

COMMONWEALTH HEALTHCARE CORPORATION

FY 2024 CITIZEN CENTRIC REPORT



SAIPAN - TINIAN - ROTA

Vision: The Commonwealth Healthcare Corporation provides sustainable, innovative, equitable, and comprehensive culturally responsive services to achieve accessible, high-quality, patient-centered wellness outcomes for all people in the CNMI.

Mission: Provide quality comprehensive health services and promote healthy environments for a resilient community.

Values: CHCC is committed to exceeding standards by providing a culture of compassionate, effective, quality care, honoring the dignity of its stakeholders and community, and promoting equity and transparency as well as continued accountability and growth throughout the corporation.

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Juan N. Babauta
Chairman
Board of Trustees



Esther L. Muña, PhD, MHA, FACHE
Chief Executive Officer

Strategic Plan: Top Four (4) Priority Objectives

- Pillar 1 Financial Health
 - Nearly \$30 million in federal grants and donor-designated dollars have been invested in medical equipment & technologies for best practices and in enhancement of facilities to support expansion of medical services.
 - Gainful strides in persistent and collaborative work with federal partners, the Administration, including the Commonwealth Medicaid Agency, the CNMI and US Legislatures, and the Office of Congressman Sablan were achieved in addressing Medicaid adjustments and reconciliations to expedite timely and accurate monthly reimbursements; resolving payment coverage of the FY '23 Medicaid shortfall; preventing a FY '24 Medicaid shortfall; advocating for the expansion of Certified Public Expenditure (CPE) coverage of additional medical services and necessary amendments to the State plan to better ensure for health access and parity across the CNMI; and continuing legislative advocacy of US Congress to lift the federal Medicaid cap for the CNMI and other territories.
- Pillar 2 People & Community
 - 2024 Center for Medicare and Medicaid Services (CMS) survey results validates CHCC's achievements in quality care under very challenging financial constraints.
 - CHCC is working collaboratively within its health system to implement comprehensive, data-driving patient satisfaction and retention initiatives that include efforts to optimize facility design for improved patient experience and streamline administrative processes for patient ease while accessing care.
- Pillar 3 Internal Processes
 - Digital centralization of all CHCC policies & procedures is in progress to ensure access and alignment among all employees of health system practices and standards of care.
 - CHCC continues efforts to establish critical components of professional development within Human Resource initiatives and key quality indicators to effectively orient, onboard, and meet continuous education needs on policies and procedures.
 - Implementation of departmental audits at regular intervals for policy and procedure updates have been initiated through CHCC quality and performance management initiatives.
- Pillar 4 People & Learning
 - 2024 CHCC Employee Engagement survey conducted in partnership with the Targeted Technical Assistance for Rural Hospitals Program and the Center for Public Health Practice and Research at Georgia Southern University to springboard enhanced, comprehensive tracking of employee engagement, feedback, and satisfaction levels for effective monitoring of burnout, decreased morale and wellbeing, and professional development needs.



OUR PROGRESS

- Inpatient and Outpatient Pharmacy:
 - Pharmacy Drive Thru Renovation & Improvements: Completed 10/30/2023. Average Daily Use of Drive Thru Window Pickup: 64 patients/day
 - RapidPakRx System - automated pouch packing system with built-in vision inspection installation completed 2/2024. No more trays, remote tray filling stations or errors from hand filling trays.
 - Six (6) additional Pyxis MedStations ES (automated dispensing system) for the hospital wards - Pediatric Ward, Surgical Ward, Medical Ward, OB-GYN Ward, NICU, OR installed June 2024 and training completed August 2024.
 - Radiology:
 - Received ACR MAMMOGRAPHY SERVICES ACCREDITATION for 3 years (April 15, 2024 to July 28, 2027)
 - Pass MEDICAL PHYSICIST Annual Inspection in July 2024.
 - Received FDA certificate as Certified Mammography Facility - expires July 28, 2027.
 - 2nd Neusoft NueViz 128 Slice CT Scan installed July 2024 and in operation.
 - Dornier Delta III Extracorporeal Shock Wave Lithotripsy (ESWL) installed May 2024 at Operating Room #3 and in operation.
 - Facilities - new Medical Gas Vacuum System - installed September 2024 and in operation.
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- The Nursing Services Continuing Education Department has certified five (5) Registered Nurses as certified Basic Life Support (BLS) instructors to facilitate the renewal of BLS certifications required for staff of CHC, RHC, and THC.
 - Two Nurses recently certified in the Neonatal Resuscitation Program to conduct timely hospital-based neonatal resuscitation classes for our nurses in OR, ED, ICU, and NICU.
 - The Sexual Assault Nurse Examiners (SANE) team has successfully recruited new team members and completed their training and the current members were able to complete their refresher courses.
 - The Radiology Department has now a Registered Nurse that assists in the IV insertions for CT scans needing contrasts and interventional radiology procedures.
 - Hemodialysis:
 - Serves an average of 200 CHCC patients and 44 non-CHCC patients.
 - Provided 20,707 outpatient treatments and 632 in-patient treatments
 - Peritoneal dialysis available on Rota as of September 2024
 - American Kidney Fund Medicare Premium assistance program
 - Assisting all dialysis patients with Medicare premium requirements

- Non-Communicable Disease Programs
 - 158 Referrals received for Diabetes Self-management education
 - 91 Referrals received for Nicotine Cessation Services
 - 1,745 NCD Prevention Presentation Participants
 - 795 Breast & Cervical Cancer Screening Vouchers (181 women from Rota & Tinian)
- Maternal, Infant, Child and Adolescent Health Programs
 - Sexual & Reproductive Health
 - 1,282 individuals served
 - 2,227 total Family Planning Program Visits
 - Home Visiting Program
 - 185 Families Served in Home Visiting
 - 3,267 Home Visits Conducted for families with pregnant women and young children
 - Children with Special Health Needs
 - 305 Parent Learning Session Participants
 - 89 transportation vouchers issued for children/families in accessing healthcare & related services
 - WIC
 - 2,615 families enrolled in WIC
 - \$3,207,888.00 in Food Benefits issued to CNMI families
 - New Partnership: Initiated partnership with University of Guam (UOG) on the CHAMPS National Training for improving breastfeeding in the CNMI.
- Communicable Disease Programs
 - Immunization
 - 10,996 individuals vaccinated through Immunization Clinic
 - 20,338 vaccines administered by the Immunization program
 - 25% flu vaccination coverage rate for the FY24 flu season
 - 98.2% of adolescents have received at least 1 dose of HPV vaccine
 - Tuberculosis and Sexually Transmitted Infections
 - 268 STD cases referred to Public Health for case investigation and contact tracing
 - 45 TB cases referred and investigated/managed
- Environmental Health and Disease Program
 - 1,402 Retail Food Establishments Inspected
 - 4,555 Food Handlers trained
 - 101 Disease investigations conducted (foodborne, waterborne, vector borne)

- Patient Safety Culture Survey: This year, CHCC conducted the Hospital Survey on Patient Safety Culture, the first since 2018.
- QAPI Submissions: Quality Assessment and Performance Improvement (QAPI) submission requirements will now also include facilities in Tinian and Rota.
- Infection Control Champions: Identified and trained infection control champions at Tinian Health Center (THC) and Rota Health Center (RHC) to support enhanced infection prevention practices.
- Patient Advocacy and Feedback: A trial of patient rounding was introduced in July to ensure patients receive advanced directives and to gather real-time feedback on their experience. This effort will be reviewed for question improvements and continued as part of the patient satisfaction initiative.

Community Guidance Center FY 2024 Clients Served by Program (Unduplicated Counts)

PROGRAM	Group	Individual	Total:
Addiction Services Unit	69	98	167
Healthy Transitions Program	1	35	36
Pediatrics Mental Health Care	0	17	17
Suicide Prevention Program	0	39	39
System of Care Program	0	68	68
Transitional Living Center	9	41	50
Wellness Clinic	6	47	53
TOTAL	85	345	430

Note: Unduplicated counts represent the unique number of individuals or cases within a specific time frame, ensuring each is counted only once. This metric prevents double-counting and accurately reflects distinct participants or occurrences.

RHC Visits	Primary Care/Appointments	Walk-In / Urgent Care	Nurse Visits	Telehealth	Emergency Room	Total
Patient Visits	891	1,789	501	98	565	3,844

THC Visits	Primary Care/Appointments	Walk-In / Urgent Care	Nurse Visits	Telehealth	Emergency Room	Total
Patient Visits	2,178	1,466	1,160	0	1,001	5,805

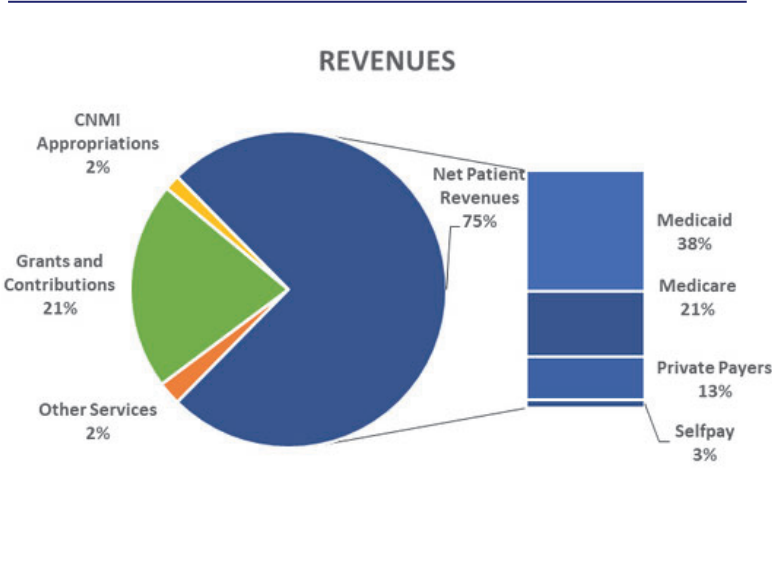
Net patient revenues accounted for 75%, 71%, 58%, 75% and 69% of total gross revenues for the years ended Sept 30, 2024, 2023, 2022, 2021 and 2020, respectively.

OUR FINANCES

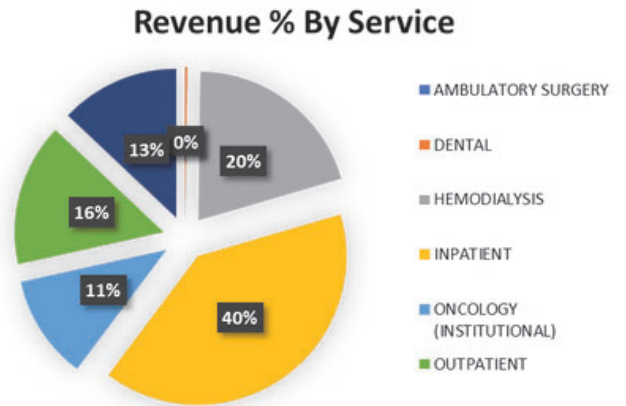
Medicaid continues to be CHCC major payor as a significant number of our population are covered by either Medicaid or Presumptive Medicaid.

CNMI Appropriation amounting to \$2,233,968 were for the Health Network Programs from PL 23-08, PL 23-09, SLL23-15 and SLL23-21. Actual expenditures for this program amounted to \$5,322,661.71 (Personnel Costs of \$984,606 and Other Operating Costs of \$4,338,055.71).

Grants and Contributions includes the \$6,440,191, received from the Helmsley Foundation primarily for the MRI Center.



Revenues	2024	2023	2022	2021	2020
Medicaid	54,129,046	42,504,873	44,866,921	44,486,763	30,461,563
Private Payers	18,872,817	22,117,160	11,324,659	17,283,985	16,374,759
Medicare	29,452,281	16,171,976	13,638,431	12,853,585	11,383,814
Selfpay	3,967,082	1,959,487	1,051,896	1,319,550	1,107,909
Net Patient Revenues	106,421,226	82,753,496	70,881,907	75,943,883	59,328,045
Grants and Contributions	30,219,625	116,005,710	35,128,773	1,117,560	22,879,600
CNMI Appropriations	2,233,968	5,479,678	11,685,655	1,930,561	2,976,861
Other Services	3,419,057	5,223,963	3,882,267	1,773,390	832,045
Gross Revenues	142,293,876	116,005,710	121,578,602	100,765,394	86,016,551



Expenditures	General Fund	Federal and other Grants	Total 2024	General Fund	Federal and other Grants	Total 2023	Total 2022	Total 2021	Total 2020
Personnel	61,184,249	7,861,879	<u>69,046,128</u>	63,066,600	7,798,369	<u>70,864,969</u>	74,439,986	57,105,269	48,925,069
Operations	63,554,987	15,917,555	<u>79,472,542</u>	44,756,140	8,292,354	<u>53,048,494</u>	66,537,051	45,772,437	41,283,089
Total Expenditure	124,739,236	23,779,434	<u>148,518,671</u>	107,822,740	16,090,723	<u>123,913,463</u>	140,977,037	102,877,706	90,208,159

Incremental Operating Costs due to COVID amounted \$6,093,745 in FY2022, \$3,367,731 in FY2021 and \$5,877,409 in FY2020.

OUTLOOK & CHALLENGES



NEW AND UPCOMING SERVICE LINES

- Expanded surgery department to offer limited urologic services using the new lithotripsy machine to treat uncomplicated kidney stones that used to require off-island treatments
- Radiology will expand services with new MRI machines, further enhancing local capability to diagnose and offer treatment without leaving the island
- Anesthesia Pain Management Clinic established to offer access to minimally invasive interventional procedures expanding treatment options for pain.
- Establishment of a Hospital Ethics Committee to offer health care teams assistance in addressing ethical issues that arise in patient care and facilitate sound decision making that respects participants' values, concerns, and interests

HEALTH NETWORK PROGRAM (HNP)

- Feedback and Satisfaction Metrics: Post-referral patient feedback mechanisms were introduced to assess and improve patient experience. These metrics highlighted areas for enhancement, particularly in communication around travel and logistical arrangements, like transportation, leading to modifications that improved patient satisfaction.
- Follow-Up Care Assessment Process: HNP is developing an assessment process to determine if off-island follow-up care is necessary or can be managed locally, which helps reduce costs and minimizes patient travel burdens. This process includes travel clearance criteria, ensuring safer and more efficient care transitions.
- Cost-Efficiency Initiatives: A cost-comparison framework will be implemented to assess the benefits of return travel versus extended lodging and meal expenses, facilitating more budget-conscious decision-making.

ONGOING FACILITIES PROJECTS

- Phase II: 176kW Solar Photovoltaic Design-Built Integration
- Main Laboratory Renovation
- Laboratory East Expansion #2
- MRI - Facility (design and build) and Mobile Trailer for portable version

Political Factors

- Healthcare laws and policies impact how CHCC delivers and bills for care.
- Lack of health insurance protections risks affordable healthcare access.
- Medicaid PE expiration increased uncompensated care.
- Medicaid state plans significantly affect CHCC's finances and healthcare deliveries.
- CNMI Nursing board certifications cause staff recruitment delays.

Economic Factors

- Impending CNMI government financial crisis will lead to underfunding medical referral, a reduced likelihood that government capital is available for an MRI, and also means a continued lack of appropriations to CHCC from tax earmarks (such as tobacco tax), or for subsidies for uncompensated care, and the Medicaid local share.
- As the costs of goods and services rise, the CHCC may experience an increase in expenses, putting a strain on our budget and making it more difficult to maintain adequate staffing levels and purchase necessary equipment.
- The CHCC may have difficulty offering attractive salaries against the backdrop of higher cost of living.
- Healthcare workforce shortages lead to an increased strain on existing staff members, which can lead to burnout and decreased job satisfaction.

Socio-Cultural Factors

- Expected loss of Medicaid coverage for thousands of CNMI residents can lead to strains on the CHCC's cash flow. Further, this loss of coverage will disproportionately impact the CNMI's non-citizen population, who were already at high risk of being uninsured before the pandemic. This disparity can lead to poorer health outcomes.
- Distrust of health professionals and vaccine hesitancy present challenges to health care-seeking behavior and vaccine uptake (increasing risk for disease outbreaks). Further, distrust of health professionals and vaccine hesitancy can make it more difficult for public health staff and providers to communicate accurate information about vaccines and other health issues, which can lead to confusion and misinformation.

Technological Factors

- Artificial Intelligence (AI) presents opportunities for the CHCC in several ways.
- Telehealth, when planned, designed, and implemented appropriately, presents many opportunities for the CHCC.
- Increasing interest in broadband equity has trickled down to the CNMI. Federal funding opportunities and efforts made by the CNMI Office of Planning and Development have created additional opportunities for CHCC's broadband capacity.
- Digitization can help to improve efficiency at CHCC by reducing the need for paper records and manual processes, increasing opportunities for automation, and allowing staff to spend less time on repetitive administrative tasks.

Environmental Factors

- Climate change threats to CHCC include potential infrastructure damage, transportation disruption, air quality deterioration, heat-related illnesses, water and food supply threats, and mosquito-borne diseases.

Legal Factors

- Commonwealth Utilities Corporation (CUC) arrears present legal risks to the CHCC, including the potential for a lawsuit from the CUC and liability risks, should utility services be discontinued from the CHCC.
- CHCC is also subject to the omnipresent risks of any US health system, including HIPAA compliance, compliance with the Conditions of Participation (CMS), and medical malpractice suits.
- CHCC must also diligently avoid non-compliance with its procurement regulations and noncompliance with its personnel regulations to guard against employment and procurement lawsuits and disputes.