



The House of Representatives
SIXTEENTH NORTHERN MARIANAS COMMONWEALTH
LEGISLATURE
P.O. BOX 500586
SAIPAN, MP 96950

SUBPOENA DUCES TECUM

THE COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS TO:

**PEDRO T. UNTALAN, Acting Secretary of Public Health and
Deputy Secretary for Hospital Administration**

YOU ARE COMMANDED to appear and testify before the Health, Education, and Welfare Committee, presided over by the Chairman of the Committee, Representative Ralph DLG. Torres, at a hearing thereof to be held at the House Chamber, Capital Hill, on the following days:

October 14, 2009 at 2:00 p.m.

October 15, 2009 at 9:00 a.m.

October 16, 2009 at 9:00 a.m.

YOU ARE FURTHER COMMANDED to appear at the hearing before the Health, Education, and Welfare Committee with the hospital medical director, the nursing director, financial officer, human resources director, medical referral officer, and any other person that could address the subject matter of the Committee's investigation as set forth below. You are hereby given notice that you may be accompanied at the hearing by counsel of your own choosing.

YOU ARE FURTHER COMMANDED to provide written answers to the questions and copies of the documents requested on the attached Exhibit A to the Chairman of the Committee by delivering a copy to the Office of Representative Ralph DLG. Torres at the House of Representatives, Legislative Building, Capitol Hill, Saipan. The documents shall be delivered to the Chairman on or before October 9, 2009 at 2:00 p.m.

The subject matter of the Committee's investigation is to address issues with (1) CHC management, (2) medical supplies and equipment, (3) hospital billing and collections, (4) human resources/recruitment, (5) medical records, (6) customer service, (7) medical referral, (8) ER department, (9) Surgery department, (10) Hemodialysis Unit, (11) Intensive care unit, (12) Radiology/Lab department, (13) Nursing department, (14) Psychiatric Unit/Psychiatrist, and (15) Tinian and Rota Health Centers.

This subpoena is issued pursuant to the powers granted to the Legislature under Article II, Section 14(b) of the Constitution of the Commonwealth of the Northern Mariana Islands and 1 CMC § 1301 *et seq.*

YOUR FAILURE TO APPEAR BEFORE THE COMMITTEE AND PROVIDE THE DOCUMENTS REQUESTED WILL SUBJECT YOU TO PUNISHMENT FOR CONTEMPT PURSUANT TO 1 CMC § 1306.



REP. RALPH DELG. TORRES
HEW Chairman

Date: 10/2/09



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PROOF OF SERVICE

COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS:

I, Pedro O. Towai, House Sergeant-at Arms, under the penalty

of perjury, do hereby declare that I served a true and correct copy of the attached subpoena duces tecum by personally delivering a copy to PEDRO T. UNTALAN at

CHC on Friday 3:02 PM

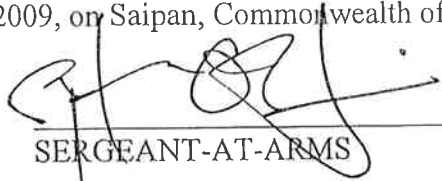
EXECUTED this 2 day of October 2009, on Saipan, Commonwealth of the Northern Mariana Islands.


SERGEANT-AT-ARMS

TO THE HOUSE SERGEANT-AT-ARMS : You are hereby commanded to serve and execute this subpoena duces tecum upon the person above-named and then you shall return a copy of this subpoena to Representative Ralph DLG. Torres with the following declaration.

I, Pedro O. Towan, House Sergeant-at-Arms, under the penalty of perjury, do hereby declare that I served a true and correct copy of the attached subpoena duces tecum by personally delivering a copy to PEDRO T. UNTALAN at CHC on Friday 3:02 PM

EXECUTED this 2 day of October 2009, on Saipan, Commonwealth of the Northern Mariana Islands.



SERGEANT-AT-ARMS

EXHIBIT A

to

Subpoena Duces Tecum

for

Pedro T. Untalan, Acting Secretary of Public Health and Acting
Deputy Secretary for Hospital Administration

The committee reserves the right to ask additional questions at the hearing

1. CHC MANAGEMENT

a. Questions

- 1.) Concerns have been raised regarding the lack of proper management of the Department of Public Health. What is your stance on this allegation?
- 2.) Is there political interference with the managing of the Department of Public Health? If yes, explain how and why.
- 3.) Is there adequate communication between management and employees?
- 4.) How does management deal with concerns raised by employees?
- 5.) How do you rate the morale of the Department's staff? Explain
- 6.) Allegations have been raised regarding the frequent absences of top hospital management. Is this true? Explain.
- 7.) Are there occasions of temporary/acting appointments to positions without proper compensation? Explain.
- 8.) Are there benefits offered to foreign employees that are not offered to local employees and vice versa? If yes, explain what kind of benefits and why.
- 9.) Does the Department award or recognize good behavior and performance of employees?
- 10.) Are there ways, such as suggestion boxes or service evaluation forms, for the public to communicate their concerns or complaints?
- 11.) How does management deal with concerns or complaints raised by the public? Are there standard procedures for this?
- 12.) Are doctors, nurses or other staff a part of the decision making process of the Department or hospital? Explain.
- 13.) Has there ever been an evaluation of the Department or hospital? If yes, provide such evaluation to the Committee?
- 14.) Is the Department or hospital actively applying for federal grants or similar funding? Does the Department or hospital currently receive federal grants or funds? If yes, provide the Committee

- with a breakdown for the past 5 years of all grants and other federal funds received and how there were spent?
- 15.) Is management a part of the high turn over ratio of employees? Explain.
 - 16.) What is the management's overall position on its performance?

b. Request for documents

2. HUMAN RESOURCES/RECRUITMENT

a. Questions

- 1.) Please elaborate or provide us the organizational chart of the HR department.
 - a.) Currently, do you have a director or manager or in an acting capacity?
 - b.) Who does the director or manager directly report to?
- 2.) How many employees are assigned to the HR department?
 - a.) What are their functions?
 - b.) How many are full time and how many are part time?
- 3.) Do you outsource any of your functions to a private contractor?
 - a.) If yes, who? How many employees and at what cost?
- 4.) Presently, how many employees does CHC have? Please categorize these employees by department and by full time or part time.
 - a.) Does the current number of employees equal the FTE's allowed pursuant to current fiscal budget?
 - b.) If not, how many employees are you short necessary to operate CHC efficiently and effectively?
 - c.) How long have these positions been vacant?
 - d.) Which department lacks the most personnel? Nurses? Doctors? Maintenance?
 - e.) What steps have your department initiated or completed to resolve the lack of personnel?
- 5.) Do you recruit locally?
 - a.) What tools or means are used, i.e. advertisements, referrals, walk-ins, etc.?
- 6.) Do you recruit abroad?
 - a.) If yes, how is recruitment done?
 - b.) Universities?
 - c.) Head Hunter? If yes, how much do you pay the Head Hunter? Does the Head Hunter receive additional compensation for retention?
 - d.) On line advertisements?
 - e.) Media advertisements?
- 7.) Which countries do you recruit from?

- a.) Is the Philippines one country you recruit from? What positions?
- b.) Do you recruit doctors from the Philippines? If not, why not?
- 8.) For off-island recruits, how is the contract determined?
- 9.) Do you recruit from the U.S. National Health Services Corps?
- 10.) Do you recruit physicians who worked for U.S. Public Health Service or U.S. Indian Health Service?
- 11.) Is there a standard guideline for salaries & wages and benefits?
 - a.) Please elaborate on the minimum and maximum salaries & wages and benefits CHC offers.
 - b.) Are the salaries & wages and benefits comparable to other medical institutions in the U.S, Guam?
- 12.) When a prospect or viable candidate is found, who does the interview and how is it conducted; personally, via telecommunication? Take us through the process.
 - a.) Is an Interview Analysis completed?
 - b.) Are Reference Checks completed?
- 13.) Are prospective candidates given a true picture of what to expect; that is, job requirement, duties and responsibilities, working environment, island life, absence from family, high cost of living, climate, etc.?
- 14.) From the day a position is vacant, usually how long does it take to fill that position; for local and off-island?
- 15.) Does CHC have an on-going recruitment policy? Even if there are no vacancies available?
- 16.) Once the position is filled, please take us through the process.
 - a.) Is there constant communication with the new recruit? How often?
 - b.) Who arranges for airfare, transportation and accommodations?
 - c.) Does CHC personnel greet new recruit at the airport?
 - d.) When is the contract signed by new recruit?
 - e.) Usually how long does it take for the contract to be signed by all the required signatories in the CNMI?
 - f.) Are the contracts of new recruits as discussed, offered and agreed upon by both parties?
 - g.) Is CHC honoring the contracts as written?
 - h.) After arrival, when is the new recruit required to report to work?
- 17.) What are the accommodations for off-island hires?
 - a.) How much housing allowance is given? Computed into their salaries & wages?
- 18.) When a newly hired employee starts work, is there a Handbook and or Orientation package given to them?
 - a.) How long is the orientation and who conducts it?
 - b.) What is the composition of the orientation?

- c.) Do they shadow anyone at first before they perform their duty alone, and how long?
- 19.) Are employees of CHC given a Performance Evaluation or Appraisals?
 - a.) How often?
 - b.) Is the Performance Evaluation task oriented?
 - c.) How are they rated? Objectively or subjectively or both?
 - d.) Who evaluates the employees?
- 20.) For off-island contract employees; such as doctors and nurses, are they given Performance Evaluations? Who does the evaluations and recommendations?
- 21.) When an off-island employee's contract is nearing expiration, when is he/she informed of a contract extension or non contract extension; one month, 3 months, or 6 months before?
- 22.) Are employee meetings regularly held at each department? Who conducts the meetings?
- 23.) How often does upper management meet with employees for information purposes or just to improve rapport; monthly, every 3 months, every 6 months?
- 24.) How often does the HR manager call in an employee inclusive of nurses and doctors just to talk about their welfare or any concerns?
- 25.) How do you disseminate information to all the employees?
- 26.) Does CHC have an Exit Interview policy for terminated employees?
 - a.) Who conducts the interview?
 - b.) If there are concerns brought up, how are they handled?
- 27.) Does CHC have an Incentive Program for employees?
- 28.) Does CHC have an on-going Training Program for all employees?
- 29.) For each position held at CHC, is there a job description for each position?
- 30.) For recruiting purposes only, how much is expended annually?
- 31.) Does CHC have any retirees currently on payroll? If yes, how many and what positions are held?
- 32.) Please provide us with a list of all employees that have left their employment at CHC either voluntarily or involuntarily, inclusive of doctors and nurses whose contracts were not renewed since January 2006 to the present. Please indicate the date of hire, date of separation and the reason for separation.

b. Request for documents

- 1.) HR organizational chart.
- 2.) Copy of contract with Headhunter (recruiter).
- 3.) Copies of letters of resignations of doctors and nurses from 2006 to October 1, 2009.
- 4.) List of personnel that receive housing benefits including name, position, and amount of housing.

- 5.) List of personnel that are employed by CHC but lost housing benefit including name, position, and amount of housing.

3. MEDICAL SUPPLIES AND EQUIPMENT

a. Questions

- 1.) What are the current policies and procurement and supply process pertaining to medical supplies and equipment?
- 2.) Are there ample medical supplies and equipment that are readily available when needed?
- 3.) At what point is there a decision made to procure more supplies or equipment?
- 4.) Is the current equipment of the hospital up to date or compliant with medical or federal standards? Explain.
- 5.) At what point is there a decision made to upgrade equipment? Who makes the decision? Are doctors, nurses and other staff a part of this decision making process?
- 6.) What is management's opinion pertaining to the overall procurement process of medical supplies and equipment?

b. Request for documents

4. HOSPITAL BILLING AND COLLECTIONS

a. Questions

- 1.) Please provide and explain to the committee the hospital's billing and collections process or procedures.
- 2.) Who manages the billing and collections process? Is there a comptroller? Explain.
- 3.) Is there adequate staffing to manage the billing and collections process? Explain.
- 4.) Is there a need to improve or upgrade the billing and collections process? Explain.
- 5.) How much is currently uncollected by the hospital for services rendered? How is the hospital handling this?
- 6.) What is management's overall opinion of its billing and collections process

b. Request for documents

5. MEDICAL RECORDS

a. Questions

- 1.) How many employees are assigned to the Medical Records Office?
 - a.) Job titles along with duties and responsibilities.
 - b.) How long has each staff been employed in their positions?
 - c.) Please provide organization chart pertaining to this office?
 - d.) How many are full time and part time?
 - e.) Does the current number of employees equal the number of FTE's allowed pursuant to the current fiscal budget?
 - f.) If not, how many employees are you short by to operate the medical records office efficiently and effectively?
- 2.) How would you rate the staff's morale from this office?
- 3.) Describe in detail the process once a chart is requested?
- 4.) How long does it take the medical records staff to provide charts to the ER or Ward once requested?
- 5.) Numerous complaints have been made about staff being non responsive or extremely slow in retrieving charts and forwarding them to the appropriate ward. Please explain.
- 6.) Has the person in charge formulated a plan to help speed up the process in which charts are delivered? If so, what improvements have been seen? If not, why?
- 7.) How are charts organized?
- 8.) Can they be easily retrieved?
- 9.) What system do you use to organize the charts?
- 10.) Is your office overwhelmed with the volume of charts?
- 11.) Is their ample room to properly store the charts?
- 12.) Do you need to digitize?
- 13.) Will digitizing help the Medical records office run more efficiently thus eliminating the daunting time it takes to wait for charts to arrive.
- 14.) Is your staff properly trained?
- 15.) Do you require training for your staff? If so, what type and how would it help make your office run more efficiently.

b. Request for documents

6. CUSTOMER SERVICE

a. Questions

- 1.) Does CHC have a mission statement? If yes, please provide a copy. If not, why?

- 2.) Presently, does CHC have a Customer Service Representative to address non medical questions raised by patients or family members?
 - a.) If not, where does one go to have questions or concerns heard?
- 3.) When concerns are raised, how are they addressed?
 - a.) On the spot, telecommunication, correspondence, or personal appointment?
 - b.) Does CHC respond on a timely manner? What is the response time policy, if any?
- 4.) Does CHC have a Comment Card questionnaire available for solicitation of comments from patients or family members regarding the quality of service, patient care received, etc?
- 5.) Does CHC encourage employees and customers to give comments or suggestions for improvement of institution?
- 6.) Does CHC provide a Customer Service training program for employees, inclusive of managers and supervisors, nurses and physicians?
 - a.) If yes, do they also attend Customer Service seminars on island or abroad? How often?
- 7.) In the last year, has CHC received any complaints regarding quality of service? How many?
- 8.) In the last year, has CHC received any complaints regarding poor attitude of staff including nurses and doctors? How many?
- 9.) If so, how are the above complaints addressed or resolved?
- 10.) Do nurses and doctors respond quickly to in-patient needs when asked? Is there a management policy for response time or at the leisure of on duty personnel?
- 11.) While we understand that each patient is unique in its own treatment and depending on each case and situation, but under normal condition, how much time does an on duty doctor allot to see each in-patient?
- 12.) Currently, when a walk-in patient arrives at the hospital via the Emergency Room, how quickly is he/she seen by the on duty doctor? Is there a management policy for response time, or at the leisure of the on duty doctor?
- 13.) Presently, are all emergency patients seen and treated by the on duty doctor or are they referred to private clinics? If there are referrals, who makes the determination to refer to private clinics?
- 14.) In the last year, how many walk-in patients were referred to private clinics?
- 15.) With an appointment, how long does it take for a patient to be seen by a doctor?
- 16.) For follow-up treatment or consultation, how many patients are scheduled to be seen by a doctor in one hour?
- 17.) Please provide us with an average of how many patients are seen by one doctor on a daily basis; both in-patient and out-patient.

- 18.) Please provide us with an average of how many emergency patients are seen or treated on a daily basis.
- 19.) Does CHC have private rooms, semi-private rooms?
- 20.) How many patients are usually assigned in one room?
- 21.) Are patients provided with adequate pillows, blankets, bed covers, etc.?

b. Request for documents

- 1.) Copy of CHC mission statement?
- 2.) Copy of customer service manual, if any?
- 3.) Copy of customer service training record? Include list of staff trained and date of training.

7. MEDICAL REFERRAL

a. Questions

- 1.) How much has CHC spent on medical referral from year 2006 to the present date? Please breakdown per fiscal year.
- 2.) Does medical referral have sufficient employees to handle the all the referral patients?
- 3.) How many employees does medical referral need and please identify those positions. Also, please provide how many employees are currently employed at Medical Referral.
- 4.) Please give the most recent expenditures and date of service for the Air Transportation per Medivac Patient? Where was the patient being transported to and what was the patient's medical diagnosis?
- 5.) How many patients have we sent to Guam, Philippines, Hawaii, and other places in the last fiscal year? Please indicate the name, date, and medical diagnosis of each patient.
- 6.) How many patients have passed away under medical referral care in the last year? How much have medical referral spent to bring the remains back?
- 7.) How many pending cases do we have under medical referral?
- 8.) Is medical referral up-to-date payments for off-island medical providers? Please provide all list of providers/vendors, type of service and amount paid and/or owed from Saipan, Guam, Hawaii, and the Philippines.
- 9.) Why do we only have Asian Medical Center as a partnership with CHC?
- 10.) What is the medical referral process?
- 11.) How many referral committee members are currently in the committee?

- 12.) On Sept. 28, 2009, medical referral was interviewed by the Marianas Variety and were quoted that your office handles at least 15 cases each day. Is this information correct?
- 13.) In FY 2007, medical referral stated that CHC accommodated 565 referrals, about 47 patients per month or 10 to 11 patients per week. Is this information correct?
- 14.) In FY 2008, medical referral also stated that CHC accommodated 816 referrals, about 68 patients per month or 15 to 16 patients per week, which is an increase of 31%. Is this information correct?
- 15.) In FY 2008, medical referral also stated that CHC accommodated 907 referrals, about 76 patients per month or 19 patients per week, which is an increase of 10%. Is this information correct?
- 16.) Who decides where the patients are going for treatment?
- 17.) Do you have a UR (Utilization Review) in Hawaii or the Philippines?
- 18.) In the past, Hawaii had a UR but she retired. That individual is working at Queens Hospital now.
- 19.) Who is conducting the review and decides if the patients are fit to travel back to Saipan?
- 20.) The committee understands that there are some patients that are referred to Hawaii for six months and at times more. If this is so, please explain the reason for the longevity of the referrals.
- 21.) How many patients are currently in the Philippines and Hawaii for referral?
- 22.) The committee understands that in Guam the Liaison Office is not entertaining anybody after 3:00pm. As a result, who assists the patients after their appointments?
- 23.) If there is an emergency patient that needs to be referred, who decides what airline will be used?
- 24.) Lately, we hear that medical referral can fly by medivac or CAREJET. Who is the owner of that aircraft?
- 25.) To date, how much has medical referral spent on CAREJET?
- 26.) How much has been spent on Asia Med in the Philippines?
- 27.) Who picks up patients in the Philippines? Do we have contact with them? If so, how much are we paying them on a monthly basis or annually? Please provide the committee with a copy of the contract.
- 28.) Many patients are complaining on how they were treated upon their arrival and their daily appointment to and from the hotel. Is medical referral aware of these concerns?
- 29.) Does medical referral have a cap on total expenses per patient? If so, how much?
- 30.) Has any patient gone over the medical referral expense cap since 2006? If so, how many patients and how much per patient?
- 31.) What is the scope of work for the Kaiser Permanente contract?

b. Request for documents

- 1.) Copies of all contracts pertaining to Medical Referral, for example but not limited to, Kaiser Permanente (Consultant in P.I.), Headhunters, travel agency and any physicians outside CHC for Saipan, Guam, Hawaii, and the Philippines. Please include the scope of work.
- 2.) Medical referral contract with Philippine company transporting patients from airport to hospital.
- 3.) CAREJET, medivac, airambulance, and helicopter contracts and expenses from 2006 up to October 1, 2009.
- 4.) Copies of all original billing and negotiated billing from Kaiser Permanente.
- 5.) Copy of Dr. Arafles contract.

8. ER DEPARTMENT

a. Questions

- 1.) How many full time doctors are there in the ER department?
- 2.) Do we have any part time doctors in the ER department?
- 3.) How many full time doctors are necessary to sufficiently provide the proper healthcare in the ER department?
- 4.) Do we have any ER certified doctor? If so, how many? Please list the name of certified ER doctors. If not, why?
- 5.) How many ER doctors have resigned or contract not renewed from 2006 to the present? Please list the name of each doctor, the date of employment, the date of resignation or non-renewal of contract, and the reason for resignation or non-renewal.
- 6.) How many nurses, staff, clerk, etc. are currently employed at ER department? How many nurses, staff, clerk, etc. are needed to run the ER efficiently?
- 7.) Does the medical equipment at the ER department conform to regulatory standards or federal standards?
- 8.) On average, how many patients does an ER doctor examine each day?
- 9.) Are there a limited number of patients an ER doctor can see or a limited amount of hours a doctor can work in the ER department?
- 10.) Does the ER department have sufficient medical supplies and equipment to treat emergency patients? If not, what supplies or equipment does the ER need to run efficiently?
- 11.) Is there a shortage of medical supplies or equipment in the ER? If so, why?
- 12.) What supplies or equipment is most needed by the ER?
- 13.) What is the ER admission process?
- 14.) What is the average waiting time before a patient sees a doctor in the ER?

- 15.) Many patients complain of 2-4 hour waiting periods before they see a doctor. What causes such a delay? Are patients informed of the delay or the reason for the delay?
- 16.) Many patients complain that after waiting for hours, they are told to go to a private clinic? Is this correct?
- 17.) Many patients complain that after waiting for hours, they are told that there is no ER doctor? Is this correct?
- 18.) Has the ER ever operated without an attending ER doctor? If so, how many times this past year?

b. Request for documents

- 1.) Copies of all correspondences from the Headhunter and CHC pertaining to the hiring of ER doctors.

9. SURGERY DEPARTMENT

a. Questions

- 1.) How many employees are assigned to the Surgery Department?
 - a) Job titles along with duties and responsibilities.
 - b) How long has each staff been employed in their position.
 - c) Please provide organization chart pertaining to this Department.
 - d) How many are full time and part time.
 - e) Does the current number of employees equal the number of FTE's allowed pursuant to the current fiscal budget.
 - f) If not, how many employees are you short by to operate the Surgery Department efficiently and effectively.
- 2.) How many full time surgeons are currently working at CHC?
- 3.) How many part time or locum surgeons at CHC?
- 4.) What types of surgeons are employed at CHC?
- 5.) What type of surgeons does CHC need?
- 6.) Does this department have ample supplies and equipment?
- 7.) What type of equipment and supplies are needed in this department to run effective and efficiently?
- 8.) Has the department requested to purchase the required equipment and supplies?

b. Request for documents

10. HEMODIALYSIS UNIT

a. Questions

- 1.) Does CHC have a full time nephrologist at the Hemodialysis Unit? If not, why? If yes, who? And for how long?
- 2.) When was the last time CHC had a full time nephrologist on island? Why did the last full time nephrologist leave CHC?
- 3.) Does CHC have a part time or locum nephrologist at the Hemodialysis Unit? Under what terms and conditions is this nephrologist treating patients?
- 4.) The new Hemodialysis Unit is not open. Why is this so? In May 2009, Pete Untalan told the media that the new dialysis unit will be open on August 15, 2009 with a fulltime nephrologist. It's October 1, 2009 and still no news about when the new dialysis unit will open or when a full time nephrologist will be on island. Please explain.
- 5.) What is delaying the opening of the new Hemodialysis Unit?
- 6.) Does the new RO system for the Hemodialysis Unit meet all federal requirements? If not, why? If not, what is being done to correct the problem?
- 7.) The new Hemodialysis Unit construction cost at least three times more than the original estimated amount. What caused the inflated cost of completing the new facility?
- 8.) How much is the total cost of the new Hemodialysis Unit? Please breakdown the total cost.
- 9.) Does the new Hemodialysis Unit meet all federal requirements? If not, why?
- 10.) Has the new Hemodialysis Unit been certified by Medicaid and Medicare? If not, why?
- 11.) Have the new dialysis machines been installed in the new Hemodialysis Unit? If not, why?
- 12.) How many dialysis machines are there in the new unit?
- 13.) Do the new dialysis machines comply with all federal requirements? If not, why?
- 14.) How many patients can be treated at the same time in the new Unit?
- 15.) How many current dialysis patients are there in Saipan, Tinian, and Rota? Please list the patients by island?
- 16.) Is the existing dialysis unit sufficient to treat the all current dialysis patients?
- 17.) Is there sufficient staff to operate the existing dialysis unit?
- 18.) How many nurses are there in the existing dialysis unit?
- 19.) Does the existing dialysis unit have a social worker?
- 20.) Do we have a nutritionist available to assist the dialysis patients?
- 21.) How many dialysis machines are there in the existing dialysis unit?
- 22.) How old are the machines being used at the existing dialysis unit?
- 23.) What is the procedure for a patient under the dialysis treatment?
- 24.) How many dialysis shifts are there? How many patients per shift? How long is each shift?

- 25.) Who assists the patients during their dialysis treatment if a nephrologist is not available?
- 26.) Do we have dialysis patients being treated off-island? If so, why? And how many patients?
- 27.) How much does each dialysis treatment cost per patient?
- 28.) How does the Medicaid/Medicare reimbursement process work for the treatment of dialysis patients?
- 29.) How long does it take Medicaid/Medicare to reimburse CHC for dialysis treatments?
- 30.) Do all current dialysis patients have health insurance or Medicaid/Medicare coverage? If not, how many do not have coverage?
- 31.) If a dialysis patient does not have medical coverage, who pays for their treatments?

b. Request for documents

- 1.) Copies of all correspondences from the Headhunter and CHC pertaining to the hiring of nephrologists.
- 2.) Copies of all contracts involving the Hemodialysis Unit.

11. INTENSIVE CARE UNIT

a. Questions

- 1.) How many employees are assigned to the Intensive Care Unit?
 - a) Job titles along with duties and responsibilities.
 - b) How long has each staff been employed in their position.
 - c) Please provide organization chart pertaining to this Department.
 - d) How many are full time and part time.
 - e) Does the current number of employees equal the number of FTE's allowed pursuant to the current fiscal budget.
 - f) If not, how many employees are you short by to operate the Intensive Care Unit efficiently and effectively
- 2.) What is the current moral of the ICU Staff?
- 3.) How many rooms does the ICU currently have? Is it sufficient?
- 4.) If not, how many rooms does the ICU need in order to operate the unit efficiently and effectively?
- 5.) Are their adequate supplies in the ICU?
- 6.) What types of supplies does the ICU drastically need?
- 7.) What type of equipments does the ICU require to run more efficiently and effectively?

b. Request for documents

12. RADIOLOGY/LAB DEPARTMENT

a. Questions

- 1.) At present, do we have a radiologist at CHC? If so, how many?
- 2.) If there is no radiologist at CHC, what is CHC doing to hire one?
- 3.) Are there any prospective candidates to be hired?
- 4.) If CHC does not have a radiologist, who takes care of the radiology department?
- 5.) Who reads cat scans, ultra sounds, x-rays, etc?
- 6.) Do we send tests off-island to be read? If so, where?
- 7.) How much does CHC spend to send tests off-island to be read? How long does it usually take to get the results back?
- 8.) How many radiology technicians do we have at CHC? What are their qualifications? Do they undergo training and how often?
- 9.) Do we have an MRI machine? If not, why?
- 10.) How much does an MRI machine cost?
- 11.) How much does CHC spend to send a patient off-island to get an MRI (total cost including travel) per patient? Please list each patient, where the MRI was taken, and total cost for that patient for the past year.
- 12.) We have information that a certain Dr. Burk once offered to provide his services here on our island, what happened to that offer? Did we take him up on his offer?
- 13.) Is the CHC laboratory equipped with all essential supplies, instruments, and equipment? What is the condition of all these items? Good, satisfactory, bad, poor?
- 14.) How equipped is the lab?
- 15.) What lab tests/procedures can be performed at CHC?
- 16.) What lab tests/procedures must be performed at a private lab?
- 17.) Does CHC have a lab director? If not, why?
- 18.) Does CHC have a clinical pathologist? If not, why?
- 19.) Does CHC have a lab consultant? If so, why? What is the scope of work of a lab consultant?
- 20.) How many lab technicians are at the lab? Are they trained or qualified to read the results of tests?
- 21.) If not, where do we send lab tests for reading?
- 22.) How long does it usually take for lab tests sent out to be returned to CHC? How much does it cost to send out lab tests?
- 23.) What are AMI and CLA? What are they used for?
- 24.) What is the waiting period for patients to be assisted at the lab?
- 25.) Do lab technicians explain the lab test/procedure to patients?

b. Request for documents

- 1.) Copy of lab consultant contract.

13. NURSING DEPARTMENT

a. Questions

- 1.) Is there an organizational chart for the nursing section? Please provide and explain the protocols of this section.
- 2.) Concerns have been raised about the nursing section not having a qualified nursing director. Who is the nursing director and provide documentation to substantiate his/her qualifications.
- 3.) What are the standard salaries of nurses? Provide the Committee with pay scales for all nurses.
- 4.) Is there a high turn over rate for nurses? Explain.
- 5.) Concerns have been raised pertaining to inexperienced nurses being employed by the hospital. Explain.
- 6.) Is there a sufficient amount of nurses to meet the needs of the general public? Explain.
- 7.) Is there a need to improve the nursing section? Explain
- 8.) What is management's position on the overall performance or situation of the nursing section?

b. Request for documents

14. PSYCHIATRI UNIT/PSYCHIATRISTS/TRANSITIONAL LIVING CENTER

a. Questions

- 1.) How many full time psychiatrists are employed at CHC?
- 2.) What is their medical qualification/background and how many years of experience do they have? Please list each psychiatrist.
- 3.) What is the psychiatrist/patient ratio?
- 4.) What is the turn-over rate for psychiatrists at CHC? How long do they usually last on island? If not long, why?
- 5.) Does the hospital have a full time Psychiatrist specifically for the Psych Unit, or are these psychiatrists also used at the Transition Living Center (TLC)?
- 6.) Is there a Psychiatrist at the unit on a 24/7 basis? If not and a patient is committed, what procedure does the hospital take to accommodate the patient?
- 7.) Does the Psych unit have any in-patients at this time? On average, how long is a patient usually committed either involuntarily or involuntary?
- 8.) What is the usual treatment for in patients?

