90% of all staff vaccinated.

PATIENT LAB SERVICES

To ensure quality patient care, staff is diligently collecting data on indicators where improvements can be made. A campaign was launched to increase patient awareness about the importance of obtaining a wristband during registration and wearing it when visiting the lab. To expedite patient check in for radiology and lab work, a separate registration window has been established to improve patient flow.



BEHAVIORAL HEALTH SERVICES

In 2015, program staff increased focus on clinical outcomes through the use of multiple evidence-based practices such as *Feedback Informed Treatment* and *7 Challenges* for young substance abuse treatment. Implementation and modulation of new treatment approaches, along with staff being trained and credentialed in new practices allowed staff to target specific diagnoses and led to clients being treated more efficiently causing some areas of enrollment to decrease (as noted in the chart below). Some specialty staffing shortages throughout the year also accounts for episodic variations of enrollment throughout the year.

BEHAVIORAL HEALTH SERVICES VISITS

	FY 2014	FY 2015	Diff %
Outpatient Services - Sacaton (HHKM)	8,077	6,651	-17.7%
Outpatient Services - Shagoi (KHC)	2,097	2,437	16.2%
Behavioral Health Outpatient Addictive Substance Intervention Services	23,188	20,223	-12.8%
Youth Services	1,947	1,606	-17.5%
Regional Behavioral Health Authority (RHBA) Case Management Enrollment	1,724	1,788	3.7%
Residential Treatment Center (RTC) Bed Days	15,984	15,690	-1.8%



IMPROVING CLINICAL SKILLS

In 2015, there were two organization-wide clinical competency fairs conducted. The organization has determined specific core competencies that must be evaluated annually as part of our clinical assessment program for all clinical staff as required by the Joint Commission. There were a total of 352 clinical staff who successfully demonstrated clinical and mandated competencies which included topics such as: safety, infection control, injections and depression screening.



AFFORDABLE CARE ACT

Gila River Health Care continues to support our Gila River Indian Community members through the Affordable Care Act (ACA) to cover uninsured individuals and families. Over the last year GRHC has trained our Benefit Coordinators as Certified Application Counselors. Thanks to the continued support from the GRIC Tribal Tobacco Tax funding Gila River Health Care has successfully completed our second year of the Contract Health Insurance Premium Program (CHIP). Through this funding, a monthly insurance premium was paid on behalf of the 136 individuals who did not qualify for any other type of health insurance.

HEALTH INFORMATION MANAGEMENT (FORMERLY MEDICAL RECORDS)

The department experienced a 47% increase in requests for information from June to July 2015, resulting in a total of 1,314 requests in FY15.

PUBLIC HEALTH NURSING

Six monthly healthy eating classes were taught by GRHC Public Health Nursing (PHN) professionals to a total of 170 participants in District 3. A Summer Youth Program facilitated by PHN staff was also provided to 30 participants in Districts 6 and 7. Classes were designed to educate attendees on good hygiene and to provide examples of healthy eating recipes during the class series.

With increasing pressure on healthcare organizations to improve quality and lower cost in the face of diminishing payment for care, Gila River Health Care has been able to navigate the complexities and challenges of the current healthcare environment. As the pace of change accelerates, GRHC has adapted and continues on a path that brings quality healthcare to our patients while remaining financially solvent. As advances in medicine enable healthcare organizations to provide more effective and specialized care than ever before, the cost of care for new technologies, human capital, medical devices, drugs, and administrative costs, continues to outpace reimbursements.

The financial building blocks for GRHC is to focus on financial strategies that will drive long term viability. Our first strategy is to optimize the patient experience with the check-in process; explaining what healthcare benefits the

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FY15 OPERATING REVENUE

Third Party Payer	\$107,588,730
I H S Contract	\$34,548,425
Tribal Funding -Tobacco Tax	\$4,108,396

FY15 GRANTS

Grant - Life Center (Capital Grant)	\$1,027,266
Grant - HHS Special Diabetes & Diabetes Prevention	\$377,988
Grant - HHS Family Planning & HIV	\$261,865
Grant - FTF/Home Visitation	\$143,649
Grant - FTF/Teen Parents	\$114,573
Grant - HRSA-EMS Defib Demonstration	\$82,623
Grant - MSPI	\$73,895
Grant - HIV/Integration	\$59,910
Grant - AAIP/HIV PREV	\$38,322
Grant - SGK Breast Cancer	\$19,335
Grant - Tribal Homeland Security - EMS	\$15,940
Grant - Ship Grant	\$7,355
Grant - HRSA-HuHuKam	\$4,107
Grant - Mental First Aid	\$913

TOTAL	\$2,227,740
Miscellaneous	\$746,818
Tribal Funding - Dept. of Corrections	\$544,945
Laboratory Outreach	\$349,629
Other	\$54,826

TOTAL REVENUE	\$150,169,509
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FY15 OPERATING EXPENSES

Salaries & Wages	\$66,768,122
Benefits	\$16,706,315
Purchased/Referred Care (Contract Health)	\$5,655,738
Purchased/Referred Care (Premiums)	\$815,640
Medication - Drugs	\$7,635,342
Depreciation	\$7,548,421
Contracted Labor	\$8,040,013
Maintenance & Utilities	\$6,179,178
Fees	\$2,983,715
Payroll Taxes	\$4,735,431
Medical Supplies	\$3,851,888
Supplies	\$2,055,003
Insurance, Interest, & Others	\$1,398,588
Travel & Education	\$655,797
Dental Supplies	\$165,043
Equipment	\$80,200
Rent & Lease	\$331,021

TOTAL EXPENSE	\$135,605,455
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All Financial information included in the FY15 Annual Report is unaudited

KEY INDEX TABLE

Revenue
Third Party Payer - payment from insurances; Medicare; Medicaid. Private commercial insurances
Indian Health Services - payment from federal government
Tobacco Tax - GRIC specific program funding
Grants - various federal, state and private grants
Miscellaneous - cafeteria rebates, vending machines profits, EMS contracted events
Tribal Funding Dept of Corrections - MOU to provide health services
Lab outreach - payment from entities we contract with to do their drug screening
Other- recycling, fee for printing documents for external requests

Expenses
Salaries & Wages - all employees' wages
Benefits - health, dental disability, 401K, workers' compensation
Purchased Referred Care - claims paid to external hospitals and medical provider when patient meets Contract Health criteria
Medication/Drugs - drugs used for patient care
Depreciation - depreciation on land improvement and fixed assets
Contract Labor - non-provider labor, such as TERRO
Maintenance & Utilities - repair of facility and equipment, cable television, phones, electric, water, fuel, etc.
Fees - paid to outside advisement professionals, audits, legal, consultants, banking fees, contracted labor
Payroll Taxes - Medicare, Social Security, Unemployment taxes
Medical Supplies - consumable supplies for patient care
Supplies - office, cleaning, paper goods, uniforms, printing, postage, small equipment
Insurance, Interest & Others - advertising, promotional items, professional fees, insurance
Travel & Education - fees for attendance at seminars, workshops, travel expense, airfare, lodging, per diem
Dental Supplies - supplies for patient care
Equipment - patient care equipment <\$5,000
Rent & Lease - lease of buildings, government leased vehicles

FY15 OPERATING MARGIN

Revenue	\$150,169,509
Operating Expenses	\$135,605,455
Operating Profit	\$14,564,054
Operating Margin	9.7%

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patient may be eligible for. The emphasis is on the fact that even though we do receive federal funding, this would only meet 23% of our budgetary needs. There continues to be an emphasis on “eligibility counseling” working with uninsured patients to obtain insurance coverage; as a result, our uninsured rate continues to decline.

GRHC relies on capturing revenue from all available insurance payers, thus leading to an operating margin of 9.7%.

Most revenue comes from billing for patient care services. In most cases, this means billing to private insurance companies as well as federal Medicare and state Medicaid programs. GRHC maintains contracts with a broad array of private health plans, with agreed schedules of reimbursement for practically every type of medical service. Medicare and Medicaid mandate what hospitals can receive for their reimbursement.

Secondly, we measure the return on investment on any capital projects that GRHC funds. We recognize the importance of keeping our equipment and Information Technology system current and operating with maximum efficiency. Relying heavily on data to make decisions that impact profitability, healthcare provider organizations need the right data in a timely fashion to answer key questions and ultimately drive decisions in their organization.

This year we migrated to a new financial software that allows us to capture financial data in a timely manner. We continue to invest in systems that will help us identify what insurance our patients have, analysis by service line, diagnosis, by facility, by geographical area, etc. Thirdly, we examine what are our space needs, especially in the patient care areas. We continue to strive for effective utilization of funding to expand our campus footprint.

Healthcare is labor intensive, and salaries and wages, combined with benefits for those employees is the highest single budget item, indicated at 62% of GRHC’s overall expenditures. These increases are driven by long-term shortages in key professions and the need for GRHC to compete for labor. Compensating and recruiting for skilled healthcare professionals continues to be one of our main goals as we continue to provide the high quality care that the Native American community expects and depends on.

REVENUE CYCLE

The Patient Account Management System (PAMS) billing software utilizes a charge master that details and tracks services rendered by price, cost center, and provider of service. The reporting package within PAMS reports the type and number of services rendered by each provider. This information is vital to support the organizations ability to track our overall volume and staffing needs. Revenue Cycle continues to work closely with the Finance Department to insure the accuracy of this information. Revenue Cycle continues to work closely with clinical staff to ensure that our providers’ document patient visits based on guidelines established by Center of Medicare and Medicaid Services (CMS). In 2015 an emphasis was placed on continued provider education as it relates to new stringent CMS documentation requirements.

TRIBAL AFFILIATION OF PATIENTS

GRHC is privileged to serve all Native American people, regardless of tribal affiliation. GRIC members continue to be the largest percentage of individuals served, followed by the Tohono O’Odham Nation.

VISITS BY PAYER

	% of Total Patient Visits	
	2014	2015
Medicaid	42%	46%
Private Insurance	19%	18%
No Insurance	18%	13%
Medicare/Medicaid	9%	9%
Medicare	7%	6%
Medicaid/Private Insurance	2%	2%
Medicare/Private Insurance	2%	3%
Medicare/Medicaid/Private Insurance	1%	2%

TRIBAL AFFILIATION OF PATIENTS

	% of Total Patient Visits	
	2014	2015
Gila River Indian Community	68.59%	67.77%
Tohono O’Odham Nation	11.05%	10.96%
Other Tribes	9.52%	9.54%
Navajo Nation	6.09%	6.82%
Ak-Chin Indian Community	2.97%	3.08%
Pascua Yaqui Tribe	1.78%	1.84%

THE CARING HOUSE

In February, GRIC Tribal Council transferred oversight of The Caring House (TCH) to GRHC. TCH is a 100 bed skilled nursing facility that provides specialized rehabilitative services. Through expansion of current services such as restorative nursing care, the staff work with the residents to optimize and reinforce their skill with functional activities, such as feeding or dressing. The resident is more confident in self-care for when it is time for discharge to home. Modeling GRHC's Quality Assurance Performance Improvement and Safety and Infection Prevention plans, the staff work toward consistency and process improvement in the care of residents. Recently, communication from referring hospitals and or other skill facilities was computerized. With all the necessary documents received timely, a clinical decision for admission can be made with in a few hours rather than days.

EDUCATING GRIC YOUNG ADULTS

At the Hu Hu Kam Memorial Hospital, the Optometry Department worked closely with *Scholarship and Education for Native Americans* (SENA) and Retinal Consultants of Arizona. GRIC member scholars graduated from the Maricopa Skills Center and now are certified as Ophthalmic Assistants. A grant from the SENa program along with scholarship opportunities from the Retinal Consultants of Arizona supported this program.

Two members of the Gila River Indian Community (GRIC) participated in the Roadways to Career Program with Gila River Indian Community and completed the program in 2014. At the completion of the program, participants graduated and received Phlebotomy Technician Certification.

GRIC member SENa scholars, Ciara Wolf and Cody Joe.



SAFETY TRAINING

GRHC collaborated with GRIC Police and Fire Department to use KHC or other GRHC buildings for a venue for monthly Active Assailant Emergency Medical Services Training. A schedule was developed where GRHC staff are offered opportunities to exercise active shooter scenarios with GRIC Public Safety partners. This also affords GRIC Police and Fire Departments, GRHC EMS Department the opportunity to become familiar with GRHC's facilities, staff and policies.

Employees are required to attend monthly trainings including Emergency Management Training, Decontamination and AVADE Workplace Violence Prevention Training. All of these offerings ensure that GRHC maintains the highest level of compliance, safety and disaster preparedness.

FACILITY IMPROVEMENTS

Because patient privacy, accessibility, safety and security are a priority, GRHC invests significant resources in improving and maintaining our facilities.

- Installation of three automatic door operators at East Dialysis and two at West Dialysis were completed.
- For improved infection control in both dialysis patient waiting areas, floor surfaces were upgraded from carpet to tile.
- The main lobby at Komatke Health Center was remodeled for installation of a new vendor, to offer snacks and drinks to patients and employees.
- To better control access to the Pharmacy, a new security system was installed at KHC Pharmacy with badge access control for all doors going into Pharmacy.
- To protect both patients and employees at the Ak-Chin Clinic, a security system, cameras and badge access was installed. The new security system provides 24-hour monitoring.

NATIVE AMERICANS EMPLOYED BY GRHC

FISCAL YEAR	TOTAL GRHC EMPLOYEES	TOTAL NATIVE AMERICANS EMPLOYED	# COMMUNITY MEMBERS EMPLOYED	% NATIVE AMERICANS EMPLOYED
FY14	1,026	554	323	53%
FY15	1,264	797	466	63%



Viola L. Johnson Administration Building

MASTER PLANNING - BUILDING AND IMPROVEMENT

New GRHC Viola L. Johnson Administration Building

In an effort to address a shortage of patient treatment space, the east wing of the hospital was vacated as activities moved to the new administration building. The space vacated will be used to expand patient care such as dental clinic and internal medicine.

Square Footage: 35,000
Completed: Summer/2015

Expansion and Remodel of Primary Care and Pediatrics

These projects in the construction phase bring expanded and new patient services, patient privacy, and will bring an improved patient experience.

Square Footage: 8,800 (increased/new) sq. ft. and 11,600 of renovated space
Completion: Fall/2016

Expansion and Remodel of Dental and Internal Medicine

Renovation of dental service space and the addition of new internal medicine services will improve efficiency, quality and access to care.

Square Footage: Internal Medicine: 4,400 (increased/new) sq. ft. and 6,220 sq. ft. of renovated existing space
Dental: 2,600 (increased/new) sq. ft. and 1,640 sq. ft. of renovated existing space
Completion: Summer/2017

Arrival Experience

Expansion of the main lobby with a new extended shade canopy will make arrivals a more pleasant experience. A new driveway on Seed Farm Road, revised layout of parking lots, and an extension of Skill Center Road with an entry into the east end of the parking lots will relieve congestion and be more convenient for patients.

Square footage - lobby: 2,400 sq. ft.; entry 91,690 sq. ft.
Completion: Summer/2017

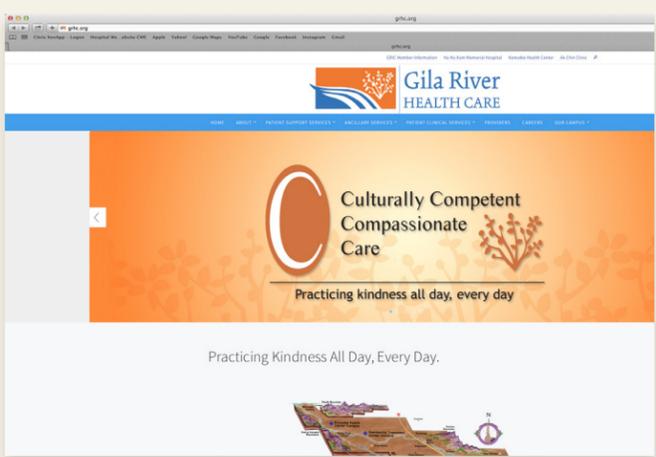
Southeast Ambulatory Care Center (SEACC)

With funding received from Indian Health Services, GRHC began planning the construction of the new SEACC. This facility will place GRHC as one of the premier Native American healthcare systems in the Central Arizona region. The facility will be located at the corner of Queen Creek and Old Price Roads.

Square Footage: 140,000
Completion: Spring/2018

NEW CORPORATE WEBSITE

A recent *Telecommunications Survey* conducted by Gila River Telecommunications Corporation indicates that 74% of Community members use a cellphone to search the web. Based on the survey results, GRHC revamped the corporate website so that it is mobile friendly and easily accessible by Community members. A new feature on the GRHC home page is dedicated to providing health education and event information strictly for patients.



FEATURE STORY

Inside *Healthcare* magazine story lauding Gila River Health Care's Culturally Compassionate Care.



Download full article at: grhc.org/insidehealthcare

TOBACCO-FREE CAMPUSES

Gila River Health Care is dedicated to providing a safe and healthy environment for our patients, physicians, employees and visitors. Effective June 1, 2015 a tobacco-free policy and campaign was implemented and all Gila River Health Care Center facilities are now tobacco-free.



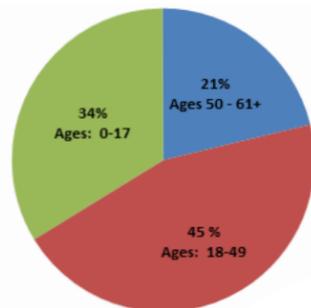
COMMUNITY PHONE DIRECTORY

Gila River Health Care (GRHC) in collaboration with Gila River Telecommunications Incorporated (GRTI) and GRIC Communications and Public Affairs Office partnered to develop a comprehensive directory (phone book) for the Community. The GRTI phone book included special chapters dedicated to GRHC programs and services. GRHC departmental profiles included program/service description, contact information and hours of operation. As a result, patients may locate GRHC information conveniently in one source.

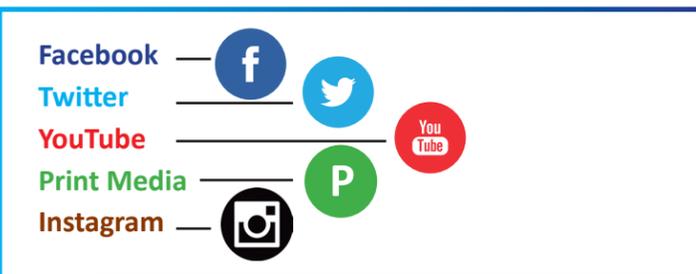
NEW STRATEGIC COMMUNICATION CHANNELS

Approximately 45% of GRIC patients who receive medical care at GRHC are ages 18-49. It is safe to conclude that the majority of GRHC's target audience are early adopters to technology and therefore prefer the use of electronic devices. To reach this audience, GRHC is strategizing to establish social media platforms to provide important health education to this segment of the population.

GRIC Member Patient Breakdown by Age



Future social media platforms for Gila River Health Care



Disclaimer: A "Check-in" Page that includes the GRHC logo has been identified on Face Book. Please note that the content and management of this "Check-in Page" is not claimed nor is the responsibility of Gila River Health Care. Discussions with Facebook representatives are currently underway to officially "claim" the check-in page so that GRHC may effectively monitor the page and content.

Gila River Health Care actively cultivates an organizational culture of kindness and compassion that is culturally sensitive to our patient and community populations. The emotional contagiousness that surfaces through the positive behaviors of our employee and leadership serves to strengthen a team-oriented workplace. The caring and respectful interactions between our staff and patients play an important role in their overall healing process.

The spirit of practicing a culture of kindness reinforces our service excellence expectation, and we all are dedicated to treating our patients, Community members, one another, vendors, and visitors to our facilities with kindness and respect.

Our vision is multi-faceted, maintaining the rich traditions of the Gila River Indian Community, while employing new technologies and integrative healthcare methods to improve patient care. It is through a corporate culture of kindness and innovation that our organization emphasizes a future of continued shared resources, knowledge management, and cross-collaboration between GRHC leadership and employees across all lines of business and facilities.

To accommodate the expansion of existing and future facilities, GRHC is committed to recruit and grow talent that will increase the numbers of Community members at all levels of our healthcare organization.

Training and professional development are important components of this strategy, and through educational support and career mobility programs, this vision is now a reality.

I invite you to join us to envision a future with high-performing provider and employee teams interwoven with entrepreneurs from the Community to supplement the delivery of healthcare services to our growing, broad range of services and facilities. While the hub of our healthcare services is located at Hu Hu Kam Memorial Hospital, the Komatke Health Center, and The Caring House, we take pride in breaking ground on our system's latest project, the Southeast Ambulatory Care Center. Scheduled to open in 2018, this project will enable Gila River Health Care to enhance services for the Gila River and Ak-Chin Indian Communities and other Native Americans in the Maricopa and Pinal counties and across the state of Arizona.

We welcome these opportunities and are strategically planning to maximize our resources. With kindness and compassion, together, let's look forward to a bright future.

Kindly,

Dr. Lorrie Henderson
Chief Executive Officer
Gila River Health Care

