Director's

Performance Contract FY 2004-2005

Indian Health Service
Department of Health and Human Services

Charles W.Grim, D.D.S., M.H.S.A
Director

May 5, 2004
FINAL

Introduction

The purpose of this performance contract is to identify the critical objectives that I am accountable for meeting during the stipulated performance period. These objectives are organized and linked to Department program objectives and management objectives, and linked to IHS's strategic goals. In turn, my objectives shall be linked directly to all IHS's senior leadership performance objectives, detailed in their individual performance plans. We will then cascade and link performance contracts at all levels throughout the organization in the following fiscal year. Also, this contract is developed in the context of the mission and goal of IHS, and our management framework shown on the next page.

Performance Period:
October 2003 through September 30, 2005
Internal Review Dates: - June 30, 2004 - September 30, 2004 - December 31, 2004 - March 31, 2005 - June 30, 2005 - September 30, 2005
Reporting Period: - September 30, 2004 - September 30, 2005

This contract contains performance objectives that are aligned with Department program objectives and management objectives and provides the agency with the ability to address GPRA requirements and PART evaluation requirements.

Internal review dates are established to ensure I am on track and focused on the critical areas IHS must address during the performance period. They also reflect the fact that this is the first time performance contracts are being implemented for both myself and all senior executives at IHS using this revised format. Therefore reviews will be necessary to make appropriate adjustments and refine this contract. Further, this performance contract contains both outcome and process or developmental type performance objectives. As we achieve the process and developmental objectives they can be redressed to focus on outcomes.

IHS's Mission

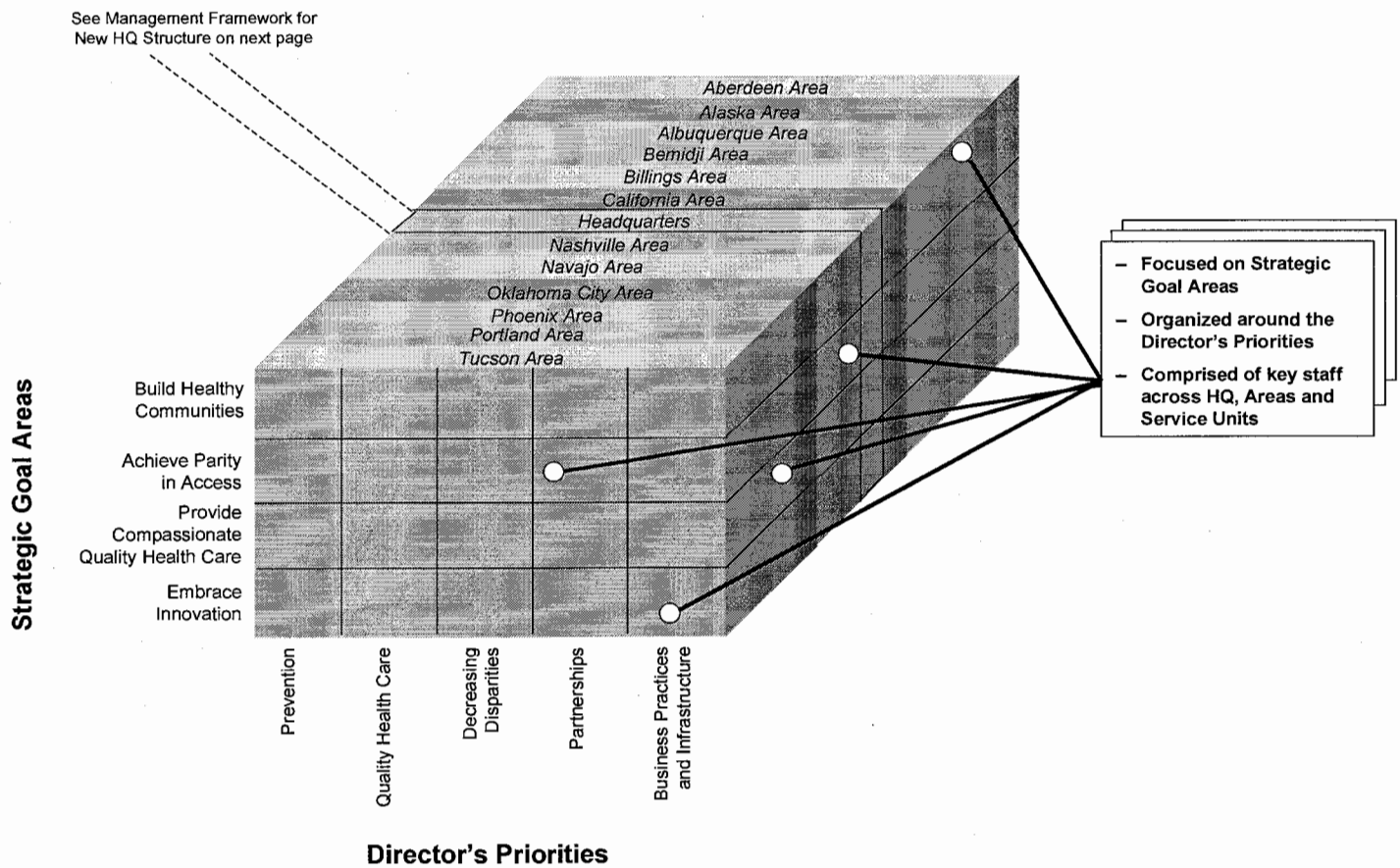
In partnership with American Indian and Alaska Native people, raise their physical, mental, social, and spiritual health to the highest level.

IHS's Goal

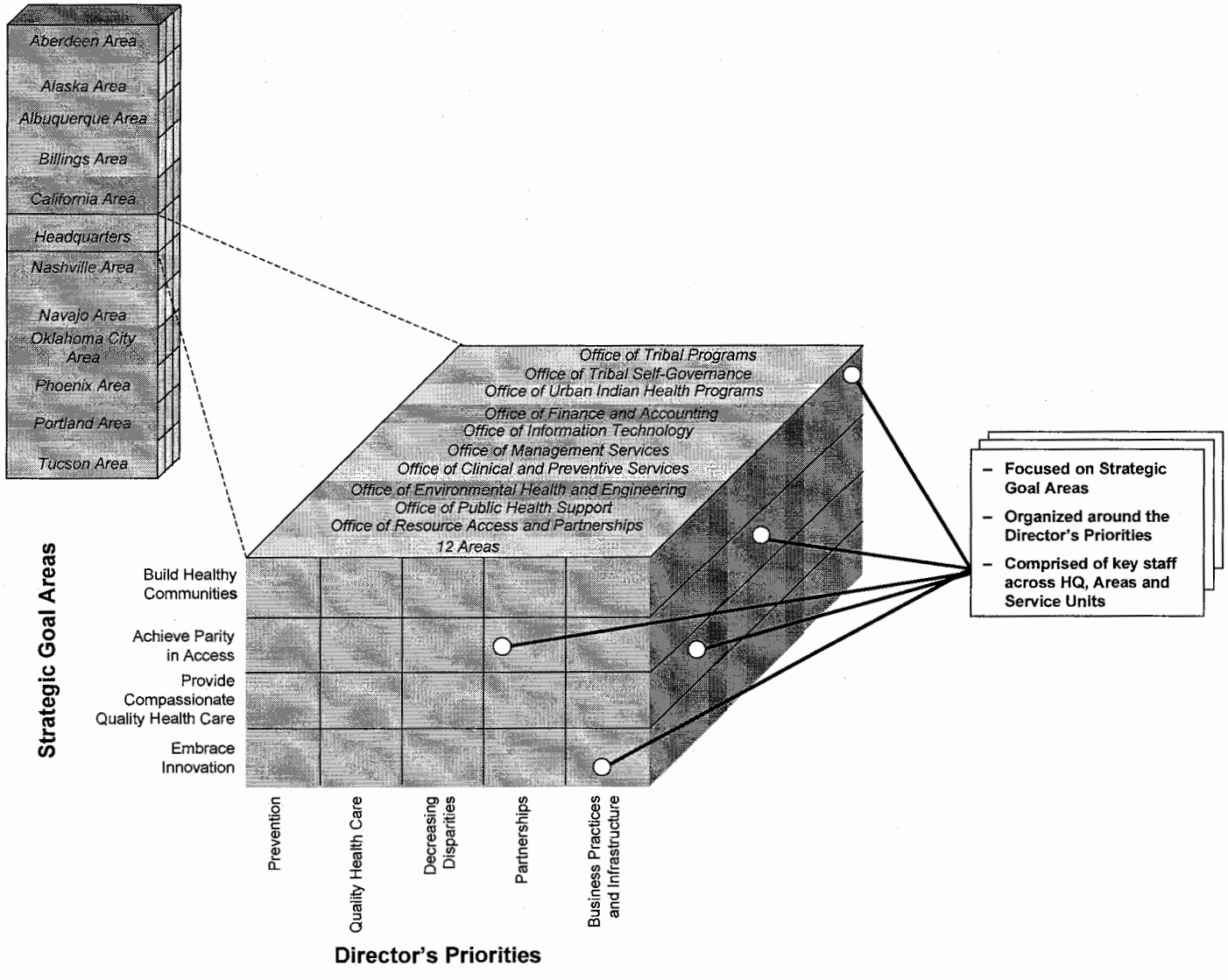
To assure that comprehensive, culturally acceptable personal and public health services are available and accessible to American Indian and Alaska Native people.

IHS Strategic Goals			
Build Healthy Communities	**Achieve Parity in Access**	**Provide Compassionate Quality Health Care**	**Embrace Innovation**

IHS's Management Framework



New HQ Structure



Program Objectives

These **IHS Priorities...**	And these **Department Goals...**										Are supported by **IHS Strategic Goals...**				Which drive **My Performance Objectives...**
	1 Increase access to health care	2 Expand consumer choices in health care and human services	3 Emphasize preventive health measures	4 Prepare for and effectively respond to bio-terrorism and other public health emergencies	5 Improve health outcomes	6 Improve the quality of health care	7 Advance science and medical research	8 Improve the well-being and safety of families and individuals, especially vulnerable populations	9 Strengthen American Families	10 Reduce regulatory burden on providers, patients, and consumers of HHS' services	1 Build Healthy Communities	2 Achieve Parity in Access	3 Provide Compassionate Quality Health Care	4 Embrace Innovation	
Prevention	●		●		●				●		■	■	■	■	1. Build infrastructure and capacity to support implementation and evaluation, as appropriate, of the Director's Health Promotion/Disease Prevention (HPDP) initiative by the end of FY05.
					●						■	■	■		2. Apply earmarked dollars to fund cooperative agreements among American Indian/Alaska Native (AI/AN) communities to build injury programs by the end of FY05.
Quality Health Care	●	●								●	■	■	■	■	3. Maintain 100% accreditation of hospitals and clinics during FY04 and FY05.
		●			●	●						■	■	■	4. Develop the electronic health record during FY04 to enable clinical practitioners to make safer more informed decisions and diagnoses. Deploy the electronic health record in 20 facilities by Q4 FY05.
		●			●	●	●					■	■	■	5. Develop and deploy an interim behavioral health management information system software (GUI) to improve technology access, data trending and research capabilities by Q2 FY04.
								●				■			6. Develop and deploy the integrated behavioral health component of the electronic health record package in FY05.
					●	●							■	■	7. Complete deployment of a standardized medication-error reporting system in Q4 FY04 as part of a comprehensive patient safety program. Develop a plan by the end of FY05 for the deployment of a medical-error reporting system as part of a comprehensive patient safety program.

Program Objectives

	And these **Department Goals**...										Are supported by **IHS Strategic Goals**...				
	Increase access to health care	Expand consumer choices in health care and human services	Emphasize preventive health measures	Prepare for and effectively respond to bio-terrorism and other public health emergencies	Improve health outcomes	Improve the quality of health care	Advance science and medical research	Improve the well-being and safety of families and individuals, especially vulnerable populations	Strengthen American Families	Reduce regulatory burden on providers, patients, and consumers of HHS' services	Build Healthy Communities	Achieve Parity in Access	Provide Compassionate Quality Health Care	Embrace Innovation	
These **IHS Priorities**...	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**1**	**2**	**3**	**4**	Which drive **My Performance Objectives**...
Decreasing Disparities			●		●				●		■	■	■		8. Develop the national suicide surveillance system for AI/AN by the end of FY04 and deploy system by the end of FY05. This will drive specific programming and longer-term reduction of suicide.
			●		●				●		■	■	■	■	9. Develop strategies and tools to increase the capacity in AI/AN communities to increase the quality of care for chronic disease (e.g., diabetes, obesity, heart disease) regarding long-term care management, case management, and treatment management during FY04 and FY05.
					●						■	■	■	■	10. Design an injury data system by the end of Q4 FY04 to track injury prevention activities and projects in order to identify impact and results of activities and projects in AI/AN communities. Begin to implement system in FY05.
Partnerships	●		●		●	●	●		●		■	■	■	■	11. Increase the number of Headquarters partnerships, alliances, and collaborations by 10% above FY03 in the areas of disease prevention, health disparities and health infrastructure by the end of FY05.
	●		●		●	●	●		●		■	■	■	■	12. Establish baselines for partnership, alliances and collaborations for each Area by the end of FY04 and increase by 10% by the end of FY05.

Program Objectives

These IHS Priorities...	And these Department Goals...										Are supported by IHS Strategic Goals...				Which drive My Performance Objectives...
	Increase access to health care	Expand consumer choices in health care and human services	Emphasize preventive health measures	Prepare for and effectively respond to bio-terrorism and other public health emergencies	Improve health outcomes	Improve the quality of health care	Advance science and medical research	Improve the well-being and safety of families and individuals, especially vulnerable populations	Strengthen American Families	Reduce regulatory burden on providers, patients, and consumers of HHS' services	Build Healthy Communities	Achieve Parity in Access	Provide Compassionate Quality Health Care	Embrace Innovation	
	1	2	3	4	5	6	7	8	9	10	1	2	3	4	
Business Practices and Infrastructure				●							■			■	13. Validate all HQ and Area office location emergency management and COOP plans by the end of FY04. Develop and implement hospital and clinic emergency management plans by the end of FY05.
				●							■			■	14. Standardize policies and processes to hazards vulnerability analysis to identify a national level assessment of physical security requirements by the end of FY04.
	●											■			15. Exceed FY03 third party collections through collaboration with CMS.
	●			●								■			16. Ensure accountability for IHS business plan implementation during FY04 and FY05.
	●	●							●	●	■		■		17. Establish a seamless infrastructure between HQ and area offices by the end of FY05 for the development, transition, and contractual oversight of tribal administered programs so that IHS meets its responsibilities under the Self Determination Act.

Management Objectives

These **Department Goals...**	Are supported by **IHS Strategic Goals...** Build Healthy Communities **1**	Achieve Parity in Access **2**	Provide Compassionate Quality Health Care **3**	Embrace Innovation **4**	Which drive **My Performance Objectives...**
Implement Results-Oriented Management	■	■		■	1. Support the Department in the development of the IHS HR center in Q2 FY04 and operate according to the HR metrics defined by the Department.
				■	2. Create meaningful, results-oriented performance contracts for all senior executives that meet new SES requirements from OPM in Q3 F04.
Implement Strategic Human Capital Management Administrative Efficiencies				■	3. Develop and implement a plan to streamline organizational structures and reduce management layers to no more than 4 to meet the Department's restructuring and delayering objective in Q3 FY04.
Consolidate Management Functions				■	4. Assess HR structure and implement the regional concept by the end of FY04. Assess the potential for streamlining/regionalizing other administrative functions (Finance, Procurement and Property and Supply) in FY05.
	■	■	■	■	5. Develop strategies to assess the workforce mix and competencies in the area office and service units to ensure proper staff to provider ratio while respecting/honoring tribal preferences by Q4 FY04. Implement in FY05.
	■	■		■	6. Establish the 2004 baseline for vacancies for critical health care providers positions in Q4 FY04. Use existing recruitment and retention tools and strategies to reduce the vacancy rate for critical positions by 1% by the end of FY05.
Improve Grants Management Operation and Oversight			■	■	7. Post all grant announcements on grants.gov and develop the capacity to receive electronic applications for these grants in Q4 FY04 to decrease processing time.
			■	■	8. Load grants data on the Administration for Children and Families' GATES (HHS service grants system) by Q1 FY05 and begin testing.
Complete the Competitive Sourcing Program				■	9. Report to the Department in Q2 FY04 an inventory of positions identified in the annual FAIR Act Inventory. Report conversions quarterly, or as requested.

Management Objectives

These **Department Goals...**	Are supported by **IHS Strategic Goals...** 1 Build Healthy Communities	2 Achieve Parity in Access	3 Provide Compassionate Quality Health Care	4 Embrace Innovation	Which drive **My Performance Objectives...**
Improve Information Technology Management		■	■	■	10. Implement by Q2 FY05 an industry standard model to improve third party billing.
		■	■	■	11. Support the transformation to "One Department" regarding IT functions by initiating implementation of products, services, and policy directives yielded by the Enterprise initiatives as defined by HHS.
Continue Implementation of Unified Financial Management Systems (UFMS)				■	12. Support and comply with the transformation to "One Department" regarding the Financial Management functions during FY04 and FY05.
Achieve Efficiencies through HHS-wide Procurements				■	13. Meet HHS Small Business and Performance-Based Contracting Goals in FY04 and FY05.
Conduct Program Evaluations and Implement Corrective Actions for Any Deficiencies Identified				■	14. Participate and support the Department-wide effort for program evaluation and corrective strategies during FY04 and FY05.

...End

Agreement

I hereby commit to achieving these objectives and will hold my employees and myself accountable for developing and implementing the necessary initiatives to produce these results.

Agency Director

DHHS Chief of Staff