

# Oneida Business Committee Meeting Agenda Request Form

1. Meeting Date Requested: 12 / 10 / 14

## 2. Nature of request

Session: ☒ Open ☐ Executive - justification required. See instructions for the applicable laws that define what is considered "executive" information, then choose from the list:

Agenda Header (choose one): Report

Agenda item title (see instructions):

Comprehensive Health Division 4th Quarter Report

Action requested (choose one)

☐ Information only

☒ Action - please describe:

Approval of vacated positions to be filled, see page 7 & 8 of the report.

## 3. Justification

Why BC action is required (see instructions):

## 4. Supporting Materials

[Instructions](#)

☐ Memo of explanation with required information (see instructions)

☒ Report ☐ Resolution ☐ Contract (check the box below if signature required)

☐ Other - please list (**Note:** multi-media presentations due to Tribal Clerk 2 days prior to meeting)

1.

3.

2.

4.

☐ Business Committee signature required

## 5. Submission Authorization

Authorized sponsor (choose one): Melinda J. Danforth, Tribal Vice Chairwoman

Requestor (if different from above): Dr. Ravi Vir, Medical Director/Debra J Danforth, Operations Director  
Name, Title / Dept. or Tribal Member

Additional signature (as needed):  
Name, Title / Dept.

Additional signature (as needed):  
Name, Title / Dept.

1) Save a copy of this form in a pdf format.

2) Email this form and all supporting materials to: BC\_Agenda\_Requests@oneidanation.org

**Oneida Comprehensive Health Division  
Oneida Community Health Center  
Behavioral Health Services  
Anna John Resident Centered Care Community  
Employee Health Nursing**



Oneidas bringing several hundred bags of corn to Washington's starving army at Valley Forge, after the colonists had consistently refused to aid them.

PO Box 365



Oneida, WI 54155



UGWA DEMOLUM YATEHE  
Because of the help of this Oneida Chief in cementing a friendship between the six nations and the colony of Pennsylvania, a new nation, the United States was made possible.

**ONEIDA COMPREHENSIVE HEALTH DIVISION  
DR. RAVINDER VIR MEDICAL DIRECTOR  
DEBRA DANFORTH, RN, BSN, OPERATIONS DIRECTOR  
DIVISION UPDATE QUARTER 4  
July, August, September 2014**



**Executive Management Team:**

<b>Division Dir-Operations,</b> Debra Danforth RN, BSN,	869-4807
<b>Division Dir-Medical,</b> Ravinder Vir, MD,	869-4808
<b>Asst. Operations Director,</b> Judi Skenandore,	869-4809
<b>Executive Assistant,</b> Mercie Danforth	869-4810
<b>Business Operations Director,</b> Jeff Carlson,	869-4805
<b>Ancillary Services Director,</b> Dave Larson,	869-4820
<b>Director of Nursing-OCHC,</b> Sandra Schuyler,	869-4906
<b>Behavioral Health Manager,</b> Mari Kriescher,	490-3737
<b>Employee Health Manager,</b> Mary Cornelissen	405-4492
<b>AJRCCC Nursing Home Administrator,</b> Nola Feldkamp,	869-2797
<b>Public Health Officer,</b> Eric Krawczyk,	869-4812



*Oneida Community Health Center (OCHC)  
Anna John Resident Centered Care Community (AJRCCC)  
Oneida Behavioral Health (OBH)  
Employee Health Services (EHS)*

**VISION:**

*We provide the highest quality, holistic health care to ensure the wellness of OUR Oneida Community.*

**VALUES:**

**Responsive Leadership:** *Consistent attentive listening, honesty, doing the right thing, timely decision making and seeing issues resolved to completion.*

**Culturally Sensitive:** *Meeting people where they are and being sensitive to their unique needs as human beings within the Oneida Community.*

**Continuous Improvement:** *Striving to achieve a higher quality of health care and a higher performing workforce through our Commitment to Learning and Growth.*

**Communication:** *Fostering honest, respectful and timely communication with the appropriate level of transparency.*

**Safety:** *Striving for an environment that provides the highest level of physical and emotional safety for our patients, employees and community in an environment free of fear, retaliation and repercussion.*

**Respect:** *Create a welcoming and compassionate environment focused on the individual needs of OUR community and Health Care Team*

## OUR 2013-2016 STRATEGIC PLAN IS FOCUSED IN FOUR SPECIFIC AREAS:

1. Improve Access to care across the Health Division
2. Continuous Quality Improvement
3. Optimize Technology
4. Enhance Our Workforce

## OUR 2013-2014 INITIATIVES THAT WILL BE FOCUSED TO ACHIEVE OUR STRATEGIES:

1. **Accreditation:** The Comprehensive Health Division will validate and assure the community the delivery of the highest quality health care services in achieving AAAHC (Accreditation Association for Ambulatory Health Care) accreditation by September 2015 through team work, leadership and commitment.
2. **Advancing Technology:** Utilize innovative State of the Art technology and data analytics to continuously improve wellness and health outcomes.
3. **Optimize staffing processes:** To work collaboratively with HRD to enhance the Division processes for recruitment, hiring, and retention and provide recommendation (s) for change to the Oneida Business Committee by September 20, 2014.

### **IMPROVE ACCESS TO CARE ACROSS THE HEALTH DIVISION**

#### **Initiatives: Optimizing staffing processes and Accreditation**

- Improving access to care by ongoing recruitment. Recruitment and retention of qualified healthcare professionals continues to be challenging in an environment of a nationwide shortage of healthcare providers. With the resignation of providers, the issues of remaining competitive with physician wages has come to the forefront and will be addressed with the Business Committee to retain the existing providers.
- The HR/OCHD Mgmt team have been meeting to develop a Recruitment and Retention Plan and have requested assistance of the CFO in reviewing the financial feasibility of such a proposal to be presented to the BC.
- Dr. Neitzel left Oneida at the end of July
- Dr. Paul Sumnicht and Carol Finucan, PA started employment with Oneida July, 2014
- Actively Recruiting for Primary Care Physician, Psychiatrist, Psychologist and other various positions within the Comprehensive Health Division remains ongoing.
- Access to Care in Behavioral Health remains ongoing with an evaluation to meet the needs of the patients without hiring of additional staff and maintaining full staff.
- Dr. Hillary Wynn, Adolescent and Adult Psychiatrist will be starting on October 1, 2014
- Access to Care Survey has been continuing from November 2013.
- Advanced Training Trauma Focused Cognitive Behavioral Therapy (TF-CBT) collaboration with Outagamie County. We are now building a team of professionals working with youth in our community.
- Suicide prevention collaboration with Suicide Coalition- Collaboration with the Garrett Lee Smith Grant
- One Staff person is attending the Suicide Coalition meetings in Brown County.

- **ANNA JOHN RESIDENT CENTERED CARE COMMUNITY (AJRCCC)  
UPDATE:**



- The Congregate Mealsite hours of operation are Monday through Friday from 8:00 AM to 4:30 PM.
- Shared activities between AJRCCC and Elder Services continue on a scheduled plan.
- We continue to work with the Veterans Office to facilitate the VA certification of our AJRCCC. Two conference calls occurred with both VA staff, Oneida Veterans Office, Oneida Accounting and AJRCCC staff to address the concerns related to the financial information that is needed from the Oneida Tribe to finalize this agreement.
- Occupational, Speech and back up Physical Therapy began in July which has resulted in greater reimbursements for these therapies as well as the ability to admit more residents to AJRCCC.
- The following positions continue to be filled through the use of Stat Agency staff to be in compliance with the State license requirements based upon patient acuity and number of admissions: Certified Nursing Assistants and some Nursing positions.
- Current census is on average 42-44 as of September, 2014. There will be continued need for the use of Agency staffing based upon resident acuity and staffing needs.
- State Survey took place August 25-28, 2014. Results of the survey resulted in our continued Medicare and Medicaid certification.

## **OPTIMIZE TECHNOLOGY**

**Initiatives: Advancing Technology and Accreditation**

### **ELECTRONIC MEDICAL RECORD (EMR):**

- The EMR continues its work within the Oneida Community Health Center and Oneida Behavioral Health every Thursday. The Clinic continues ongoing review and updating of the system as we need quarterly upgrades to this system as a whole. Every update requires numerous testing and implementation to assure that all the kinks are worked through before going live each quarter. The most recent upgrade was made to Centricity Practice System (CPS-Version 12).
- We are in the process of implementation of the **GE Patient Portal** solution.

- Plans for communication to the community and patients have been put into place with an introduction to the Patient Portal being submitted to the Kaliwisaks. Follow up articles will be forthcoming.
- **Electronic Signature Capture** (demonstrations were conducted in June/July).
  - Immslink-the selected vendor is assisting us with our interface with the Wisconsin Immunization Registry (WIR), which is waiting for the State to complete these processes.
  - The EMR Team has been working with GE to determine what potential content is available for Physical Therapy. The specific templates that our Physical Therapy Providers, which are currently in use for evaluations of Extremities, Cervical Spine, Thoracic Spine, Lumbar Spine will need to be built to corresponding Centricity Clinical Content (CCC) Forms.
  - We have compiled a spreadsheet that contains all the HIPAA Security Policies/Procedures that are required for compliance. Some of these we already have, or we have templates for and are in the review and implementation stages.

#### **CONCERNS and/or ACTIONS NEEDED BY THE OBC:**

There remains a lack of future allocation of funding for ongoing resources & support of EMR. Oneida Comprehensive Health Division's (OCHD) Management recommends the long-term need for an additional Clinical Applications Coordinator and the Link logic manager roles in Medical and Behavioral Health environment. The Health information technology area remains under resourced resulting in potential risk for the division and the organization.

#### **PATIENT MANAGEMENT SYSTEM (PMS)**

- The Batch Eligibility process which determines coverage for patients with insurance, initially, with Wisconsin Medicaid/Forward Health and ultimately with other 3<sup>rd</sup> party carriers remains in progress. We are in the final stages of testing this customized software and should be up and running by calendar year end.
- We continue to use Encore as our Contract Health Services base software. In addition, we are upgrading our Medicare Like Rate software with our vendor and the new version should be available by calendar year end.
- Checks and balance processes have been put into place to incorporate monthly reporting on the Catastrophic Health Emergency Funds (CHEF) claims to ensure they are submitted in a timely manner. This funding is competitive nation-wide, therefore it is even more critical that our claims be submitted timely.
- **We finished the FY 2014 with CHEF reimbursements of \$348,255. All of which were submitted in a timely manner.**
- Dental was upgraded to the Meaningful Use version of Dentrix. No Change for this quarter
- Optical was upgraded to the Meaningful Use version of Compulink.
- Server configurations remain ongoing for our testing environment. This is necessary to assure an update which seems ready for production is tested before it goes live. We have installed CPS version 12 which is Meaningful Use (MU) compliant. Due to the CMS changes, we earned a reprieve for MU reporting for FY 2013 due to all the revisions that were done for nationwide health reporting programs.
- We continue to work with Zyquest as an outsource for additional IT support. Our Zyquest contract continues however, we have released our personnel resources until after the first of the year due to financial constraints. We feel this will impact our ability



to correct malfunctions of software on a daily basis should and when they occur however, financially it is necessary. This means we may not be able to provide efficient patient care when our systems go down and wait times will ensue.

**CONCERNS and/or ACTIONS NEEDED BY THE OBC: No formal action required, just continued awareness and support . Will need approval of the IT positions when submitted through MIS for the Comprehensive Health Division.**

Resources – human and financial resources for this project under satisfactory thresholds for both MIS and Clinical. We are working cooperatively with Oneida IT for long term sustainability of our needs for the Division as a whole.

## **CONTINUOUS QUALITY IMPROVEMENT**

### **Initiatives: Accreditation**

- Accreditation Kick-off at the July QA meeting. We have added an additional hour each month to the QA meeting time to accommodate for the necessary time to address only issues related to accreditation on a monthly basis.
- Initial planning is taking place on creating a reporting structure for the additional Health Division Committees i.e. Pharmacy and Therapeutics, Infection Control, etc to report their meeting minutes to the QA team.
- We are currently addressing complaints of long wait times at Pharmacy, Optical and Dental.
- Articles are being worked on for the Kalihwisaks informing patients that on certain days, the wait times may be longer.
- Decision Making process and team purpose-Clarity/explanation of items that the Mgmt Team needs to review and approve from the committees
- Suggestion box items not acted upon by the supervisors in those critical areas that need to offer input.
- Car seats –65 seats with education was provided. 31 old seats were recycled. We have partnered with Green Bay Safe Kids to recycle car seats instead of throwing them away.
- Recordable Incidents (Lost time, Medical treatment) – There were a total of 2 employee incident reports filled out – neither was a serious injury. There was 1 patient incident report, also not serious.
- Several safety hazards have been corrected outside through the work order process. A few signs had been broken with nails and sharp edges sticking up and out of the ground. Wires were coming up through the ground. Signs were faded and unreadable. All have been fixed in a quick turnaround time.

## **ENHANCE OUR WORKFORCE**

### **Initiative: Optimizing our staffing processes**

### **HUMAN RESOURCE MANAGEMENT**

➤ **Number As of 08/01/14 Comprehensive Health Division Employees: 292**

○ **\*\* ( 1<sup>st</sup> quarter 2014-292, 2<sup>nd</sup> quarter 2014-289, 3<sup>rd</sup> quarter 2014-290**

**96 Oneida Enrolled**

**23 American Indian/Alaskan**

**4 Black/African American**

**1 Asian**  
**2 Hispanic/Latino**  
**164 Caucasian/other**

**Positions recently filled and/or in process as of 09/01/14:**

- **The following positions are in process and/or have been finalized during this quarter reporting period:**
  - Dual Diagnosis Therapist
  - Youth Adolescent Social Worker

**Vacancies as of 09/01/14 :**

- **OCHC Medical Clinic**
  - Diabetes Supervisor
  - Certified Medical Assistant-on hold until after January, 2015
  - Physician Internal Medicine
  - Physician Family Practice (2)
  - Registered Nurse
  - Pediatrician
  - Nurse Practitioner
- **Dental**
  - Dental Hygienist
  - ET Dental Assistants
  - Dental Assistant
- **Behavioral Health**
  - Clinical Psychologist
  - Youth Adolescent SW
  - Dual Diagnosis Therapist (2)
- **Operations**
  - Administrative Assistant III-Filled with ET until after January, 2015

**CONCERNS and/or ACTIONS NEEDED BY THE OBC: No formal action required at this time. Continued support and awareness of the need to continue to fill vacancies as they occur. Competitive wages continue to be a concern across the Division.**

- The critical vacancies that will need to continue to be filled to achieve our Strategic Plan are all Direct Care Providers which are identified as Revenue generating.
- The need to remain competitive with wages is becoming more critical as we move into FY 2015. We are already beginning to have difficulties in filling positions and retaining positions due to wage stagnation. The ability to continue to fill critical vacancies will be crucial throughout the remainder of FY 2014 and FY 2015 with the approval of the OBC.
- Use of Agency Staffing for AJRCCC continues to be a concern. If we are not able to utilize Agency staff, then we will be unable to fulfill the needs of our residents based upon our acuity levels which could jeopardize patient safety and patient care as well as our licensure for the AJRCCC.
- Requesting approval of the following vacated positions which are critical to patient care and are vacant due to resignation/retirement-
  - **Pharmacist #09014**
  - **Optometric Technician #01319**



➤ **2-Emergency Temp Dental Assistants-currently posted but not able to fill**

**CASE MANAGEMENT:**

Oneida Comprehensive Health Division has been working with Governmental Services Division to create an integrated case management system. The case management system is moving forward and the various parts of the system are beginning to come together. The Tribe received a \$14,000 The Money Follows the Person grant which is intended to help Tribes administer their own Long Term Care Support System. Elder Services has posted a position for an ADR Specialist. The Tribal ADRC office will be composed of staff from Oneida Comprehensive Health Division, Elder Services and Income Maintenance. This office will work with both the Brown and Outagamie ADRC's. There will need to be some staff reorganization required in order to meet the federal requirements of the ADRC. The case management system is preparing for the Family Care expansion that will happen in 2015. The Tribe will move to Family Care at the same time as Brown County.

Separately all of the Tribes are working on a Tribal option with the State that would allow the Tribes to run their own Long term Care system and not have to be involved with Family Care. This option requires approval from CMS and the time table and approval are uncertain at this time. There are three meetings scheduled with the State and CMS regarding the "Tribal Option". Meanwhile we are continuing to work with the State on Family Care issues.

**FINANCIALS**

YTD FINANCIAL Revenue REPORT AS OF 9 /30/2014										
	Tribal Contribution		Grants		Other Income		External Sales		TOTAL	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Consolidated Health	1,915,971	0	19,152,508	18,389,978	12,500	48,426	22,151,895	17,382,023	43,232,874	35,820,427
Anna John Nursing Home	1,529,018	719,773					1,742,923	3,136,003	3,271,941	3,855,776
Employee Health Nursing	638,427	619,852							638,427	619,852
Misc Grants	253,060		1,796,010	1,831,974				1,965	2,049,070	1,986,480
TOTAL	4,336,476	1,339,625	20,948,518	20,221,952	12,500	48,426	23,894,818	20,519,991	49,192,312	42,282,535
* NOTE: From Infinium Report DIVSUMHLT Budget and Actual Report										
Annual TC Funding	T/C		No Tribal Funds used YTD by Consolidated Health Services							
Consolidated Health	1,915,971	44.18%	\$ 762,530		Remaining for Sept in Indian Health Funding		*Received more than budget.			
Anna John Nursing Home	1,529,018	35.26%	\$ 1,393,080		AJRCCC above revenue in sales					
Employee Health Nursing	638,427	14.72%	\$ 18,575		Under spent even considering HRA's					
Misc Grants	253,060	5.84%								
TOTAL	4,336,476	100.00%								

**SUCCESSES OR CELEBRATIONS:**

Division wide-the cost containment measures that have been put into place due to federal funding issues earlier in the fiscal year continue. We are very proud of our staff who have overcome these challenges presented to them and still continue to provide the same level of care through doing more with less.

- Congregate Meal site continues to increase the number of meals served daily to 90-100
- Pharmacy continues to have peaks of over 1000+ per day.
- Pharmacy re-model is currently on hold until FY 2015 budget is approved.
- Bi-monthly updates have been implemented with the new committee as well as one on one meetings to provide a comprehensive overview of the Health Division. It is hoped that the updates will continue to be successful with the Oneida Business Committee on improving

- AJRCCC- Average occupancy fluctuates between 40-44 with full capacity at 48 beds.
- Valley Bay Therapy for Occupational Therapy and Speech Therapy with a back-up for Physical Therapy began in July, 2014.
- HPDP Just Move It Oneida events continue to grow exponentially due to the RAS points that Employees are earning as well as the community's desire to improve their health and well-being!
- Hired 2 new providers, Dr. Paul Sumnicht and Carol Finucan, PA.
- Annual Diabetic event for FY 2014 was sold out with 400+ in attendance to hear Billy Mills inspirational story and our own success stories from our panel participants

## Patient Complaint Tracking Log

[illegible]



**COPY**

Cost containment for FY 2014 HR requests

(Items Needed : (g/ohc/forms/HR requests cost containment)

Request to hire full time Pharmacist Salary Code E-9 replace W Tonnen

X	Routing Slip for HR requests need 1 for each request
X	Process for approval during cost containment form fy214
X	Hiring Freeze Exception request form
X	Current Job Description
	Copy of Industry Standard for this position
X	Memo of justification(on letterhead) include if revenue generating and why this position is needed
	Current Organizational Chart showing the positions and number of positions and vacancies approved for FY2014
	FY 2014 Operational Plan showing the position
	Notes and/or additional info requested:
	HR forms specific to your request. Ex: If requesting to post a position then need to complete the Request to Post form found on the Intra-net.

# Oneida Comprehensive Health Division

Oneida Community Health Center

Behavioral Health Services

Anna John Resident Centered Care Community

Employee Health Nursing



Oneidas bringing several hundred bags of corn to Washington's starving army at Valley Forge, after the colonists had consistently refused to aid them.

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## Routing Slip for HR Requests

Please state the Human Resource Request

Request to hire full time Pharmacist , W Tonnon position # 09014, salary code E-9

Requesting Supervisor's Name: James P. Poole Date 11/18/14

### Approvals:

☒ Approved

☐ Denied

Carol J. Tamm  
Department Director

24 Nov 14  
Date

☒ Approved

☐ Denied

J. Carlson  
Business Operations Director

11-18-14  
Date

☒ Approved

☐ Denied

James P. Poole  
Comprehensive Health Operations Director

11-18-14  
Date

☒ Approved

☐ Denied

T. Caudel  
Comprehensive Health Medical Director

11/19/2014  
Date

Reviewed: \_\_\_\_\_

HRD Representative

Date

(Identifies the request is in compliance with Tribal Personnel Policies & Procedures)

## Process for Approval during Cost Containment for FY2014 for all HR Requests

### HR Request — Job Reassignments, posting, workforce level changes, salary/wage request, etc.

Request: Request to hire a staff Pharmacist		
Job Title: Pharmacist	Job #: 09014	Grade: E9
Department: Pharmacy	Division: Comprehensive Health	
Name of Supervisor and Title completing this form: James Poels, RPh		
Telephone number supervisor can be reached at to answer any questions about this request: 920 869 4826		
<b>Justification for Position: A staff pharmacist retired from Oneida Pharmacy. We are requesting to hire a replacement Pharmacist to maintain customer service and keep up with the workload.</b>		
How many positions are currently budgeted with similar or identical titles within your department? 6		
Will not filling this request impact the health or safety or regulatory requirements of the Oneida Tribe? If yes, please explain:		
Yes, by not filling it would reduce the customer service levels to patients of OCHC.		
Does this position deliver direct services to the customer? Yes      If yes, please explain:		
The Pharmacist is required by the State to check each RX before it can be received by the patient		
And they need to consult with the patient for each RX before they can release medication to the patient.		
****Please attach your department's organizational chart to include all employee's name and title and note Vacancies.		
****Please attach the industry benchmarks for this position. Example: a Case Manager is responsible for 100 caseloads (customers).		
****Please attach a copy of your approved department's Operational Plans.		
<b>Funding for this Request:</b>		
How is this position funded? Grants? <del>No</del> YES      Amount budgeted with grants \$ 96,702.51		
Are the grants monies currently in the Oneida Tribe? YES or No		
If no, are the grant monies billed to reimburse on a weekly or monthly or quarterly basis? <span style="float: right;">JN 11-18-14</span>		
Is this position funded with Tribal Contribution? Yes or <del>No</del> If yes, \$		
If funded by both Grants and Tribal Contribution, what is the percentage for each?		
50.42% grants      49.58% Tribal Contribution <del>50.42%</del> Net Sales		
Length of grant: Grant began 10-1-14      Grant Ends on-going IHS.		
Is this an ongoing grant? <del>No</del> YES		
Is this a revenue generating position? YES or No Examples of a generating position includes retail associates, slot attendants, Dental Hygienist (billable hours).		
****Please attach a copy of the grant if it is a grant funded position. IHS AFA/compact on file e OBC		
<b>Existing Staff:</b>		
Can the responsibilities/functions of this position be transferred over to another position within the same department or division or another department or division within the Oneida Tribe? No		
Please explain: Only licensed Pharmacists can perform the required duties. Required by State law.		
No, Only a Registered Pharmacist can compound, check & consult patients when receiving new & refill prescriptions.		
Is there another department within the Oneida Tribe that has similar or identical functions? No		
If yes, has the possibility of combining like services and combining these two (2) departments been explored? No?		
Please explain: Only licensed Pharmacists can perform the required duties. Required by State law.		
Where do you believe, as the supervisor, this department should be organized within the Oneida Tribe? Under revenue generating departments for Oneida as well as Patient healthcare and pharmacy services.		
The pharmacy provides direct patient care & is a revenue generating department.		

# FY2014 Hiring Freeze Exception Request Form

**TYPE OF REQUEST:** Indicate the type of request (i.e. New Position, Title Reassignment with Wage Adjustment, Re-Grade of Position, Interim Job Reassignment with a wage or salary increase, Additional Duties, etc.): see next page for additional space

*Request to hire a full time pharmacist to replace a pharmacist who retired from Oneida Pharmacy*

**FINANCIAL IMPACT** for the above request for FY2014:

For Request	Department Budget Information
Wage or Salary \$ <u>128,419</u>	Number of Employees Budgeted for this Position <u>6</u>
Fringe \$ <u>44,947</u>	Number of Employees Currently in this Position <u>5</u>
Indirect Cost \$ <u>21,677</u>	Fringe dollar amount in line item in Budget \$ <u>296,595</u> <i>DEPT PAT 200</i>
TOTAL \$ <u>195,043</u>	Personnel dollar amount in line item in Budget \$ <u>1,324,089</u> <i>DEPT PAT 200</i>

Position funded by: List actual dollar amounts:

Tribal Contribution \$ 0

Grant Contribution \$ 30,319.86 *96,702.98*

*NET SALES* \$ 35,846.84 *98,341.96*

## JUSTIFICATION OF REQUEST:

Attach documentation showing the alternatives that were considered in 3.1 of the Review of HR Requests Work Standard.

Does this position provide direct services to the department's customers? ☒ YES ☐ NO

If Yes, please provide an explanation of these direct services to the department's customers. see next page for additional space

*Yes, the pharmacist does provide direct patient care to each patient. The checking of each prescription & personal consultations are required by law.*

What is the safety, health or regulatory impact if the request is not processed? see next page for additional space

*Not filling this position would decrease the level of patient care and create longer lines when waiting for service in the pharmacy.*

Attach any memos or any regulatory laws, policies, etc. to explain or support this request.

*patient safety risk with understaffing pharmacy.*

## LINE OF AUTHORITY APPROVALS

<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Denied	Supervisor:	<u>James R. Poehl RPH</u>	Date:	<u>11/17/14</u>
<input type="checkbox"/> Approved	<input type="checkbox"/> Denied	Manager:		Date:	
<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Denied	Area Mgr./Dir.:	<u>David T. Turner</u>	Date:	<u>11/17/14</u>
<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Denied	Division Dir.:	<u>Julie K. Smith RPH</u>	Date:	<u>11/18/14</u>
<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Denied	HR Manager:	<u>Tramanda V.</u>	Date:	<u>1/19/2014</u>

Submit this completed form with chain of command approval through the appropriate General Manager level to Marianne J. Close at HRD by Noon on the 1st and 3rd Monday to be added to the BC Agenda for the following Wednesday. NOTE: BC meets the 2nd and 4th Wednesdays of each month. Requests received late will be on the next BC agenda.



# ONEIDA TRIBE OF INDIANS OF WISCONSIN

## Human Resources Department

### JOB DESCRIPTION

**APPLY IN PERSON AT:**  
Human Resource Department  
2630 West Mason Street  
Green Bay, WI 54303

**APPLY ONLINE AT:**  
<http://hrd.oneidanation.org>



**OR MAIL TO:**  
Human Resource Department  
P.O. Box 365  
Oneida, WI 54155-0365

Phone: (920) 496-7900  
Fax: (920) 496-7911  
Job Line: 1-800-236-7050

**POSITION TITLE:** Pharmacist  
**POSITION NUMBER:** 09038  
**DEPARTMENT:** Pharmacy  
**LOCATION:** 525 Airport Drive, Oneida  
**DIVISION:** Comprehensive Health  
**RESPONSIBLE TO:** Pharmacy Director  
**SALARY:** E9 \$76,558/Annually (NEGOTIABLE DEPENDING ON EDUCATION & EXPERIENCE)  
**CLASSIFICATION:** Exempt  
**POSTING DATE:**  
**CLOSING DATE:**  
**Transfer Deadline:**  
**Proposed Start Date:**

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#### **EQUAL EMPLOYMENT OPPORTUNITY STATEMENT**

The Oneida Tribe of Indians of Wisconsin does not discriminate on the basis of race, color, national origin, sex, religion, age or disability status in employment or the provision of services. However, individuals of Indian ancestry and Veterans will be given preference by law in initial employment or re-employment.

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#### **POSITION SUMMARY**

Under general supervision of the Pharmacy Director, provides pharmacy services to patients and medical practitioners. Fills prescriptions, dispenses medicines, counsel's patients and medical practitioners regarding the nature and use of drugs, and trains and/or supervises pharmacy technicians. Prepares and maintains all necessary records on prescriptions, patient charges, and inventory. Continuation of this position is contingent upon funding allocations.

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#### **DUTIES AND RESPONSIBILITIES:**

1. Prepares and/or oversees the preparation and dispensing of prescription medications to patients or medical practitioners; makes decisions regarding generic substitution of prescribed pharmaceuticals.
2. Counsels patients and/or medical practitioners on drug indications/contraindications, dosage, drug interactions, and side effects; provides other drug and pharmaceutical information as appropriate.
3. Oversees the acquisition and disbursement of drugs and medications to various offices, clinics, and other sites.
4. Provides guidance and training to pharmacy technicians during course of work and monitors performance.
5. Establishes and maintains methods and manner of storage and recordkeeping systems to provide for safekeeping of pharmaceuticals.
6. Monitor compliance with all applicable State and Federal laws regarding pharmacy and prescription services.
7. Participate in various health center committees representing the pharmacy area.
8. Read and review professional pharmaceutical literature.
9. Follows established departmental policies, procedures, and objectives, continuous quality improvement objectives, and safety, environmental, and/or infection control standards.
10. Interpret and enter orders on computer systems.

## **JOB DESCRIPTION**

Pharmacist

Page 3

### **STANDARD QUALIFICATIONS: (Cont.)**

25. Must pass a pre-employment drug screening. Must adhere to the Tribe's Drug and Alcohol Free Workplace Policy during the course of employment.
26. Must pass a background security check prior to and during the course of employment with the Oneida Nation in order to meet the Employment Eligibility Requirements and/or the Tribal State Compact and/or the Tribal Gaming Ordinance as they pertain to the position and the location of the department.
27. A valid driver's license, reliable transportation, and insurance. Must obtain a Wisconsin driver's license within thirty (30) days of employment if applicant has an out-of-state driver's license. Must be authorized as eligible to operate a personal and Tribal vehicle under the Oneida Tribe's Vehicle Drivers Policy prior to actual start date. Must maintain driver's eligibility as a condition of employment.

### **PREFERRED QUALIFICATIONS:**

Applicants please clearly state on the application/resume if you meet these qualifications.

1. Hospital, clinic or retail experience;

### **MINIMUM QUALIFICATIONS:**

Applicants please clearly state how you meet these qualifications on the application/resume.

1. Bachelor's Degree in Pharmacy; one year pharmacist experience; License as a Registered Pharmacist by the Wisconsin Department of registration and licensing equivalent combination of education and experience.
2. Evening and/or weekend work may be required
3. Extended hours and irregular shifts may be required.
- 4.

### **ITEMS TO BE SUBMITTED:**

1. MUST PROVIDE A COPY OF DIPLOMA, LICENSE, DEGREE OR CERTIFICATION UPON EMPLOYMENT.

# Indian Health Services A Staffing Model For Standards of Care

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# Oneida Comprehensive Health Division

Oneida Community Health Center

Behavioral Health Services

Anna John Resident Centered Care Community

Employee Health Nursing



Onondagas bringing several hundred bags of corn to Washington's starving army at Valley Forge, after the colonists had consistently refused to aid them.

PO Box 365





Oneida, WI 54155




UGWA DEMOLU YATEHE  
Because of the help of  
this Onondaga Chief in  
cementing a friendship  
between the six nations  
and the colony of  
Pennsylvania, a new  
nation, the United States  
was made possible.

## Memorandum

From: Jim Poels R.Ph. Director of Pharmacy 

To: Debra Danforth, R.N. Comprehensive Health Operations Director   
Dr. Ravi Vir, Comprehensive Health Division Medical Director

CC: David Larson, Director of Ancillary Services 

Date: November 14<sup>th</sup>, 2014

Subject: Request to hire a full time staff pharmacist

Justification: A full time staff pharmacist recently retired leaving an open position in the pharmacy. This is a budgeted position for the pharmacy. This position is critical to maintain customer service in the pharmacy. The pharmacy is a revenue generating department and does not require Tribal contribution.

The Oneida Health Center Pharmacy is requesting to hire a Full-time Pharmacist (Salary Code E-9) to replace Wayne Tonnon who retired.

The mailing address to all locations is: P.O. Box 365, Oneida, WI 54155

Oneida Community Health Center  
Behavioral Health Services  
Anna John Resident Centered Care Comm.  
Employee Health Nursing

525 Airport Dr., Oneida, WI 54155  
2640 West Point Rd., Green Bay, WI 54304  
2901 S. Overland Rd., Oneida, WI 54155  
701 Packerland Dr., Green Bay, WI 54303

Phone: (920)-869-2711 or 1-866-869-2711  
Phone: (920) 490-3790 or 1-888-490-2457  
Phone: (920) 869-2797  
Phone: (920) 405-4492

Fax: (920) 869-1780  
Fax: (920) 490-3883  
Fax: (920) 869-3238  
Fax: (920) 405-4494

Personal Category	FTEs
Pharmacist (Hospitals)	1.00
Pharmacist (Ambulatory)	1.00

**Plus, VARIABLE STAFFING LEVELS:**

Personal Category	FTEs	per	Driving Variables	Min.	Max.
Pharmacist (CHA/P)	1	20,000	CHP Encounters	0	n/a
Pharmacy Technician	0.5	14	ADPL	14	n/a
Pharmacist	1	5,000	PCPVs	4,400	n/a
Pharmacy Technician	0.5	5,000	PCPVs	5,000	n/a
Pharmacy Billing Specialist	1	20,000	PCPVs	20,000	20,000

**Staffing Criteria  
Imaging X-ray**

**Overview:**

The RRM Imaging staffing module estimates the requirements for imaging technologists to perform normal imaging procedures to obtain images for reading by radiologists or a primary care provider. The internal service core of the Imaging Department consist of film processing and quality control. The workload parameters that are the key variables in the staffing estimation are Average Daily Patient Load (ADPL) and Primary Care Provider Visits (PCPVs).

**Services Description:**

The Imaging Department activities include normal inpatient and outpatient imaging procedures. The images are sent to the Radiologist (Direct or Contract) for reading or is read by the initiating primary care provider.

**Staffing Criteria:**

**Medical Center:**

Fixed Imaging Technologist staff of 1.00 FTE to serve surgery, 1.00 FTE to serve ICU with an ADPL greater than 2 and 1 FTE for a facility that has more than 100 surgery cases a year.

**Hospital:**

Fixed Imaging Technologist staff of 1.00 FTE, plus 1.00 FTE Imaging Technologist for every 23 ADPL.

Imaging Technician (CHA/P) - 1 FTE for every 100,000 CHA/P ambulatory encounters.

**Outpatient:**

Fixed Imaging Technologist staff of 0.50 FTEs, plus 1.00 FTE Imaging Technologist for every 27,027 PCPVs over 4,400.

Note: A clerical staff pool of 0.3 FTE/10,000PCPVs will be formed for Pharmacy, Laboratory and Imaging.

**Personnel Categories:**

Imaging Technologist (Medical Center)  
Imaging Technologist (Hospital)  
Imaging Technologist (Ambulatory)  
Imaging Technician (CHA/P)

**Driving Variables:**

ADPL - Total  
PCPVs  
ADPL - ICU  
Surgery Cases  
CHA Encounters

**MINIMUM STAFFING LEVELS (fixed):**

FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

Division:	Comprehensive Health	2015 Budgeted Service Level:	Expand Services Provided
Department(s):	Medical Director, Medical Lab, Medical Coding, Diabetic Clinic, Physical Therapy, OB/Gyn, Podiatry, Pediatrics, Internal Medicine, Women's Health, Triage, Family Medicine, Pharmacy, Dental, Orthodontia, Eyecare, Contract Health Services, Community Health, Nutrition, Health Promotions, Case Management, Population Based Services, Behavioral Health, Division Administration, Medical Records, Patient Registration, Billing, Health Information Systems, Quality Assurance, Safety, Car Seat Safety and Medical Benefits	2015 Proposed Total Budget:	3,804,177,3tt
Area:	Health	2015 Tribal Contribution:	0
Program:	Clinic Services	2015 Federal/State Grants:	\$19,000,000
Fund/Business Unit Name:	Consolidated Health	2015 Internal/External Sales:	\$19,041,773
Fund/Business Unit Number:	5235X03	2015 Other Revenue:	\$0

Division Vision Statement:	We provide the highest quality, holistic healthcare to ensure the wellness of OUR Oneida Community
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Department/Area/Program Mission Statement:	These programs are delivered at the Oneida Community Health Center and Behavioral Health Center
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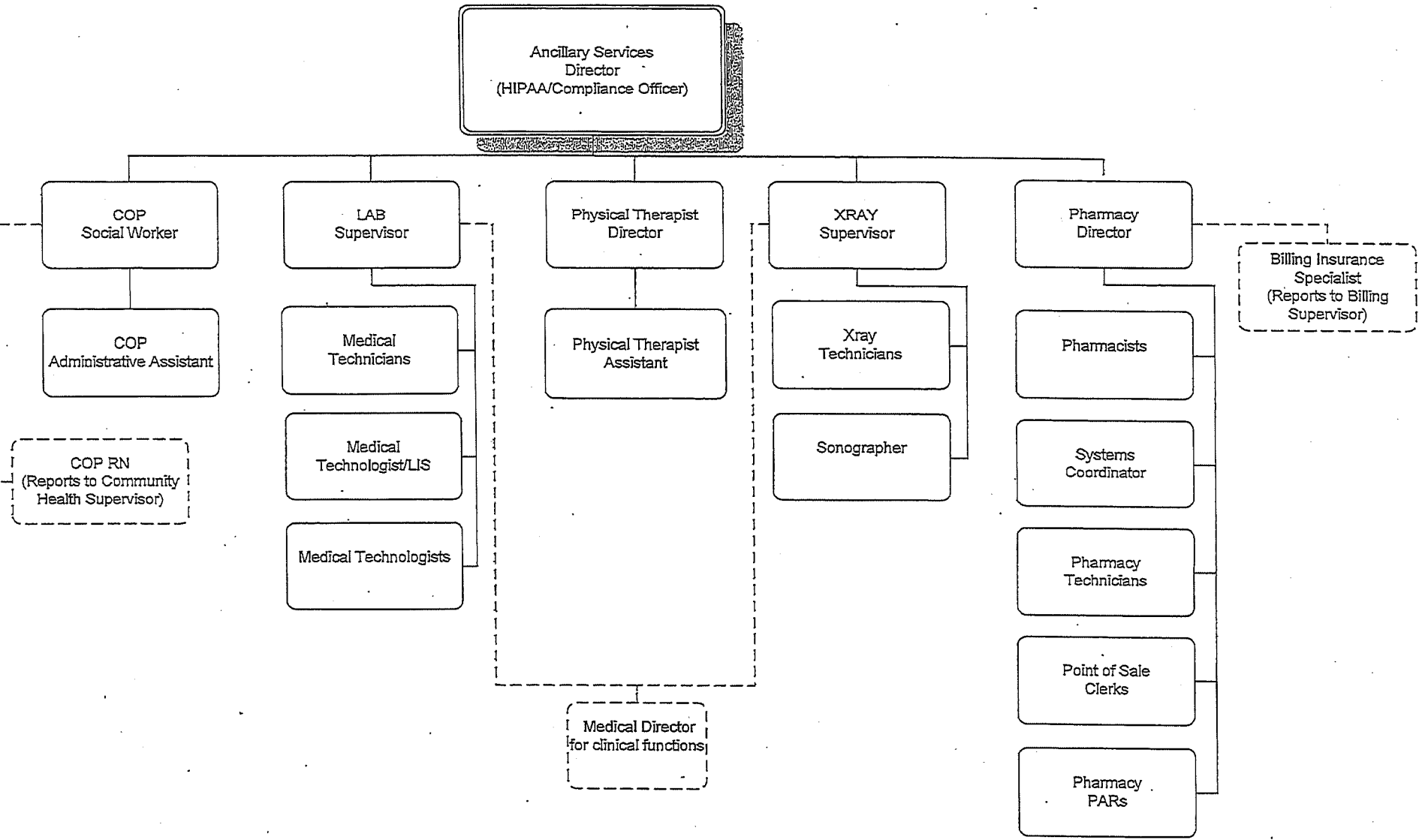
FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

Must provide at least one measure in each of the 3 categories below.

Performance Indicators:

	Measurement description:	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Projected	FY2017 Projected
Input	ACCESS TO CARE: Reduction of wait times for patient appointments to see providers /  Full and Complete staffing of provider and support positions by working with Oneida HRD to streamline hiring processes			Identify wait times per department	No longer than 3 day wait time	No longer than 3 day wait time	No longer than 3 day wait time
	ACCREDITATION: Begin the process to become peer recognized through accreditation as supported by Quality Improvement /  Hire lead staff and develop the committees from existing staff necessary for accreditation			Staff position	Accreditation processes begun	Accreditation application finished	Accreditation
Output	Increase throughput of patient visits				5% Increase	10% Increase	10% Increase
	Staff focusing time spent on accreditation effort			50%	10%	10%	10%





———— Direct Report  
----- Indirect Report

**COPY**

Cost containment for FY 2014 HR requests

(Items Needed : (g/ohc/forms/HR requests cost containment)

Optometric Technician #01319

	Routing Slip for HR requests need 1 for each request
	Process for approval during cost containment form fy214.
	Hiring Freeze Exception request form
	Current Job Description
	Copy of Industry Standard for this position
	Memo of justification(on letterhead) include if revenue generating and why this position is needed
	Current Organizational Chart showing the positions and number of positions and vacancies approved for FY2014
	FY 2014 Operational Plan showing the position
	Notes and/or additional info requested:
	HR forms specific to your request. Ex: If requesting to post a position then need to complete the Request to Post form found on the Intra-net.

# Oneida Comprehensive Health Division

Oneida Community Health Center

Behavioral Health Services

Anna John Resident Centered Care Community

Employee Health Nursing



Oneidas bringing several hundred bags of corn to Washington's starving army at Valley Forge, after the colonists had consistently refused to aid them.

PO Box 365



Oneida, WI 54155



UGWA DEMOLUM YATEHE  
Because of the help of this Oneida Chief in cementing a friendship between the six nations and the colony of Pennsylvania, a new nation, the United States was made possible.

## Routing Slip for HR Requests

Please state the Human Resource Request

To post for the vacated Optometric Technician Position. This is a full time position in the Eye Care Department that directly impacts

Requesting Supervisor's Name:

*Sandy Seely*

Date

*12-3-14*

### Approvals:

Approved

Denied

*[Signature]*  
Department Director

Date

*12-2-14*

Approved

Denied

*[Signature]*  
Business Operations Director

Date

*12-2-14*

(Verifies there is funding in the Department's budget for the request)

Approved

Denied

Comprehensive Health Operations Director

Date

Approved

Denied

Comprehensive Health Medical Director

Date

Reviewed:

HRD Representative

Date

(Identifies the request is in compliance with Tribal Personnel Policies & Procedures)

11/17/2014

Kimberly E. Wendling  
825 Landis St.  
Collins, WI 54207

(920)323-3135

Please except this letter of formal notification that I am leaving my position with  
Oneida Eye Care on Dec. 1<sup>st</sup> 2014 being my last day.

Thank You for the opportunities you have provided me during my time with the Company.  
If I can be of any assistance during this transition, please let me know! Again, I thank you  
For your confidence and support through this time of change.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kimberly E. Wendling', with a large, stylized flourish at the end.

Kimberly E Wendling

## Process for Approval during Cost Containment for FY2014 for all HR Requests

HR Request – Job Reassignments, posting, workforce level changes, salary/wage request, etc.

Request: To post for the vacant Optometric Technician Position  
Job Title: Optometric Technician Job #: 01319 Grade: NE 09  
Department: Eye Care Division: Comprehensive Health  
Name of Supervisor and Title completing this form: Sandy Siehoff- Eye Care Supervisor  
Telephone number supervisor can be reached at to answer any questions about this request: 869-4947

### Justification for Position:

What is the function(s) of this position: To perform ocular screenings and assist the optometrist in gathering measurements with peripheral ocular equipment. Assist and educate patients in selection of eye glass frames & contact lenses.  
How many positions currently budgeted with similar or identical title within your department? 5.5 *provide office support*  
Will not filling this request impact the health or safety or regulatory requirements of the Oneida Tribe? If yes, please explain: Yes, because we would not be able to maintain our current level of patient care. It would impact the flow for the doctors and there would be more waiting time and less patients would be served.  
Does this position deliver direct services to the customer? Yes or No If yes, please explain: Yes they assist the doctor with the pre-exam tests and ordering/dispensing/repairing eye glasses and contact lenses.

\*\*\*\*Please attach your department's organizational chart to include all employee's name and title and note vacancies.

\*\*\*\*Please attach the industry benchmarks for this position. Example is a Case Manager is responsible for 100 caseloads (customers).

\*\*\*\*Please attach a copy of your approved department's Operational Plans.

### Funding for this Request:

How is this position funded? Grants? Yes or No Amount budgeted with grants \$ 25,715.92 *24,863.16*  
Are the grants monies currently in the Oneida Tribe? Yes or No  
If no, are the grant monies billed to reimburse on a weekly or monthly or quarterly basis?  
Is this position funded with Tribal Contribution? Yes or No If yes, \$ \_\_\_\_\_

If funded by both Grants and Tribal Contribution, what is the percentage for each?

\_\_\_\_\_% grants 0 % Tribal Contribution

Length of grant: Grant began \_\_\_\_\_

Grant Ends \_\_\_\_\_

Is this an ongoing grant? Yes or No

Is this a revenue generating position? Yes or No Examples of a generating position includes retail associates, slot attendants, Dental Hygienist (billable hours).

\*\*\*\*Please attach a copy of the grant if it is a grant funded position.

### Existing Staff:

Can the responsibilities/functions of this position be transferred over to another position within the same department or division or another department or division within the Oneida Tribe? Yes or No

Please explain: With the number of patients being served continuing to increase, we are at the maximum capacity of job duties being performed with the current amount of staff members.

Is there another department within the Oneida Tribe that has similar or identical functions? Yes or No

If yes, has the possibility of combining like services and combining these two (2) departments been explored? Yes or No? Please explain: \_\_\_\_\_

Where do you believe, as the supervisor, this department should be organized within the Oneida Tribe?

under Comprehensive Health like it currently is.

# FY2014 Hiring Freeze Exception Request Form

**TYPE OF REQUEST:** Indicate the type of request (i.e. New Position, Title Reassignment with Wage Adjustment, Re-Grade of Position, Interim Job Reassignment with a wage or salary increase, Additional Duties, etc.): see next page for additional space

To post for the vacant Optometric Technician that was vacated on 12-1-14. This is a full time position in the Eye Care Department that directly impacts patient care.

**FINANCIAL IMPACT** for the above request for FY2014:

## For Request

## Department Budget Information

Wage or Salary \$	<u>33,302</u>	Number of Employees Budgeted for this Position	<u>6.5</u>
Fringe \$	<u>15,251</u> <u>11,656.92</u>	Number of Employees Currently in this Position	<u>5.5</u>
Indirect Cost \$	<u>7,242</u> <u>5,621.92</u>	Fringe dollar amount in line item in Budget	\$
TOTAL \$	<u>55,795</u> <u>50,579.84</u>	Personnel dollar amount in line item in Budget	\$

Position funded by: List actual dollar amounts:

Tribal Contribution \$ 0

Grant Contribution \$ 25,715.92

Net \$ 24,863.16

## JUSTIFICATION OF REQUEST:

Attach documentation showing the alternatives that were considered in 3.1 of the Review of HR Requests Work Standard.

Does this position provide direct services to the department's customers? ☒ YES ☐ NO

If Yes, please provide an explanation of these direct services to the department's customers. see next page for additional space

This position is directly responsible for managing patient care in the Eye Care Dept. assisting the optometrist with the ancillary testing ordering, dispensing & repairing eyeglasses & contact lenses.

What is the safety, health or regulatory impact if the request is not processed? see next page for additional space

We would not be able to maintain our current level of pt. care. We would have to cut back on the schedules which would result in less patients being seen and a longer wait time.

Attach any memos or any regulatory laws, policies, etc. to explain or support this request.

## LINE OF AUTHORITY APPROVALS

<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Denied	Supervisor:	<u>Sandy Spoloff</u>	Date:	<u>12-3-14</u>
<input type="checkbox"/> Approved	<input type="checkbox"/> Denied	Manager:		Date:	
<input type="checkbox"/> Approved	<input type="checkbox"/> Denied	Area Mgr./Dir.:		Date:	
<input type="checkbox"/> Approved	<input type="checkbox"/> Denied	Division Dir.:		Date:	
<input type="checkbox"/> Approved	<input type="checkbox"/> Denied	HR Manager:		Date:	

Submit this completed form with chain of command approval through the appropriate General Manager level to Marianne J. Close at HRD by Noon on the 1st and 3rd Monday to be added to the BC Agenda for the following Wednesday. NOTE: BC meets the 2nd and 4th Wednesdays of each month. Requests received late will be on the next BC agenda.

ADDITIONAL SPACE: type of request (i.e. New Position, Title Reassignment with Wage Adjustment, Re-Grade of Position, Interim Job Reassignment with a wage or salary increase, Additional Duties, etc.):

ADDITIONAL SPACE: Explanation of these direct services to the department's customers.

assist and educate patients with selection of frames, contact lenses and enhancements based on the patient's prescription and specific needs. Collect, interpret, organize + maintain medical data, arrange patient referrals, perform optical billing functions and enter data into computer system. Manage inventory of contact lenses, eye glass frames, tools, office supplies, provide office support by answering incoming calls, scheduling appointments, and checking in patients and provide service to customers in the optical dispensary.

ADDITIONAL SPACE: If safety, health or regulatory impact if the request is not processed?



# ONEIDA TRIBE OF INDIANS OF WISCONSIN

## Human Resources Department

### JOB DESCRIPTION

#### **APPLY IN PERSON AT:**

Human Resource Department  
909 Packerland Drive  
Green Bay, WI 54303

#### **APPLY ONLINE AT:**

<http://oneida-nsn.gov>



#### **OR MAIL TO:**

Human Resource Department  
P.O. Box 365  
Oneida, WI 54155-0365

Phone: (920) 496-7900

Fax: (920) 496-7490

Job Line: 1-800-236-7050

### **SECOND POSTING OPEN TO ALL APPLICANTS**

**POSITION TITLE:** Optometric Technician  
**POSITION NUMBER:** 01319  
**DEPARTMENT:** Optical  
**LOCATION:** 525 Airport Road Oneida WI  
**DIVISION:** Comprehensive Health  
**RESPONSIBLE TO:** Optometric Supervisor  
**SALARY:** NE09 \$13.34/Hr (NEGOTIABLE DEPENDING ON EDUCATION & EXPERIENCE)  
**(Employees will receive 5% below the negotiated pay rate during their probationary status.)**  
**CLASSIFICATION:** Non-Exempt  
**POSTING DATE:** June 24, 2014  
**CLOSING DATE:** Until Filled  
**Transfer Deadline:** July 1, 2014  
**Proposed Start Date:** As Soon As Possible

### **EQUAL EMPLOYMENT OPPORTUNITY STATEMENT**

The Oneida Tribe of Indians of Wisconsin does not discriminate on the basis of race, color, national origin, sex, religion, age or disability status in employment or the provision of services. However, individuals of Indian ancestry and Veterans will be given preference by law in initial employment or re-employment.

### **POSITION SUMMARY**

Under direct supervision of the Optometric Supervisor, perform ocular screening and assist the Optometrist in gathering measurements with peripheral ocular equipment. Assist and educate patients with selection of eyeglass frames, contact lenses and lens enhancements. Order, dispense, repair and adjust eyeglasses and contact lenses. Provide office support and assist customers with appointments. Continuation of this position is contingent upon funding allocations.

### **DUTIES AND RESPONSIBILITIES:**

1. Perform ocular screening examinations, refraction, and visual acuity testing, using various standardized means.
2. Perform ocular photography, low vision, field of vision, topography and laser scanning devices.
3. Collect, interpret, organize, and maintain photographic and other medical data.
4. Assist and educate patients with the selection of frames, contact lenses and lens enhancements based on the patient's prescription and specific needs.
5. Process eyeglass and contact lens orders, which includes pricing, measuring, collecting money, coding and documenting patient charts.
6. Perform optical billing functions and enter data into appropriate systems.
7. Teach new contact lens wearer on how to insert, remove, clean and care for lenses.
8. Repair and adjust eyeglasses while ensuring patient satisfaction.
9. Manage inventory of contact lenses, eyeglass frames, accessories, tools and office supplies.
10. Provide office support by answering incoming calls, scheduling appointments and checking in patients for appointments.
11. Maintain clean, organized and stocked eyeglass displays.
12. Arrange patient referrals to other providers as needed. Maintain follow-up system to those referred.
13. Maintain patient recall and monitoring system for diabetes, glaucoma and contact lens patients.
14. Attend continuing education courses to keep informed of new technology and advances in the optical industry.
15. Assist with school vision screenings as needed.
16. Practice excellent customer service skills at all times to include, but not limited to addressing customer and employee needs courteously and promptly.

## **JOB DESCRIPTION**

### **Optometric Tech**

#### **Page 2**

#### **DUTIES AND RESPONSIBILITIES: (Cont.)**

17. Reconcile daily deposits and sales at the end of shift.
18. Follow established departmental policies, procedures, and objectives, continuous quality improvement objectives, and safety, environmental, and/or infection control standards.
19. Contribute to a team effort and accomplishes related results as required.
20. Adhere to all Tribal Personnel Policies and Procedures, Tribal Standard Operating Procedures, and Area and Program Strategic Plans and Policies.
21. Maintain strict department security, confidentiality, and quality to meet professional standards of the department.
22. The above duties and responsibilities are not an all inclusive list but rather a general representation of the duties and responsibilities associated with this position. The duties and responsibilities will be subject to change based on organizational needs and/or deemed necessary by the supervisor.

#### **PHYSICAL REQUIREMENTS/WORK ENVIRONMENT:**

1. Frequently stand; use hands to finger, handle, and feel; reach with hands and arms; and talk and hear.
2. Occasionally sit, stoop, kneel, crouch, or crawl, lift and/or move up to twenty-five (25) pounds.
3. Work is generally performed in a medical office setting.
4. Evening and/or weekend work may be required.
5. A Tuberculosis (TB) Screening and/or TB Skin Test is required within thirty (30) days of employment and annually thereafter as required.

#### **STANDARD QUALIFICATIONS:**

1. Knowledge of modern office practices, procedures, and equipment.
2. Knowledge and understanding of all aspects of ocular photography, including fundus photography.
3. Knowledge of diabetes and how it affects the retina.
4. Knowledge of ICD-9 coding and insurance billing.
5. Knowledge of business English, proper spelling, grammar, punctuation, and basic math.
6. Knowledge and skill in records maintenance.
7. Skill in operating business computers and office machines, including in a Windows environment, specifically Word, Excel, Access, and presentation software (such as PowerPoint).
8. Skill in performing ocular screening examinations, and visual acuity testing, using ETDRS or other standardized means.
9. Ability and willingness to provide strong customer service orientation.
10. Ability to read and interpret medical records.
11. Ability to operate and use a keratometer, lensometer, visual field analyzer, topographer, fundus camera, NCT tonometer, pupilometer, auto refractor.
12. Ability to maintain quality, safety, and/or infection control standards.
13. Ability to utilize, calibrate, configure and/or troubleshoot testing systems and instruments.
14. Ability to communicate effectively in the English language, both verbally and in writing.
15. Ability to establish and maintain professional relationships with individuals of varying social and cultural backgrounds and with co-workers at all levels.
16. Ability to handle multiple tasks and meet deadlines.
17. Ability to carry out instructions furnished in verbal or written format.
18. Ability to work independently with minimal supervision.
19. Ability to continually seek improvement in results.
20. Ability to obtain First Aid Certification and CPR certification.
21. Ability and willingness to obtain Oneida Certification on reporting Child Abuse and Neglect within ninety (90) days.
22. Must adhere to strict confidentiality in all matters. **(Must sign a confidentiality statement prior to employment.)**
23. Health Insurance Portability and Accountability Act (HIPAA) training is required prior to starting this position. **(Training will be administered by the Human Resource Department).**
24. Must be willing and able to obtain additional education and training.
25. Must pass a pre-employment drug screening. Must adhere to the Tribe's Drug and Alcohol Free Workplace Policy during the course of employment.
26. Must pass a background security check with the Oneida Tribe in order to meet the Employment Eligibility Requirements, Tribal/State Compact and/or Oneida Nation Gaming Ordinance as they pertain to the position. A temporary license or Gaming License issued by the Oneida Gaming Commission is required as a condition of employment and continuing employment within the Oneida Tribe's Gaming Division.

**JOB DESCRIPTION****Optometric Tech****Page 3****STANDARD QUALIFICATIONS: (Cont.)**

27. A valid driver's license, reliable transportation, and insurance. Must obtain a Wisconsin driver's license within thirty (30) days of employment if applicant has an out-of-state driver's license. Must be authorized as eligible to operate a personal vehicle under the Oneida Tribe's Vehicle Drivers Policy prior to actual start date. Must maintain driver's eligibility as a condition of employment.

**PREFERRED QUALIFICATIONS:**

**Applicants please clearly state on the application/resume if you meet these qualifications.**

1. Experience in utilizing electronic health records.

**MINIMUM QUALIFICATIONS:**

**Applicants please clearly state how you meet these qualifications on the application/resume.**

1. High School Diploma, HSED Diploma or GED Certification. Applicants age 50 and older are exempt from this requirement.
2. Eye Care Related Diploma from an accredited College or University; two (2) years of work experience in patient history, visual screening, retinal photography, visual field analyzing, NCT tonometer and contact lenses; or Certification through a National Eye Care Association with four (4) years of work experience in patient history, visual screening, retinal photography, visual field analyzing, blood glucose monitoring and contact lenses; and/ or equivalent combination of education and experience.

**ITEMS TO BE SUBMITTED:**

1. **Must provide a copy of diploma, license, degree or certification upon employment.**

## **Oneida Community Health Center**

### **Consolidated Health Services**

FY 2010

User Population: 13,887

Out Patient Visits: 261,303

### **Daily Minimum Staffing Standards**

### **Indian Health Services**

## **Resource Requirements Methodology (RRM) Reference Model**

### **INTRODUCTION**

#### **Background**

This Staffing Standards Reference Model documents the current staffing criteria used in the Resource Requirements Methodology (RRM). These criteria are used in concert with empirical data, such as workload or service population, called driving variables, to estimate the staffing requirements in full-time equivalents to provide comprehensive acute, chronic, and preventative health care services to Indian people.

This manual was prepared after extensive discussion with IHS professionals affiliated with the program discipline responsible for the services of each particular RRM module. The proposed changes to each RRM module were further reviewed by a RRM Technical Advisory Committee.

# Indian Health Services A Staffing Model For Standards of Care

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## Eye Care

### Overview:

The RRM Eye Care staffing module estimates the requirements for optometrists, optometric assistants, optometric technicians, and ophthalmologists to provide full eye care treatment programs, including comprehensive primary vision examinations, diagnosis and treatment of ocular disorders, and comprehensive consultation on chronic systemic diseases affecting ocular stability. The workload parameter that is the key variable in the staffing estimation is Service Population. The program discipline requested the addition of ophthalmologists as part of the eye care staffing mix based on the need for full-service care.

### Services Description:

Eye Care services include:

- Comprehensive primary vision examination with diagnosis and treatment of vision disorders.
- Comprehensive consultation of chronic systemic diseases affecting ocular stability.
- Comprehensive ocular examinations with diagnosis and treatment of ocular disease such as glaucoma, iritis, infectious processes, etc.
- Full eye care program including ophthalmology.
- Eye Surgery

Fixed Optometrist staff of 1.00 FTE for every facility with Service Population above 4,560, plus 1.00 FTE Optometrist for every 5,700 Service Population above 4,560 Service Population.

Fixed Optometric Assistant staff of 1.00 FTE for every facility with Service Population above 4,560, plus 1.00 FTE Optometric Assistant for every 7,870 Service Population above 4,560 Service Population.

Fixed Optometric Technician staff of 1.00 FTE for every facility with Service Population above 4,560, plus 1.00 FTE Optometric Technician for every 7,870 Service Population above 4,560 Service Population.

Ophthalmologist staff of 1.00 FTE for every facility with Service Population above 25,000.

Ophthalmologist Assistant staff of 1.00 FTE for every facility with Service Population above 25,000.

Note: A clerical staff pool of 0.3 FTE/10,000PCPVs will be formed for Physical Therapy, Audiology and Eye Care.

## Staffing Criteria Eye Care

### Driving Variables:

Service Population

### Personnel Categories:

Optometrist

Optometric Assistant

Optometric Technician

Ophthalmologist

Ophthalmologist Technician/Nurse

### MINIMUM STAFFING LEVELS (fixed):

Personal Category	FTEs	per	Driving Variables	Min.	Max.
Optometrist	1.0		Service Population	4,560	
Optometric Assistant	1.0		Service Population	4,560	
Optometric Technician	1.0		Service Population	4,560	

1.1 Registered Dietitian per 10,000 PCPVs for the first 60,000 PCPVs then 0.55 FTE for every 10,000 PCPVs.

0.5 Support Staff per 10,000 PCPVs for the first 60,000 PCPVs then 0.25 FTE for every 10,000 PCPVs.

**Personnel Categories:**

Registered Dietitian

Support Staff (Dietetic or Nutrition Technician/Clerical Support with mix determined by the facility Chief Dietitian)

**Driving Variables:**

Primary Care Provider Visits

**MINIMUM STAFFING LEVELS (fixed):**

All staffing levels are variable, based on PCPVs.

**VARIABLE STAFFING LEVELS:**

Personal Category	FTEs	per	Driving Variables	Min.	Max.
Registered Dietitian	1.1	10,000	PCPV	n/a	60,000
Support Staff (Clerical and Technical)	0.50	10,000	PCPV	n/a	60,000
Registered Dietitian	0.55	10,000	PCPV	60,001	n/a
Support Staff (Clerical and Technical)	0.25	10,000	PCPV	60,001	n/a



#### VARIABLE STAFFING LEVELS:

Personal Category	FTEs	per	Driving Variables	Min.	Max.
Optometrist	1.0	5,700	Service Population	4,560	n/a
Optometric Assistant	1.0	7,870	Service Population	4,560	n/a
Optometric Technician	1.0	7,870	Service Population	4,560	n/a
Ophthalmologist	1.0	25,000	Service Population	25,000	n/a
Ophthalmologist Tech.	1.0	25,000	Service Population	25,000	n/a

#### Audiology

##### Overview:

The RRM Audiology staffing module estimates the requirements for audiologists and audiometric technicians to provide hearing examinations, diagnoses, and treatments including ear surgery and general medicine ear care. The workload parameter that is the key variable in the staffing estimation is Service Population. Generally, the IHS uses contract services for Audiology according to the IHS Office of Clinical and Preventive Services.

##### Staffing Criteria:

Audiologist staff of 0.50 FTEs for every 3400 User Population.

0.50 FTEs Audiologist Technician for every 6,800 User Population above 6,800 User Population.

Note: A clerical staff pool of 0.3 FTE/10,000PCPVs will be formed for Audiology and Eye Care.

##### Services Description:

Audiology services include:

- Hearing evaluation, follow-up examinations, diagnosis and referral, and general aural rehabilitation.
- Ear surgery and general medicine ear care are provided in the inpatient and ambulatory facilities.

#### Staffing Criteria Audiology

##### Driving Variables:

User Population

##### Personnel Categories:

Audiologist

Audiometric Technician

#### VARIABLE STAFFING LEVELS:

Personal Category	FTEs	per	Driving Variables	Min.	Max.
Audiologist	0.50	3,400	Service Pop.	3,400	n/a
Audiometric Technician	0.50	6,800	Service Pop.	6,800	n/a

#### Physical Therapy

##### Overview:

The RRM module estimates the number of staff for physical therapy services using physical therapy visits (PTV). The physical therapy department staff includes licensed physical therapists (PT), licensed physical therapist assistants (LPTA), physical therapy assistants/aides (PT Aides) and clerical staff. The basic staff includes the department supervisor and clerical/aide support. Additional staff is justified based on physical

therapy visit volume. Physical therapy can provide both inpatient and outpatient services depending on the health care facility.

#### **Services Description:**

Physical therapy provides examination, evaluation, diagnosis, prognosis, intervention, and care management for a wide variety of physical conditions including musculoskeletal, neuromuscular, cardiovascular/pulmonary, and integumentary. Care is provided by physical therapists or may be provided by assistants and aides under the direction of a physical therapist. Physical therapists interact and collaborate with a variety of professionals; as well as directly with patients to address risk factors, provide consultation, education, manage and conduct specialty clinics, perform department supervision and general administration. Physical therapy serves a major role in primary care, secondary and tertiary care as well as in prevention and the promotion of health, wellness and fitness.

Physical therapy interventions include:

- Therapeutic exercise
- Balance and gait training
- Physical agents and mechanical modalities
- Electrotherapeutic modalities
- Wound care including sharp debridement
- Orthotic prescription, fabrication and prosthetic management
- EMG and nerve velocity conduction studies
- Manual therapy techniques including mobilization/manipulation
- Airway clearance techniques for management of chronic pulmonary conditions
- Functional Activity Training
- Patient and family education
- Pulmonary Function Tests/Spirometry

#### **Staffing Criteria Physical Therapy**

Physical Therapy Departments will be considered when a minimum of 1000 Physical Therapy Visits (PTV) are projected for a user population. Physical Therapy staff for populations which produce less than 1000 PTV will be allocated to a pool of professional staff which is used at the discretion of the facilities leadership to purchase appropriate services.

#### **Outpatient:**

Physical Therapist staff of 1.0 FTE per department plus 1.0 FTE Physical Therapist or Licensed Physical Therapist Assistant for every 1790 OP PTV above 900 PTV

Clerk/Physical Therapy Aide staff of 1.0 FTE per department plus 0.36 Physical Therapy Aide for every 1790 PTV above 900 PTV.

Example:

- For additional PT/LPTA staff: Projected PTV minus 900 PTV divided by 1790 PTV = additional PT/LPTA
- For additional PT Aide staff: Projected PTV minus 900 PTV divided by 1790 PTV multiplied by 0.36 = Additional PT Aides

#### **Inpatient:**

Additional staff to cover the inpatient volume will be determined by the staff formulas described above with the addition of Inpatient PTV (IP PTV). IP PTV will be calculated per average daily patient load (ADPL). The IP PTV will be added to the outpatient PTV (OP PTV) obtained from the above formula. The total will be the Projected PTV for the physical therapy department.

Example:

# Oneida Comprehensive Health Division

Oneida Community Health Center

Behavioral Health Services

Anna John Resident Centered Care Community

Employee Health Nursing



Oneidas bringing several hundred bags of corn to Washington's starving army at Valley Forge, after the colonists had consistently refused to aid them.

PO Box 365



Oneida, WI 54155



UGIWA DEMOLUM YATEHE  
Because of the help of this Oneida Chief in cementing a friendship between the six nations and the colony of Pennsylvania, a new nation, the United States was made possible.

**To:** Debbie Danforth, Operations Manager  
Ravinder Vir, Medical Director

**From:** Sandy Sieloff, Optometric Technician Eye Care Supervisor SS

**Date:** 12-3-2014

**Re:** Request to post for vacated Optometric Technician Position

This is a request to post for a full time Optometric Technician position that will be vacated December 2, 2014 to meet the needs of the Eye Care Department. Filling this direct patient care position puts us at the minimum standard staffing levels. According to an Optometric Practice article, we should have an equivalent of 10.2 total staff members which include the Patient Account Representatives, Supervisor, Systems Coordinator, and 6 technicians for a practice of our size which would mean that with this loss we are short by one full time staff member by not filling this position. To be able to provide adequate coverage for the Doctors and the Optical Dispensary, we need a minimum of 5 technicians for all hours of operations. Until this position is filled, there will be times that we have to cut back on patient care because we will not be able to meet the patient needs. This will increase the waiting time to get in for appointments and the amount of people that can be served in the dispensary. This position does generate revenue through contact lens sales, glasses sales, and ancillary testing that is billable through ICD-9 codes. All of these things will have a negative financial impact by not having this position filled.

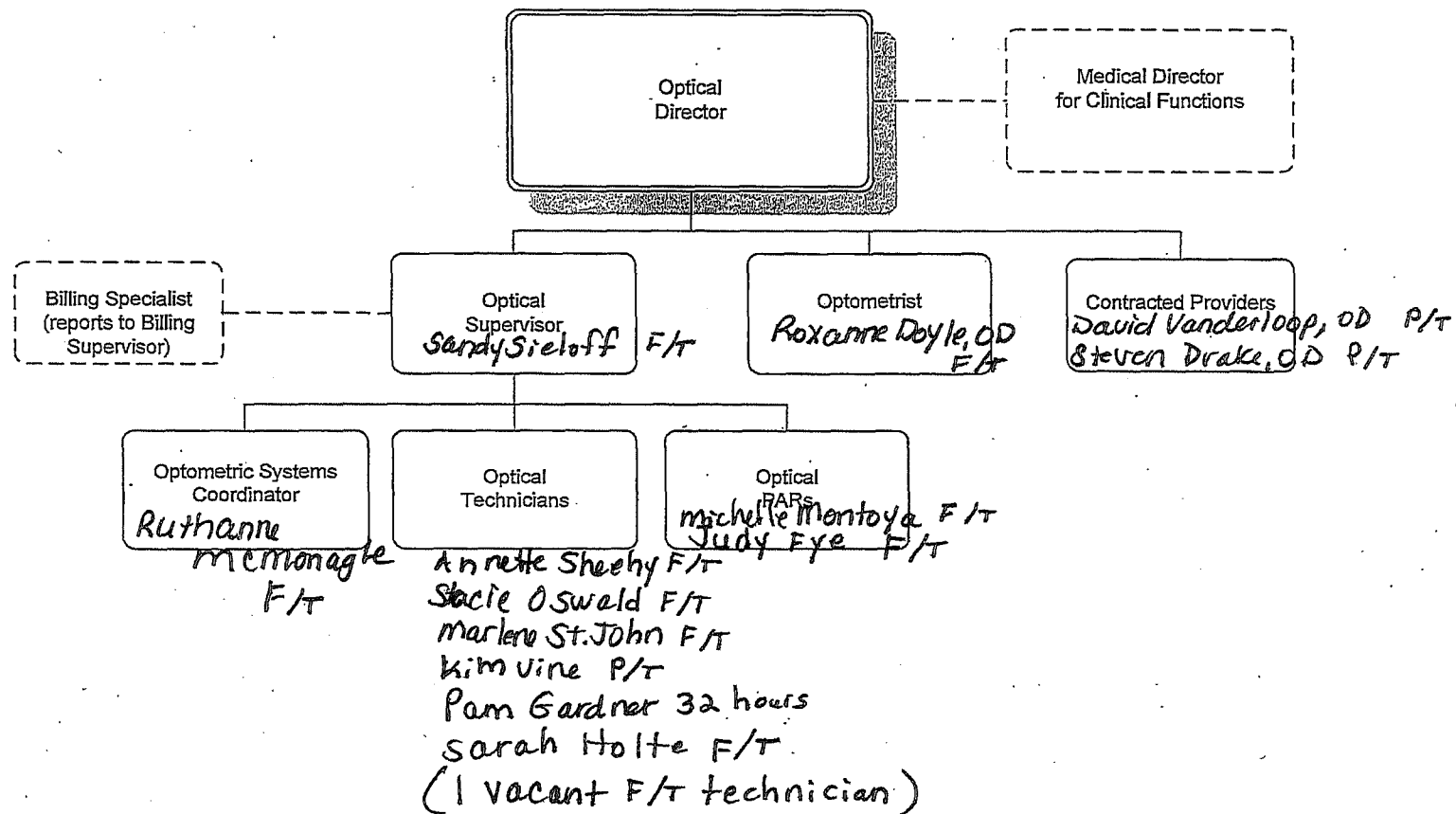
The mailing address to all locations is: P.O. Box 365, Oneida, WI 54155

Oneida Community Health Center  
Behavioral Health Services  
Anna John Resident Centered Care Comm.  
Employee Health Nursing

525 Airport Dr., Oneida, WI 54155  
2640 West Point Rd., Green Bay, WI 54304  
2901 S. Overland Rd., Oneida, WI 54155  
701 Packerland Dr., Green Bay, WI 54303

Phone: (920)-869-2711 or 1-866-869-2711  
Phone: (920)490-3790 or 1-888-490-2457  
Phone: (920) 869-2797  
Phone: (920)405-4492

Fax: (920) 869-1780  
Fax: (920) 490-8883  
Fax: (920) 869-3238  
Fax: (920) 405-4494



———— Direct Report  
 - - - - Indirect Report

FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

Division:	Comprehensive Health	2015 Budgeted Service Level:	Expand Services Provided
Department(s):	Medical Director, Medical Lab, Medical Coding, Diabetic Clinic, Physical Therapy, OB/Gyn, Podiatry, Pediatrics, Internal Medicine, Women's Health, Triage, Family Medicine, Pharmacy, Dental, Orthodontia, Eyecare, Contract Health Services, Community Health, Nutrition, Health Promotions, Case Management, Population Based Services, Behavioral Health, Division Administration, Medical Records, Patient Registration, Billing, Health Information Systems, Quality Assurance, Safety, Car Seat Safety and Medical Benefits	2015 Proposed Total Budget:	3,804,177,3tt
Area:	Health	2015 Tribal Contribution:	0
Program:	Clinic Services	2015 Federal/State Grants:	\$19,000,000
Fund/Business Unit Name:	Consolidated Health	2015 Internal/External Sales:	\$19,041,773
Fund/Business Unit Number:	5235X03	2015 Other Revenue:	\$0

Division Vision Statement:	We provide the highest quality, holistic healthcare to ensure the wellness of OUR Oneida Community
----------------------------	--

Department/Area/Program Mission Statement:	These programs are delivered at the Oneida Community Health Center and Behavioral Health Center
--	---

FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

Brief Description of Major Functions/Services:	We offer ambulatory medical, dental, eyecare, pharmacy, ancillary, behavioral health and in-home services.
--	--

2014 Major Activities Completed:	Completed the rollout of the Electronic Medical Record
----------------------------------	--

Staffing:

	2014 Actual	2015 Proposed
Number of Full-Time Employees Budgeted:	228	238
Number of Part-Time Employees Budgeted:	14	14

Initiatives/Major Activities:	Priority:	Critical Success Factor:	Short Term Outcomes:	Intermediate Outcomes:	Long-Term Outcomes:
Improve Access to care	1	Ability to recruit and retain staff	Urgent patients triaged into care	Urgent patients provided care	All patients seeking care receive it within 24 hours
Obtaining accreditation for medical and behavioral clinics	2	Ability to staff leadership position	Begin the certification process	Continue to improve quality processes	Obtain and maintain accreditation (NCQA/AAAHHC/or Joint Commission)
Advancing Technologies	3	Stay current with all updates for current software	Obtain critical staffing which allows us to stay current	Smoothly running Information Systems	All systems current with version upgrades and implementation of new system applications
Optimizing Staffing Processes	4	Ability to fill new and vacant positions in a more timely manner than current	New and vacant positions posted	New and vacant positions filled with qualified candidates	Ability to turn around new and vacant positions within 10 business days

Major changes in FY2015 revenues or expenditures:	We are implementing a program whereby we will be able to bill for current in-home services through the certification of a Personal Care Agency
---	--

FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

Must provide at least one measure in each of the 3 categories below.

Performance Indicators:

	Measurement description:	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Projected	FY2017 Projected
Input	ACCESS TO CARE: Reduction of wait times for patient appointments to see providers /  Full and Complete staffing of provider and support positions by working with Oneida HRD to streamline hiring processes			Identify wait times per department	No longer than 3 day wait time	No longer than 3 day wait time	No longer than 3 day wait time
	ACCREDITATION: Begin the process to become peer recognized through accreditation as supported by Quality Improvement /  Hire lead staff and develop the committees from existing staff necessary for accreditation			Staff position	Accreditation processes begun	Accreditation application finished	Accreditation
Output	Increase throughput of patient visits				5% Increase	10% Increase	10% Increase
	Staff focusing time spent on accreditation effort			50%	10%	10%	10%

FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

Efficiency/ Effectiveness	All patients receive access to care within 24 hours of request				25% of requests	75% of requests	100% of requests
	Accreditation obtained			25% completion	50% completion	75% completion	100% completion



FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

**Definitions of Performance Indicators**

**INPUT MEASURE**

**Definition:** Measures of what an agency or manager has available to carry out the program or activity. These can include: employees (FTE), funding, equipment or facilities, supplies on hand, goods or services received, work processes or rules.

**OUTPUT MEASURE**

**Definition:** A tabulation, calculation, or recording of activity or effort that can be expressed in a quantitative or qualitative manner.

**Efficiency/Effectiveness Measures**

**Efficiency Definition:** The relationship between inputs and outputs. It is calculated by dividing units of output to units of input.

**Effectiveness Definition:** These measures are designed to report the results of both *quantity* and *quality* aspects of a service. How well a program achieves its stated goals and objectives. Effectiveness refers to the degree to which services are responsive to the needs and desires of a community.

MEMO  
Re: HR Requests  
Page 2

I will be representing all non-divisions, such as Appeals, OPD, Gaming Commission, etc. on this Senior Management Team. Only those HR Requests defined as essential will be forwarded to the Oneida Business Committee by HR for their review and approval or denial.

Attached is the FY14 Cost Containment Form for all HR Request. This form will need to be completed for the Senior Management Team to review and rank your request. Please make sure you attach all requested information, such as:

1. staffing models and address variances,
2. current organizational chart,
3. workforce levels approved in your department budget,
4. copies of grant awards or
5. any other pertinent information that will assist in making a decision on your request.

Send the completed form with attachments to your HR Representative. A response to your request will be sent to you upon this team's review. There are about 70 requests to be reviewed, so we are requesting your patience with this process.

## Cost containment for FY 2014 HR requests

(Items Needed : (g/ohc/forms/HR requests cost containment)

Request for ET / Dental

	Routing Slip for HR requests need 1 for each request
	Process for approval during cost containment form fy214
	Hiring Freeze Exception request form
	Current Job Description
	Copy of Industry Standard for this position
	Memo of justification(on letterhead) include if revenue generating and why this position is needed
	Current Organizational Chart showing the positions and number of positions and vacancies approved for FY2014
	FY 2014 Operational Plan showing the position
	Notes and/or additional info requested:
	HR forms specific to your request. Ex: If requesting to post a position then need to complete the Request to Post form found on the Intra-net.

# Oneida Comprehensive Health Division

Oneida Community Health Center

Behavioral Health Services

Anna John Resident Centered Care Community

Employee Health Nursing



Oneidas bringing several hundred bags of corn to Washington's starving army at Valley Forge, after the colonists had consistently refused to aid them.

PO Box 365



Oneida, WI 54155



UGWA DEMOLUM YATEHE  
Because of the help of this Oneida Chief in cementing a friendship between the six nations and the colony of Pennsylvania, a new nation, the United States was made possible.

## Routing Slip for HR Requests

Please state the Human Resource Request

ET Position for 2 Dental Assistants

Requesting Supervisor's Name:

*Anna Remke*

Date

*12/2/14*

### Approvals:

☒ Approved

☐ Denied

*Dr W J Stepien*

Department Director

*12/2/14*

Date

☒ Approved

☐ Denied

*Gesley Ness*

Business Operations Director

*12-3-14*

Date

(Verifies there is funding in the Department's budget for the request)

☒ Approved

☐ Denied

*Debra J. J. J.*

Comprehensive Health Operations Director

*12-3-14*

Date

☐ Approved

☐ Denied

Comprehensive Health Medical Director

Date

Reviewed:

HRD Representative

Date

(Identifies the request is in compliance with Tribal Personnel Policies & Procedures)

## Process for Approval during Cost Containment for FY2014 for all HR Requests

**HR Request — Job Reassignments, posting, workforce level changes, salary/wage request, etc.**

Request: <u>Post + hire 2 E.T. Dental Assistants</u>		
Job Title: <u>Dental Assistant</u>	Job #: <u>00168</u>	Grade: <u>NE 9</u>
Department: <u>Dental Clinic</u>	Division: <u>Comp Health</u>	
Name of Supervisor and Title completing this form: <u>Anna Lemke Dental Supervisor</u>		
Telephone number supervisor can be reached at to answer any questions about this request: <u>920-869-4967</u>		

**Justification for Position:**

What is the function(s) of this position: Assess the patient needs, Processes digital x-rays, takes diagnostic impressions, assists the dentist in all phases of general dentistry, records treatment in EOR, etc.

How many positions are currently budgeted with similar or identical titles within your department? 8 budgeted

Will not filling this request impact the health or safety or regulatory requirements of the Oneida Tribe? If yes, please explain: Not filling request impacts directly on Community & the number of appointments available with dentist, staff provides assistants to the dentist in all phases of general dentistry

Does this position deliver direct services to the customer? Yes or No Yes If yes, please explain:

\*\*\*\*Please attach your department's organizational chart to include all employee's name and title and note Vacancies.

\*\*\*\*Please attach the industry benchmarks for this position. Example: a Case Manager is responsible for 100 caseloads (customers).

\*\*\*\*Please attach a copy of your approved department's Operational Plans.

**Funding for this Request:**

How is this position funded? Grants? Yes or No Yes Amount budgeted with grants \$ 1,997,408.

Are the grants monies currently in the Oneida Tribe? Yes or No

If no, are the grant monies billed to reimburse on a weekly or monthly or quarterly basis?

Is this position funded with Tribal Contribution? Yes or No No If yes, \$ \_\_\_\_\_

If funded by both Grants and Tribal Contribution, what is the percentage for each?

50.42 % grants 0 % Tribal Contribution Sales 49.58%

Length of grant: Grant began 10/1/2014 Grant Ends 9/30/2015

Is this an ongoing grant? Yes or No

Is this a revenue generating position? Yes or No No Examples of a generating position includes retail associates, slot attendants, Dental Hygienist (billable hours).

\*\*\*\*Please attach a copy of the grant if it is a grant funded position.

**Existing Staff:**

Can the responsibilities/functions of this position be transferred over to another position within the same department or division or another department or division within the Oneida Tribe? Yes or No No

Please explain: We have a few medical leaves coming up soon which will leave the Dental Department in a very hard position to achieve quality access to care for the community

Is there another department within the Oneida Tribe that has similar or identical functions? Yes or No No

If yes, has the possibility of combining like services and combining these two (2) departments been explored? Yes or No? Please explain:

Where do you believe, as the supervisor, this department should be organized within the Oneida Tribe?

Comp Health

# FY2014 Hiring Freeze Exception Request Form

**TYPE OF REQUEST:** Indicate the type of request (i.e. New Position, Title Reassignment with Wage Adjustment, Re-Grade of Position, Interim Job Reassignment with a wage or salary increase, Additional Duties, etc.): see next page for additional space

Post and hire 2 E.T. Dental Assistants

**FINANCIAL IMPACT** for the above request for FY2014:

<u>For Request</u>	<u>Department Budget Information</u>
Wage or Salary \$ <span style="border: 1px solid black; padding: 2px;">27,751</span>	Number of Employees Budgeted for this Position <span style="border: 1px solid black; padding: 2px;">8</span>
Fringe \$ <span style="border: 1px solid black; padding: 2px;">15,251.</span>	Number of Employees Currently in this Position <span style="border: 1px solid black; padding: 2px;">6</span>
Indirect Cost \$ <span style="border: 1px solid black; padding: 2px;">7,242.</span>	Fringe dollar amount in line item in Budget \$ <span style="border: 1px solid black; padding: 2px;">573,745.00</span>
TOTAL \$ <span style="border: 1px solid black; padding: 2px;">50,244.00</span>	Personnel dollar amount in line item in Budget \$ <span style="border: 1px solid black; padding: 2px;">1,997,408.00</span>

Position funded by: List actual dollar amounts:

Tribal Contribution \$ 0

Grant Contribution \$ 19,000,000.

**JUSTIFICATION OF REQUEST:**

Attach documentation showing the alternatives that were considered in 3.1 of the Review of HR Requests Work Standard.

Sales \$ 18,683,800.

*J. Ness  
12-3-14*

Does this position provide direct services to the department's customers? ☐ YES ☐ NO

If Yes, please provide an explanation of these direct services to the department's customers. see next page for additional space

Provides dental x-rays, Child Cleaning assists dentist in all general dentistry procedures, records in EDR, etc.

What is the safety, health or regulatory impact if the request is not processed? see next page for additional space

Direct impact on community + ability to schedule appointments, staff assists the dentist in all phases of general dentistry

Attach any memos or any regulatory laws, policies, etc. to explain or support this request.

**LINE OF AUTHORITY APPROVALS**

<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Denied	Supervisor:	<span style="border: 1px solid black; padding: 2px;">Dr W J Skyrre</span>	Date: <span style="border: 1px solid black; padding: 2px;">12/2/14</span>
<input type="checkbox"/> Approved <input type="checkbox"/> Denied	Manager:	<span style="border: 1px solid black; padding: 2px;"></span>	Date: <span style="border: 1px solid black; padding: 2px;"></span>
<input type="checkbox"/> Approved <input type="checkbox"/> Denied	Area Mgr./Dir.:	<span style="border: 1px solid black; padding: 2px;"></span>	Date: <span style="border: 1px solid black; padding: 2px;"></span>
<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Denied	Division Dir:	<span style="border: 1px solid black; padding: 2px;">Debra Duffin</span>	Date: <span style="border: 1px solid black; padding: 2px;">12-3-14</span>
<input type="checkbox"/> Approved <input type="checkbox"/> Denied	HR Manager:	<span style="border: 1px solid black; padding: 2px;"></span>	Date: <span style="border: 1px solid black; padding: 2px;"></span>

Submit this completed form with chain of command approval through the appropriate General Manager level to Marianne J. Close at HRD by Noon on the 1st and 3rd Monday to be added to the BC Agenda for the following Wednesday. NOTE: BC meets the 2nd and 4th Wednesdays of each month. Requests received late will be on the next BC agenda.

# ONEIDA TRIBE OF INDIANS OF WISCONSIN

## Human Resources Department

### JOB DESCRIPTION

#### APPLY IN PERSON AT:

Human Resource Department  
909 Packerland Drive  
Green Bay, WI 54303

#### APPLY ONLINE AT:

<http://oneida-nsn.gov>



#### OR MAIL TO:

Human Resource Department  
P.O. Box 365  
Oneida, WI 54155-0365

Phone: (920) 496-7900

Fax: (920) 496-7490

Job Line: 1-800-236-7050

### FIRST POSTING OPEN TO ENROLLED TRIBAL MEMBERS ONLY

**POSITION TITLE:** Dental Assistant  
**POSITION NUMBER:** 00168, 02104  
**DEPARTMENT:** Dental  
**LOCATION:** 525 Airport Drive, Oneida, WI  
**DIVISION:** Comprehensive Health  
**RESPONSIBLE TO:** Dental Supervisor  
**SALARY:** NE09 \$13.34/Hr (NEGOTIABLE DEPENDING ON EDUCATION & EXPERIENCE)  
(Employees will receive 5% below the negotiated pay rate during their probationary status.)  
**CLASSIFICATION:** Non-Exempt  
**POSTING DATE:** April 24, 2013  
**TRANSFER DATE:** May 01, 2013  
**CLOSING DATE:** May 01, 2013  
**Proposed Start Date:** As Soon As Possible

### EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

The Oneida Tribe of Indians of Wisconsin does not discriminate on the basis of race, color, national origin, sex, religion, age or disability status in employment or the provision of services. However, individuals of Indian ancestry and Veterans will be given preference by law in initial employment or re-employment.

### POSITION SUMMARY

Under direct supervision of the Dental Supervisor, assist the Dentist in all phases of restorative, prosthodontics, surgical, endodontics, and periodontal treatment as provided in general dentistry. Help ensure a safe and friendly environment for the patient. Continuation of this position is contingent upon funding allocations.

### DUTIES AND RESPONSIBILITIES:

1. Provide chair side assistance to dentists and/or dental hygienists in the performance of dental procedures, to include operative, preventive, periodontal, endodontic, prosthetic, and/or oral surgical procedures.
2. Provide oral health care to patients of OCHC dental clinic and any current or future satellite clinics with the use of portable equipments.
3. Remain with dentist and patient during procedures.
4. Ensure that all instruments, chart and radiographs are in the chair side area prior to the arrival of the patient.
5. Receive and direct the patient to the appropriate area of the clinic for anticipated treatment needs.
6. Clean, disinfect and sterilize instruments.
7. Develop and processes dental radiographs in accordance with provider orders; assists in the monitoring and maintenance of radiation safety procedures and protocols.
8. Prepare, sterilize, organize, and set up dental equipment, ensure that all dental instruments are cleaned, dated, and processed according to established clinic guidelines and standards.
9. Responsible for maintaining a clean oral working area; record all exam findings completely and accurately in the patient chart; may act as an interpreter between patient and dentist as needed.
10. Provide instructions for patients in oral hygiene techniques and post operative instructions both verbally and in written form.
11. Perform rubber cup and toothbrush prophylaxis and topical fluoride applications.
12. Take study model impressions and pour, trim and label models.
13. Fabricate custom trays and performs other laboratory procedures such as denture repairs, mouth guard fabrications.
14. Complete pre authorization process for dental claims.

## **JOB DESCRIPTION**

### **Dental Assistant**

#### **Page 2**

#### **DUTIES AND RESPONSIBILITIES: (Cont.)**

15. Clean and disinfect dental chair and chair side procedures in a timely manner after patient is dismissed and before next patient is seated.
16. Ensure the cleanliness of physical clinic by performing housekeeping duties and periodic maintenance of filters and traps.
17. Monitor and ensure the stocking of supplies at chair side unit and reporting items needed to be ordered.
18. Maintain Universal Precaution guidelines at all times during patient care (Mask, Gloves, Eye Protection, Rubber dam usage) and wash hands before and after de-gloving.
19. Maintain sterilization room and lab area in a clean, orderly manner.
20. Monitor and maintain dental equipment, such as compressors, evacuator systems, radiographic developing equipment, sterilizers, and light curing units, in accordance with manufacturers' guidelines.
21. Follow and maintain all relevant federal, state, and institutional regulations, guidelines, policies, and standards for the provision of dental clinical services.
22. Participate in and attend in service and educational programs to improve and learn new skills.
23. Maintain patient files. Ensure all paperwork is accurate and filed appropriately in a timely fashion.
24. Assist in training new dental assistants.
25. May fill in for front desk as needed.
26. Treat patients with dignity and respect.
27. Contribute to a team effort and accomplish related results as required.
28. Adhere to all Tribal Personnel Policies and Procedures, Tribal Standard Operating Procedures, and Area and Program Strategic Plans and Policies.
29. Maintain strict department security, confidentiality, and quality to meet professional standards of the department.
30. The above duties and responsibilities are not an all inclusive list but rather a general representation of the duties and responsibilities associated with this position. The duties and responsibilities will be subject to change based on organizational needs and/or deemed necessary by the supervisor.

#### **PHYSICAL REQUIREMENTS/WORK ENVIRONMENT:**

1. Frequently sit, stand; walk, talk and hear use hands to finger, handle, or feel; reach with hands and arms; climb or balance; and stoop, kneel crouch, or crawl, push or pull, and be able to reach out and pick-up and hold small objects.
2. Occasionally lift and/or move up to twenty five (25) pounds.
3. Work is generally performed in a climate controlled setting with a moderate noise level. Potential exposure to blood borne pathogens. Exposure to latex products on a routine basis. Exposure to aerosols, powders and dust.
4. Evening and/or weekend work may be required.
5. A Tuberculosis (TB) Screening and/or TB Skin Test is required within thirty (30) days of employment and annually thereafter as required.

#### **STANDARD QUALIFICATIONS:**

1. Knowledge of patient care charts and patient histories.
2. Knowledge of patient evaluation and triage procedures.
3. Knowledge of planning and scheduling techniques.
4. Knowledge of Federal, State, and institutional regulations and guidelines for the provision of dental outpatient services.
5. Knowledge of radiation safety procedures, standards, and protocols.
6. Knowledge of supplies, equipment, and/or services ordering and inventory control.
7. Knowledge of sterile procedures.
8. Skill in operating business computers and office machines, including in a Windows environment, specifically Word, Excel, Access, and presentation software (such as PowerPoint).
9. Records maintenance skills.
10. Ability to work as a team member within a clinical environment.
11. Ability to set up and prepare dental equipment and instrumentation in accordance with established regulations and guidelines.
12. Ability to operate, maintain, and troubleshoot a wide range of dental equipment in accordance with prescribed procedures and standards.
13. Ability to develop and process dental radiographs.
14. Ability to exhibit good personal hygiene and good personal oral hygiene at all times.
15. Ability to communicate effectively in the English language, both verbally and in writing.
16. Ability to establish and maintain professional relationships with individuals of varying social and cultural backgrounds and with co-workers at all levels.
17. Ability to handle multiple tasks and meet deadlines.



## **JOB DESCRIPTION**

### **Dental Assistant**

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#### **STANDARD QUALIFICATIONS: (Cont.)**

18. Ability to carry out instructions furnished in verbal or written format.
19. Ability to work independently with minimal supervision.
20. Ability to maintain quality, safety, and/or infection control standards.
21. Ability and willingness to provide strong customer service orientation.
22. Ability to obtain Oneida Certification on reporting Child Abuse and Neglect within ninety (90) days.
23. Ability to obtain CPR Certification within six (6) months of employment. Must maintain certification during tenure of employment.
24. Must adhere to strict confidentiality in all matters. **(Must sign a confidentiality statement prior to employment.)**
25. Health Insurance Portability and Accountability Act (HIPAA) training is required prior to starting this position. **(Training will be administered by the Human Resource Department).**
26. Must be willing and able to obtain additional education and training.
27. Must pass a pre-employment drug screening. Must adhere to the Tribe's Drug and Alcohol Free Workplace Policy during the course of employment.
28. Must pass a background security check with the Oneida Tribe in order to meet the Employment Eligibility Requirements, Tribal/State Compact and/or Oneida Tribe Gaming Ordinance as they pertain to the position. A temporary license or Gaming License issued by the Oneida Gaming Commission is required as a condition of employment and continuing employment within the Oneida Tribe's Gaming Division.
29. A valid driver's license, reliable transportation, and insurance. Must obtain a Wisconsin driver's license within thirty (30) days of employment if applicant has an out-of-state driver's license. Must be authorized as eligible to operate a personal vehicle under the Oneida Tribe's Vehicle Drivers Policy prior to actual start date. Must maintain driver's eligibility as a condition of employment.

#### **PREFERRED QUALIFICATIONS:**

**Applicants please clearly state on the application/resume if you meet these qualifications.**

1. Certified Dental Assistant.

#### **MINIMUM QUALIFICATIONS:**

**Applicants please clearly state how you meet these qualifications on the application/resume.**

1. High School Diploma, HSED Diploma or GED Certification is required. Applicants age 50 and older are exempt from this requirement.
2. Dental Assisting Certificate from a Nationally Accredited Program and the American Dental Association Commission on Dental Accreditation and six (6) months of dental assisting, chair side experience; and/or equivalent education and experience.

If not a graduate of a Nationally Accredited Program and the American Dental Association Commission on Dental Accreditation, One year of current dental assisting, chair side experience will be considered.

#### **ITEMS TO BE SUBMITTED:**

1. **Must provide a copy of diploma, license, degree or certification upon employment.**

### Staffing Criteria Dental

Fixed Dentist staff of 1.00 FTE for every facility with a User Population above 800, plus 1.00 FTE Dentist for every 1200 User Population above 800 User Population.

Fixed Dental Assistant staff of 2.00 FTE for every facility with User Population above 800, plus 2.00 FTE Dental Assistant for every 833 User Population above 800 User Population.

Fixed Dental Hygienist staff of 0.25 FTE for every facility with User Population above 800, plus 0.25 FTE Dental Hygienist for every 833 User Population above 800 User Population.

Fixed Clerical Support staff of 0.30 FTE for every facility with User Population above 800, plus 0.30 FTE Clerical Support for every 833 User Population above 800 User Population.

#### Driving Variables:

User Population

#### Personnel Categories:

Dentist

Dental Assistant

Dental Hygienist

Clerical Support

#### MINIMUM STAFFING LEVELS (fixed):

Personal Category	FTEs	per	Driving Variables	Min.	Max.
Dentist	1.0		User Population	800	
Dental Assistant	2.0		User Population	800	
Dental Hygienist	0.25		User Population	800	
Clerical Support	0.3		User Population	800	

#### plus, VARIABLE STAFFING LEVELS:

Personal Category	FTEs	per	Driving Variables	Min.	Max.
Dentist	1.0	833	User Pop.	1200	n/a
Dental Assistant	2.0	833	User Pop.	800	n/a
Dental Hygienist	0.25	833	User Pop.	800	n/a
Clerical Support	0.3	833	User Pop.	800	n/a

### Public Health Nursing

#### Overview:

The RRM Public Health Nursing staffing module estimates the requirements for public health nurses which practice disease prevention and the promotion and preservation of the health of the Indian or Census Population. The nature of the practice is continuous and comprehensive, including all program areas and diagnostic groups. The workload parameter that is the key variable in the staffing estimation is service or Census Population. This module estimates the need for Public Health Nurses and Clerical Support for community health care. The staffing needs for interpreters and drivers for Public Health Nursing are included in separate modules as part of the Administration section.

#### Services Description:

Public health nursing is the integration of nursing practice and public health practice applied to the prevention of disease and the promotion and preservation of the health of the Indian or Census Population. The nature of the practice is continuous and comprehensive, including all program areas and diagnostic groups. Public health nursing is directed to individuals, families and groups and intrinsically

# Oneida Comprehensive Health Division

Oneida Community Health Center

Behavioral Health Services

Anna John Resident Centered Care Community

Employee Health Nursing



Oneidas bringing several hundred bags of corn to Washington's starving army at Valley Forge, after the colonists had consistently refused to aid them.

PO Box 365



Oneida, WI 54155



UGIWA DEMOLUN YATEHE  
Because of the help of this Oneida Chief in cementing a friendship between the six nations and the colony of Pennsylvania, a new nation, the United States was made possible.

TO: Debra Danforth, Comprehensive Health Operations Director

FROM: Anna Lemke, Dental Supervisor *Amf*

RE: ET Dental Assistant Position

DATE: 11/12/2014

CC: Dr. Bill Stempski, Dental Director  
Katrina Snyder, HRD Representative

Positions have been posted for the hire of two Dental Assistance for some time. I have been advised by HR that we have had candidates that do not qualify, so the positions will continue to be posted until filled.

An ET Dental Assistant had been working in the department, however this individual was hired to fill a vacant position, leaving two current vacant positions.

We have a few medical leaves coming up soon, which will leave the Dental Department in a very hard position to achieve quality access to care for our patients.

The is not a revenue producing position, however it is a critical component to have the assistant to help the dentist. The alternative to not hiring additional dental assistants would be to limit the amount of patients scheduled at the dental clinic. Therefore, I am requesting to fill the vacancies as soon as possible with two ET Dental Assistants.

Thank you for your consideration on this request

The mailing address to all locations is: P.O. Box 365, Oneida, WI 54155

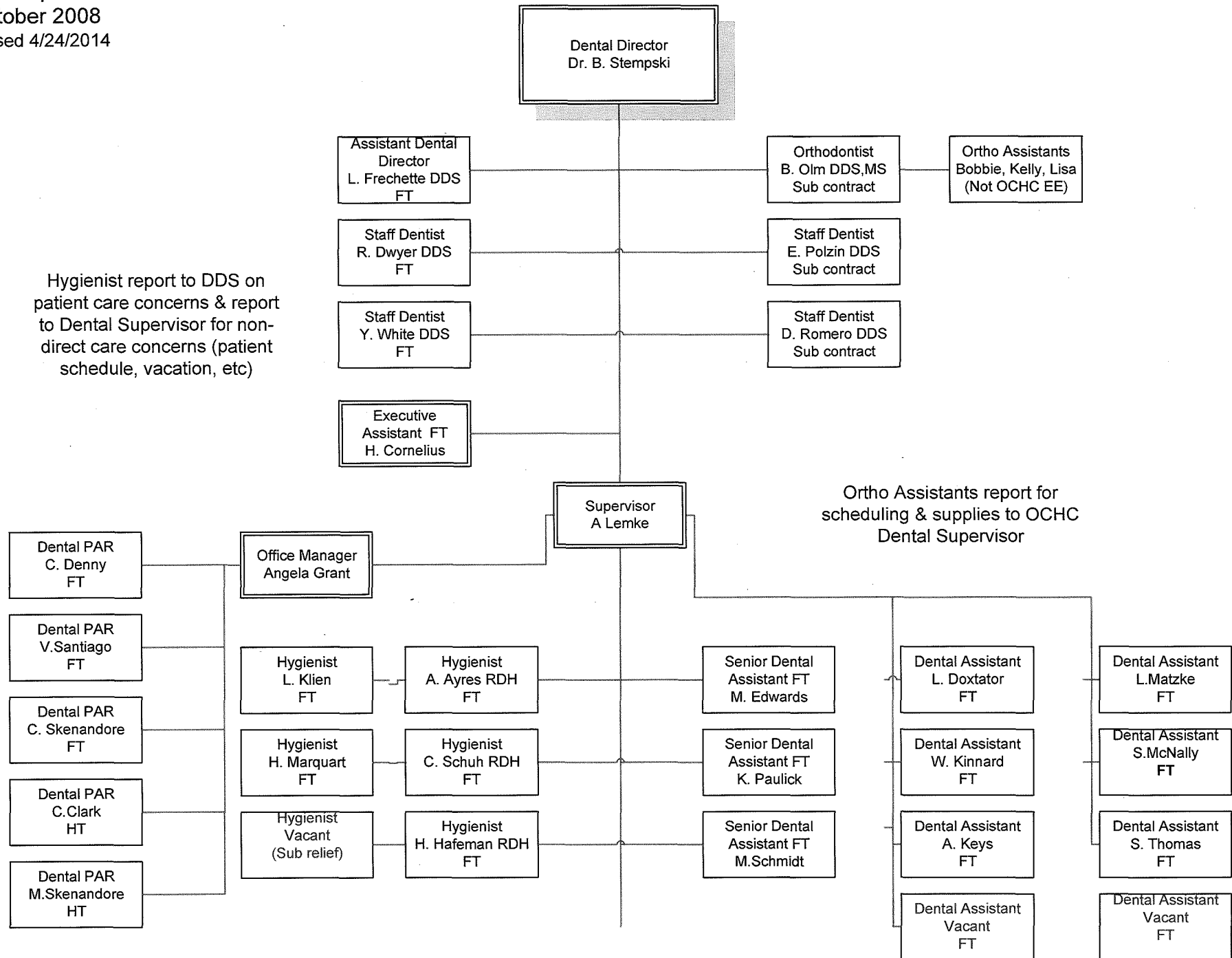
Oneida Community Health Center  
Behavioral Health Services  
Anna John Resident Centered Care Comm.  
Employee Health Nursing

525 Airport Dr., Oneida, WI 54155  
2640 West Point Rd., Green Bay, WI 54304  
2901 S. Overland Rd., Oneida, WI 54155  
701 Packerland Dr., Green Bay, WI 54303

Phone: (920)-869-2711 or 1-866-869-2711  
Phone: (920)490-3790 or 1-888-490-2457  
Phone: (920) 869-2797  
Phone: (920)405-4492

Fax: (920) 869-1780  
Fax: (920) 490-3883  
Fax: (920) 869-3238  
Fax: (920) 405-4494

Hygienist report to DDS on patient care concerns & report to Dental Supervisor for non-direct care concerns (patient schedule, vacation, etc)



FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

Division:	Comprehensive Health	2015 Budgeted Service Level:	Expand Services Provided
Department(s):	Medical Director, Medical Lab, Medical Coding, Diabetic Clinic, Physical Therapy, OB/Gyn, Podiatry, Pediatrics, Internal Medicine, Women's Health, Triage, Family Medicine, Pharmacy, Dental, Orthodontia, Eyecare, Contract Health Services, Community Health, Nutrition, Health Promotions, Case Management, Population Based Services, Behavioral Health, Division Administration, Medical Records, Patient Registration, Billing, Health Information Systems, Quality Assurance, Safety, Car Seat Safety and Medical Benefits	2015 Proposed Total Budget:	3,804,177,3tt
Area:	Health	2015 Tribal Contribution:	0
Program:	Clinic Services	2015 Federal/State Grants:	\$19,000,000
Fund/Business Unit Name:	Consolidated Health	2015 Internal/External Sales:	\$19,041,773
Fund/Business Unit Number:	5235X03	2015 Other Revenue:	\$0

Division Vision Statement:	We provide the highest quality, holistic healthcare to ensure the wellness of OUR Oneida Community
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Department/Area/Program Mission Statement:	These programs are delivered at the Oneida Community Health Center and Behavioral Health Center
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FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

Brief Description of Major Functions/Services:	We offer ambulatory medical, dental, eyecare, pharmacy, ancillary, behavioral health and in-home services.
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2014 Major Activities Completed:	Completed the rollout of the Electronic Medical Record
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Staffing:

	2014 Actual	2015 Proposed
Number of Full-Time Employees Budgeted:	228	238
Number of Part-Time Employees Budgeted:	14	14

Initiatives/Major Activities:	Priority:	Critical Success Factor:	Short Term Outcomes:	Intermediate Outcomes:	Long-Term Outcomes:
Improve Access to care	1	Ability to recruit and retain staff	Urgent patients triaged into care	Urgent patients provided care	All patients seeking care receive it within 24 hours
Obtaining accreditation for medical and behavioral clinics	2	Ability to staff leadership position	Begin the certification process	Continue to improve quality processes	Obtain and maintain accreditation (NCQA/AAHC/or Joint Commission)
Advancing Technologies	3	Stay current with all updates for current software	Obtain critical staffing which allows us to stay current	Smoothly running Information Systems	All systems current with version upgrades and implementation of new system applications
Optimizing Staffing Processes	4	Ability to fill new and vacant positions in a more timely manner than current	New and vacant positions posted	New and vacant positions filled with qualified candidates	Ability to turn around new and vacant positions within 10 business days

Major changes in FY2015 revenues or expenditures:	We are implementing a program whereby we will be able to bill for current in-home services through the certification of a Personal Care Agency
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FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

Must provide at least one measure in each of the 3 categories below.

Performance Indicators:

	Measurement description:	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Projected	FY2017 Projected
Input	ACCESS TO CARE: Reduction of wait times for patient appointments to see providers /						
	Full and Complete staffing of provider and support positions by working with Oneida HRD to streamline hiring processes			Identify wait times per department	No longer than 3 day wait time	No longer than 3 day wait time	No longer than 3 day wait time
	ACCREDITATION: Begin the process to become peer recognized through accreditation as supported by Quality Improvement /						
	Hire lead staff and develop the committees from existing staff necessary for accreditation			Staff position	Accreditation processes begun	Accreditation application finished	Accreditation
Output	Increase throughput of patient visits				5% Increase	10% Increase	10% Increase
	Staff focusing time spent on accreditation effort			50%	10%	10%	10%

FY2015-FY2017  
Oneida Tribe of Indians of Wisconsin  
Program Operational Plan Summary

Efficiency/ Effectiveness	All patients receive access to care within 24 hours of request				25% of requests	75% of requests	100% of requests
	Accreditation obtained			25% completion	50% completion	75% completion	100% completion