



Commonwealth Healthcare Corporation

Commonwealth of the Northern Mariana Islands

1178 Hinemlu' St. Garapan, Saipan, MP 96950

Together, We Are Working Toward A Healthier Community



FY 2022 CITIZEN CENTRIC REPORT

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: Providing quality comprehensive health services and promoting healthy environments for a resilient community.

Values: CHCC is committed to exceed 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.

Strategic Goals

1. Providing quality and affordable care to the community.
2. Maintaining a comprehensive data management system to track health patterns and trends in the CNMI.
3. Increasing financial efficiency to make investments into improvements to facilities, equipment, and services.
4. Maintaining U.S. Centers for Medicare & Medicaid Services accreditation.
5. Recruiting and retaining staff from both the U.S. and abroad.
6. Improving the corporation through professional development and staff training.



980 active employees at the end of FY2022

13.38% Turnover rate 2022

- 01 CHCC AT A GLANCE
- 02 OUR PROGRESS
- 03 OUR FINANCES
- 04 OUTLOOK



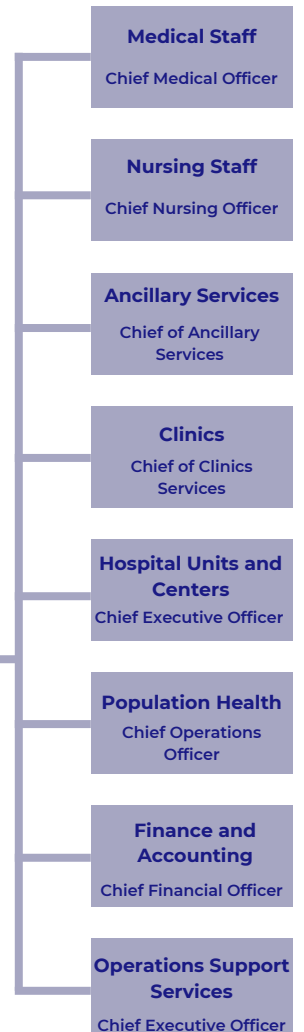
Edward M. Deleon Guerrero
Chairman

Board of Trustees



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

Chief Executive Officer



OUR PROGRESS



- The Commonwealth Healthcare Corporation (CHCC) recently implanted the first internal heart monitors in the CNMI. The CHCC surgery team successfully implanted six (6) implantable loop recorders, a heart monitoring system that records heart rhythm.



- The CNMI Consortium comprises CNMI State, Health, Education, Faith-based, and Community leaders and organizations committed to addressing substance use disorder/opioid use disorder (SUD/OD) in the Commonwealth.
- Consortium Leadership and Members commit to address the findings of the 2021 SUD/OD CNMI Needs Assessment and develop core activities that ultimately make a collective impact on substance use/misuse in the CNMI through five committees.

- Biofire testing, such as meningitis/encephalitis panel, respiratory panel, pneumonia panel, gastrointestinal panel, and blood culture identification panel.

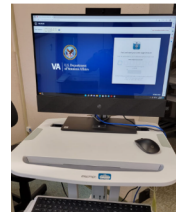
- **Medical Referral:** Ensured patient's primary and/or secondary insurances are utilized so that the patient is not burdened with the full cost.
- Established relationships with receiving providers to strengthen and accept CNMI Medicaid to expand access to care.
 - Guam Memorial Hospital Authority signed a Medicaid contract around May/June 2022. (Previously they did not accept CNMI Medicaid patients).
 - Access Medical Transport (Guam) has submitted a Medicaid application and is pending review.
- Set up a pharmacy process in California to ensure Medicaid beneficiaries can have access to their medications.
 - Initiated discussions with Guam Mega Drug who is willing to find a reasonable solution to help meet the needs of this population group (pending Medicaid contract).



- The Commonwealth Healthcare Corporation (CHCC) introduces its new Mobile Clinic for the residents of Saipan, ready to offer services such as well-child check-ups; well-woman check-ups; adult routine check-ups; family planning services; HIV/STD testing and counseling; vaccinations; population health services including mental health services; and referrals to other health, financial, and social services.
- 90% of population 6 months and up have at least 1 dose of COVID-19 vaccine 60% of booster eligible have received at least 1 booster dose
- **Rota Health Center:** New Primary Care Providers – Dr. Kiernan and Matthew, PA
- Rotating ER PAs (Urgent Care and Emergencies)
- Equipment/Technology upgrades – Refrigerators and freezers, Ultrasound machine, Telepharmacy (including POS), oxygen refiller machine, PT equipment, Computers, and Air purifiers.



- \$2.8m + issued in food benefits to eligible pregnant women and families with children under 5 years old
 - Average of 2,950 program participants
- Over 1,700 Home Visits conducted for enrolled participants made up of pregnant women or families with children under 5 years old
- 1,391 individual patients served thru the Family Planning program
 - 72% of those served reported to have incomes below the poverty level
- Streamlined environmental and infectious disease notifications and investigations, and initiated steps to develop a digital database to store and manage information/data
- The National Suicide Prevention Lifeline transitioned from 1-800-273-TALK (8255) to the three digit 988 Suicide and Crisis Lifeline as of July 16, 2022.
- The 988 Program is currently working with Lifeline for CNMI services that will include 24-hour Lifeline access - 7 days a week and a Mobile Crisis Team.



- CHCC and the VA Medical Center – VA Pacific Island Health Care signed an MOA making **Tinian Health Center** an ATLAS (Accessing Telehealth Through Local Area Stations) site.



- The newly created Cancer and Associated Risks Early Screening, or CARES, Project aims to screen for, and prevent common cancers. Persons who chew betelnut, smoke cigarettes, drink alcohol, or have a history of cancer in their family are at a higher risk of developing cancer. The project provided no-cost cancer prevention counseling and vaccines, as well as screening advice and testing, with follow-up sessions to discuss the results. The program is available to all people who live in the CNMI, from teens on up, regardless of race, ethnicity, religion, sex, or citizenship



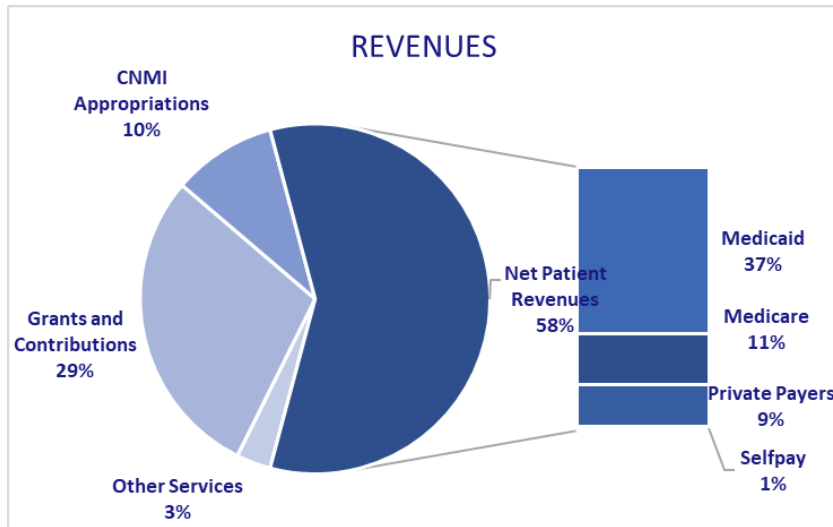
- Acquired RamSoft a Picture Archiving and Communications System (PACS). The innovative medical imaging software helps healthcare providers work efficiently and deliver quality patient care.

Net patient revenues accounted for 65%, 75% and 69% of total gross revenues for the years ended Sept 30, 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.

Included under CNMI Appropriations are transfers for the Medical Referral Program of \$11,588,163. Actual expenditures for this program amounted to \$11,231,881.



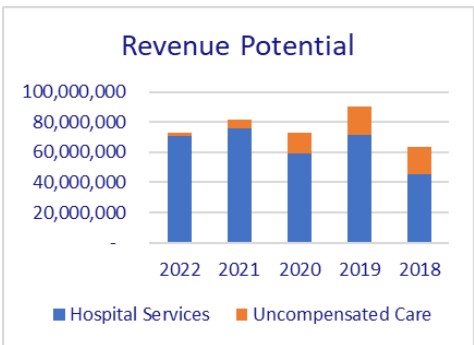
Revenues	2022	2021	2020
Medicaid	44,866,921	44,486,763	30,461,563
Private Payers	11,324,659	17,283,985	16,374,759
Medicare	13,638,431	12,853,585	11,383,814
Selfpay	1,051,896	1,319,550	1,107,909
Net Patient Revenues	70,881,907	75,943,883	59,328,045
Grants and Contributions	35,128,773	21,117,560	22,879,600
CNMI Appropriations	11,685,655	1,930,561	2,976,861
Other Services	3,882,267	1,773,390	832,045
Gross Revenues	121,578,602	100,765,394	86,016,551

Full Hospital Revenue Potential	2022	2021	2020	2019	2018
Hospital Services	70,881,907	75,943,883	59,328,045	71,600,329	45,280,616
Uncompensated Care	1,709,919	5,462,198	13,620,844	18,850,514	18,329,708

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

That is a total COVID related expenditure of \$15,338,885 of which only \$4,726,218 have been reimbursed by FEMA.

CHCC paid \$4,907,711 in FY2022 and \$5,013,163 in FY 2021 for premium pay associated with COVID.



Expenditures	General Fund*	Federal and other Grants	Total 2022	Total 2021	Total 2020
Personnel	59,720,072	14,719,914	74,439,986	57,105,269	48,925,069
Operations	55,807,482	10,729,570	66,537,051	45,772,437	41,283,089
Total Expenditure	115,527,554	25,449,483	140,977,037	102,877,706	90,208,159

CHCC grew from 809 employees in FY2020 to 920 in FY2021 and 980 in FY2022. This increase in staffing and the ARPA Premium, contributed to the increase in personnel costs.

OUTLOOK



The CHCC's Board of Trustees, CEO Muña, and the management team desire to make long-term, multiphasic plans for the Navy Hill campus to be modernized and expanded. Preliminary plans are to move primary care clinics into a new facility to clear space in the current facility for the modernization and expansion of the emergency department and hospital units. Moving the emergency and radiology departments to the northern wing of the Navy Hill facility will then open up space for expansion and renovation of hospital wards. The renovation and future expansion are defined and divided into three (3) phases: construction of new facility, transition of services, and renovation of original facility to be completed within the next five to eight years.

With the expansion of services and more residents accessing our services, however, parking space have become very limited for our patients, visitors, and our staff.

The parking structure proposed would be a multi-level (about 5 levels) parking space that will also accommodate future expansion of services. It will be connected to the main building of the hospital, particularly the dietary unit on the first floor and the Intensive Care Unit (ICU) on the second floor. It would need to be strong enough to support a future expansion of the ICU unit and an expansion of the Dietary Unit. It will also be able to provide additional parking when the Navy Hill parking site is converted to build and house the Magnetic Resonance Imaging (MRI) machine.

By bringing Magnetic Resonance Imaging (MRI) equipment to the Commonwealth Health Center Hospital, we have another opportunity to deliver innovative and reliable services to our people. Accessing MRI and other diagnostic services should not only be for those who can afford to take off from work, can leave their families behind, and travel outside the CNMI.



Drive-thru pharmacy renovation and improvement: In efforts to improving access to medication in our islands, we are expanding the capability of CHCC's outpatient pharmacy to be able to dispense medication safely, conveniently, and much more efficiently to patients. Currently, CHCC's Outpatient Pharmacy is limited in the number of people it can serve safely within the pharmacy area. Due to the COVID-19 pandemic, major safety precautions have been implemented such as safety barriers, entry screening, social distancing, and limiting the number of people allowed inside the pharmacy. This often results in a backlog of patients waiting outside the pharmacy in the hallways. Therefore, the drive-thru option will be able to increase service capacity while also maintaining safety protocols by providing drive-thru services for medication distribution to patients.