

IHS Strategic Plan FY 2019-2023 Implementation

NATIONAL TRIBAL HEALTH CONFERENCE

SEPTEMBER 19, 2019



Indian Health Service (IHS)

Strategic Plan FY 2019-2023



Mission: To raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level.

Vision: Healthy communities and quality health care systems through strong partnerships and culturally responsive practices.



Access

Goal 1: To ensure that comprehensive, culturally appropriate personal and public health services are available and accessible to American Indian and Alaska Native people.

Objectives:

- 1.1: Recruit, develop, and retain a dedicated, competent, and caring workforce.
- 1.2: Build, strengthen, and sustain collaborative relationships.
- 1.3: Increase access to quality health care services.



Quality

Goal 2: To promote excellence and quality through innovation of the Indian health system into an optimally performing organization.

Objectives:

- 2.1: Create quality improvement capability at all levels of the organization.
- 2.2: Provide care to better meet the health care needs of American Indian and Alaska Native communities.



Management and Operations

Goal 3: To strengthen IHS program management and operations.

Objectives:

- 3.1: Improve communication within the organization with Tribes, Urban Indian Organizations, and other stakeholders, and with the general public.
- 3.2: Secure and effectively manage the assets and resources.
- 3.3: Modernize information technology and information systems to support data driven decisions.

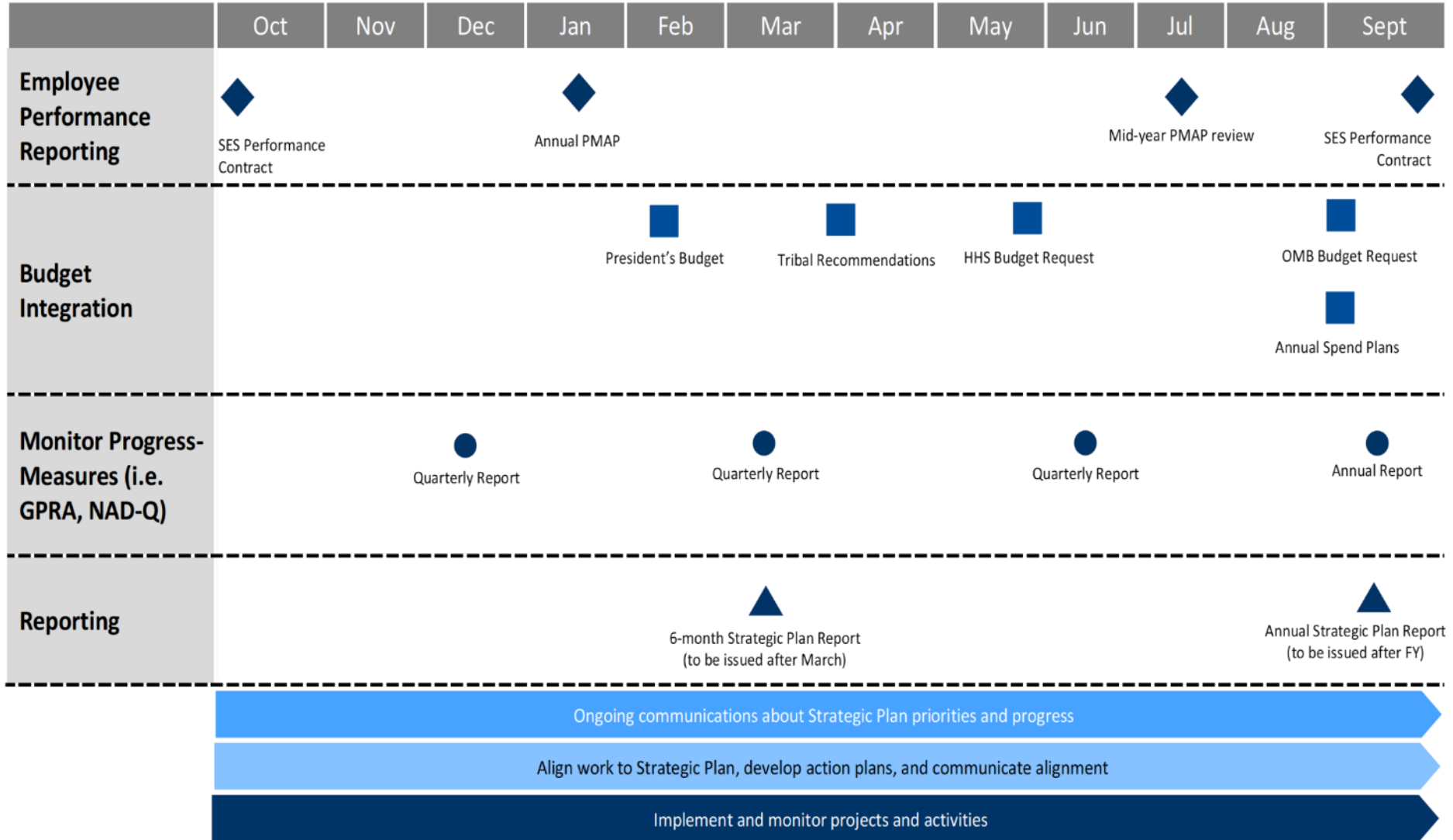


Headquarters Activities



- Crosswalk to HHS Strategic Plan
- Operations and Improvement
- SES Cascade
- Aligning and mapping agency activities
- Developing an FY 2019 report

IHS Strategic Plan Implementation Activities FY 2020 and Beyond - Operations





Quality Improvement Activities

- Accelerated Model for Improvement (Ami™) training sessions
- Ami™ Projects
- Patient wait times measures
- Patient Centered Medical Home Certification by 2021



QI Projects: Examples



- **Portland Area** *not an exhaustive list of projects
 - **Colville**
 - Redesign process for Purchase & Referred Care referral coordination for patients to increase patient satisfaction.
 - Design a Dental Inventory ordering system to timely order supplies using federal regulations.
 - **Fort Hall**
 - Redesign scheduling access to decrease patient wait times.
 - **Warm Springs**
 - Redesign scheduling to match the needs of the patient to the appropriate caregiver to reduce the number of walk-in patients.
 - Redesign medical supply inventory & ordering to reduce costs without creating shortages.



QI Projects: Examples

- Area Office Projects *not an exhaustive list of projects
 - Phoenix
 - Redesign recruitment in order to reduce the time to fill an opening.
 - Design the support and recruitment for tribal advisory committees in order to increase Phoenix Area tribal representation on national IHS committees/workgroups.
 - Redesign the process utilized by the Phoenix Area to make timely payments to Title I Contractors in accordance with the ISDEAA.
 - Portland
 - Redesign the process in which the PAO currently utilizes to make contract payments to Title 1 Tribes and to Urban Programs in order to reduce the time to pay.
 - Redesign the approach to increase Alcohol Screening and increase the utilization of the Screening, Brief Intervention, and Referral to Treatment (SBIRT) for addressing alcohol use disorders in order to reduce negative impacts of alcoholism.

IHS Strategic Plan FY 2019-2023 Cascade Summary - HQ Offices

The following is a cascade of all strategies that apply to the IHS HQ Offices. The "X" in black font reflect the office's submission. The "X" in red font reflect senior staff input.

IHS Strategic Plan Goals/Objectives/Strategies	Counts ⁺	Cascades To:																			
	21	IHS Director's Office			DDMO					CMO				DDHQC		DDIA				DDFO	
		PDD	DD	Cos	DDMO	OHR	OFA	OMS	ORAP	CMO	OCPS	OIT	OPHS	DDHQ	OQ	DDIA	ODSCT	OTSG	OUIHP	DDFO	OEHE
Goal 1: To ensure that comprehensive, culturally appropriate personal and public health services are available and accessible to American Indian and Alaska Native people.	20	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Objective 1.1: Recruit, develop, and retain a dedicated, competent, and caring workforce.	18	X	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X
1.1.1. Improve and innovate a process that increases recruitment and retention of talented, motivated, culturally knowledgeable, and competent workers, including through partnerships with AI/AN communities and others.	13	X	X		X	X	X			X	X	X			X		X	X	X	X	
1.1.2. Continue and expand the utilization of the IHS and Health Resources and Services Administration's National Health Service Corps scholarship and loan repayment programs, as authorized by law, to increase health care providers at I/T/U facilities.	9	X	X		X	X				X	X				X			X			
1.1.3. Support IHS sponsorship of fellowship slots in certain specialized leadership programs for recruitment of future clinical and administrative leaders.	7	X	X	X	X	X				X		X									
1.1.4. Evaluate new organizational structure options and reporting relationships to improve oversight of the Indian Health Professions program.	7	X	X		X	X		X		X	X										
1.1.5. Expand the use of paraprofessionals, Advanced Practice Nurses, and Physician Assistants to increase the workforce and provide needed services.	6	X	X		X	X				X	X										
1.1.6. Develop training programs in partnership with health professional schools and training hospitals and expand opportunities to educate and mentor AI/AN youth interested in obtaining health science degrees.	4	X	X							X	X										
1.1.7. Enhance and streamline IHS human resources infrastructure to hire well-qualified personnel.	6	X	X		X	X				X		X									
1.1.8. Strengthen the workforce to improve access to, and quality of, services.	13	X	X	X	X	X	X	X		X	X	X			X				X	X	
1.1.9. Improve leadership skills, adopt a consistent leadership model, and develop mentoring programs.	16	X	X	X	X	X	X	X	X	X	X	X			X	X	X		X	X	
1.1.10. Improve continuity processes and knowledge sharing of critical employee, administrative, and operational functions through written communications and documentation within the IHS.	13	X	X	X	X	X	X	X	X	X	X	X			X		X				
1.1.11. Improve workplace organizational climate with staff development addressing teamwork, communication, and equity.	17	X	X	X	X	X	X	X		X	X	X	X		X	X	X	X	X	X	
1.1.12. Strengthen employee performance and responsiveness to IHS, Tribes, urban Indian organizations (UIOs), and patients by improving employee orientation and opportunities for training, Graduate Medical Education programs, and other educational offerings, including customer service skills and cultural competency.	15	X	X	X	X	X	X			X	X	X	X		X		X	X	X	X	
Objective 1.2: Build, strengthen, and sustain collaborative relationships.	17	X	X	X	X		X	X	X	X	X	X	X		X	X	X	X	X	X	X
1.2.1. Collaborate with Tribes and UIOs in the development of community-based health programs, including health promotion and																					



IHS Strategic Plan FY 2019-2023

INSTRUCTIONS: Listed below is the IHS Strategic Plan goal, objective, and strategies. Please identify specific projects or activities that are aligned with the strategies listed below and complete the table. This should include projects/activities in progress or future projects/activities that address the strategies. Projects or activities may apply to more than one strategy in the same goal/objective or may apply to different strategies listed under other goals/objectives, please list the projects or activities under all applicable goal and objective worksheets. For your reference, the computer icon links to the IHS Strategic Plan website ("click here"). IHS headquarters offices have identified strategies that apply to their respective offices. Please identify projects or activities that apply to the specified office strategy and list projects or activities that address other strategies.

Goal 1: To ensure that comprehensive, culturally appropriate personal and public health services are available and accessible to American Indian and Alaska Native people.

Objective 1.2: Build, strengthen, and sustain collaborative relationships.

Strategies

- 1.2.1. Collaborate with Tribes and UIOs in the development of community-based health programs, including health promotion and disease prevention programs and interventions that will increase access to quality health programs.
- 1.2.2. Develop a community feedback system/program where community members can provide suggestions regarding services required and received.
- 1.2.3. Support cross-collaboration and partnerships among I/T/U stakeholders.
- 1.2.4. Promote collaborations among the IHS, federal agencies, Tribes, Tribal organizations, UIOs, and states to expand services, streamline functions and funding, and advance health care goals and initiatives.

Strategies

- 1.2.5. Work with community partners to develop new programs responsive to local needs.

IHS headquarters offices assigned to this objective: OFA, OMS, ORAP, OCPS, OIT, OPHS, ODSCT, OTSG, OUIHP, & OEHE. Please see the "SES Cascade" worksheet for assigned strategies.

Please identify projects or activities that apply to the strategies listed above and complete the following table:

Number	Project/Activity Name	Identify Office and Division	Please briefly state the purpose or scope of the project/activity.	How does this project/activity apply to the Areas and/or Service Units?	Which strategy (or strategies) does the project/activity align to? Please select all that apply.	Please explain how the project/activity aligns to the selected strategy (or strategies).
#	<i>Project/Activity Title</i>	<i>IHS/Office/Division</i>	<i>Example: The purpose of the X project is to...</i>	<i>Example: The X project funds X number of facilities in X number of Areas.</i>	<i>Select all strategy statements that apply from the drop down list.</i>	<i>Example: This activity address strategy 1.1.8 by...</i>
1	Electronic Prescribing of Controlled Substances	OIT/All Divisions	IHS EHR ePrescription application shall be modified to comply with MU Stage 2 Objective 4 of 10 for Electronic Prescribing (eRx)	Provides updated health IT software and functionality to all I/T/U sites using RPMS	1.2.3. Support cross-collaboration and partnerships among I/T/U stakeholders. 1.2.4. Promote collaborations among the IHS, federal agencies, Tribes, Tribal organizations, UIOs, and states to expand services, streamline functions and funding, and advance health care goals and initiatives.	Provides the ability to monitor the prescription of controlled substances and supports IHS' mission of advancing the well-being of the AI/AN populations by being better able to recognize and intervene in the event of controlled substance abuse and address the opioid epidemic. Satisfies the DEA regulations and HHS Office of National Coordinator (ONC) 2014 certification requirements.

Goal 2: To promote excellence and quality through innovation of the Indian health system into an optimally performing organization.

Objective 2.1: Create quality improvement capability at all levels of the organization.

Strategies – The following strategies support this objective:

Quality Data:

- 2.1.1 Improve the transparency and the quality of data collected regarding health care services and program outcomes.
- 2.1.2 Develop and integrate quality standards and metrics into governance, management, and operations.
- 2.1.3 Standardize quality metrics across the IHS and use results to identify emerging needs, share information on best practices and performance trends.

Quality Improvement:

- 2.1.4 Provide training, coaching, and mentoring to ensure quality improvement and accountability of staff at all levels of the organization.
- 2.1.5 Evaluate training efforts and staff implementation of improvements, as appropriate.

Standards of Care:

- 2.1.6 Develop and provide standards of care to improve quality and efficiency of health services across the IHS.
- 2.1.7 Adopt the Model for Improvement in all clinical, public health, and administrative activities across the IHS.
- 2.1.8 Adopt patient-centered models of care, including patient-centered medical home recognition and care integration.

Objective 2.2: Provide care to better meet the health care needs of American Indian and Alaska Native communities.

Strategies – The following strategies support this objective:

Culturally Appropriate Care:

- 2.2.1 Strengthen culturally competent organizational efforts and reinforce implementation of culturally appropriate and effective care models and programs.
- 2.2.2 Promote and evaluate excellence and quality of care through innovative, culturally appropriate programs.
- 2.2.3 Promote total health integration within a continuum of care that integrates acute, primary, behavioral, and preventive health care.
- 2.2.4 Explore environmental and social determinants of health and trauma-informed care in health care delivery.
- 2.2.5 Continue to develop and implement trauma-informed care models and programs.

Sharing Best Practices:

- 2.2.6 Work collaboratively within the IHS, and among federal, state, Tribal, and urban Indian programs to improve health care by sharing best practices.

Please list any major projects or activities that apply to Goal 2 and briefly describe how it aligns to the above listed strategy (or strategies). There may be several projects or activities that impact several strategies, please list all that apply. For IHS-wide projects, include a statement about why the effort is important for your Area and identify Area best practices.

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2019 NCC Summary



- Tracks aligned to three strategic goals and one on organizational culture
- Breakout session: Four panel members from four Areas
- Aligning their respective plans or frameworks with the IHS Strategic Plan FY 2019-2023, examples:
 - Reviewing plan during executive committee and staff meetings
 - Updating or reconciling plans with goals and objectives
 - Aligning monthly and quarterly reports
 - Crosswalk of tasks and projects
 - Aligning tracking tools



Resources

- Strategic Plan web site
www.ihs.gov/strategicplan/

The screenshot shows the Indian Health Service website header with the logo and tagline "The Federal Health Program for American Indians and Alaska Natives". A navigation menu includes links for "About IHS", "Locations", "for Patients", "for Providers", "Community Health", "Career Opportunities", and "Newsroom". The main content area is titled "IHS Strategic Plan" and features a table of contents on the left with links to "Message from the Principal Deputy Director", "Introduction", "Strategic Plan Development", "Performance", "IHS Strategic Plan FY 2019-2023", "Goal 1", "Goal 2", "Goal 3", "Appendices", "Updates", "Supporting Documents", and "Timeline". The main text area is titled "IHS Strategic Plan" and contains the following text:

IHS Strategic Plan

IHS Strategic Plan FY 2019-2023

The IHS Strategic Plan FY 2019-2023 describes what the agency hopes to achieve over the next 5 years.

The IHS Strategic Plan is based on the participation and feedback received from Tribes, Tribal Organizations, Urban Indian Organizations, IHS staff, and other stakeholders. The plan content is included in the link sections below.

- [IHS Strategic Plan FY 2019-2023](#) [PDF - 1.26 MB]
- [Message from the Principal Deputy Director](#)
- [Introduction](#)
- [Strategic Plan Development](#)
- [Performance](#)
- [IHS Strategic Plan FY 2019-2023](#)
- [Goal 1](#)
- [Goal 2](#)
- [Goal 3](#)
- [Appendices](#)
- [Updates](#)

The Strategic Plan was last updated July 9, 2019.



Questions?

