

# Indian Health Service All Tribal and Urban Indian Organization Leaders Call

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OCTOBER 14, 2021



# Opening Remarks

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MS. ELIZABETH FOWLER  
ACTING DIRECTOR  
INDIAN HEALTH SERVICE



# Invitation to Comment on the Draft HHS Strategic Plan FY 2022–2026

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ALL TRIBAL AND URBAN INDIAN ORGANIZATION LEADERS CALL

OCTOBER 14, 2021

# Developing the HHS Strategic Plan FY 2022–2026

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## **PURPOSE**

- Provide a high-level overview of the draft HHS Strategic Plan FY 2022 – 2026
- Invite Tribal and Urban Indian Organization Leaders to submit feedback and comments on the draft HHS Strategic Plan FY 2022 – 2026

## **AGENDA**

- ASPE Introductions
- Why and How We Develop the HHS Strategic Plan
- Overview of Draft Goals and Objectives
- How to Submit Feedback or Comments

# ASPE Introductions

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Acting Assistant  
Secretary for Planning  
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**Laina Bush**  
Deputy Assistant  
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**Jaime Oliva-Williams**  
Senior Advisor  
for Strategic  
Management



**Irvin Moore**  
Social Science  
Analyst

Why is this important?

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The HHS Strategic Plan communicates the Secretary's vision for how HHS will achieve the priorities of the current Administration in alignment with the scope and breadth of the entire Department.

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# Why and How We Develop the HHS Strategic Plan

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# Why We Create the HHS Strategic Plan

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The purpose of the HHS Strategic Plan is to

- Articulate leadership priorities
- Provide direction for programmatic and management functions
- Guide implementation and management
- Engage external entities

Legislation and Guidance

- Government Performance and Results Act of 1993 (Pub. L. 103-62) (GPRA)
- Government Performance and Results Modernization Act of 2010 (Pub. L. 111-352) (GPRA-MA)
- OMB Circular A-11, Part 6, “The Federal Performance Framework for Improving Program and Service Delivery” (Updated Annually)



# How we Developed the Draft HHS Strategic Plan FY 2022 - 2026

Engaged approximately 500 HHS SMEs over 63 Strategic Objective Meetings between July and August 2021



Phase	Purpose	Stakeholders
<b>Initial Priority Setting and Consultation</b>	<b>Focus on Outcomes</b>	<ul style="list-style-type: none"> <li>✓ Senior HHS Leaders and Counselors</li> <li>✓ HHS Strategic Plan Workgroup</li> </ul>
<b>Draft Framework Development</b>	<b>Set the Context</b>	<ul style="list-style-type: none"> <li>✓ HHS Strategic Plan Workgroup</li> <li>✓ Subject Matter Experts from OpDivs, StaffDivs</li> <li>✓ ASPE Analysts</li> </ul>
<b>Draft Plan Development</b>	<b>Establish Priorities</b>	<ul style="list-style-type: none"> <li>✓ Subject Matter Experts from OpDivs, StaffDivs</li> <li>✓ ASPE Analysts</li> <li>✓ Performance Officers</li> </ul>
<b>Consultation</b>	<b>Solicit Input</b>	<ul style="list-style-type: none"> <li>✓ Congress, Tribal and Urban Indian Organization Leaders, OMB, public (governmental groups, private sector, professional organizations, profit/nonprofit groups, religious organizations)</li> </ul>
<b>Final Plan Development</b>	<b>Revise and Validate</b>	<ul style="list-style-type: none"> <li>✓ Senior HHS Leaders and Counselors</li> <li>✓ HHS Strategic Plan Workgroup</li> <li>✓ Subject Matter Experts from OpDivs, StaffDivs</li> </ul>

# Upcoming Milestones

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GPRA requires every Federal agency to produce a new Strategic Plan by the first Monday in February following the year in which the term of the President commences.

Below are our upcoming milestones.

Activity	Milestone
Public Consultation Period: Receive Feedback and Comments from the general public, Congress, Tribes, and other Stakeholders	October – November 2021
Update Draft Strategic Plan based on Public Consultation	October – December 2021
Final Draft of Strategic Plan Due to OMB (A-11)	December 23, 2021
Publish Strategic Plan (GPRA-MA)	February 7, 2022

# Overview of Draft Goals and Objectives

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# Draft HHS Strategic Plan FY 2022–2026

Available at: <https://www.hhs.gov/about/draft-strategic-plan/index.html>

## HEALTH CARE

**Protect and Strengthen Equitable Access to High Quality and Affordable HealthCare**

- 1.1. Increase choice, affordability and enrollment in high-quality healthcare coverage
- 1.2. Reduce costs, improve quality of healthcare services, and ensure access to safe medical devices and drugs
- 1.3. Expand equitable access to comprehensive, community-based, innovative, and culturally-competent healthcare services while addressing social determinants of health
- 1.4. Drive the integration of behavioral health into the healthcare system to strengthen and expand access to mental health and substance use disorder treatment and recovery services for individuals and families
- 1.5. Bolster the health workforce to ensure delivery of quality services and care

## PUBLIC HEALTH

**Safeguard and Improve National and Global Health Conditions and Outcomes**

- 2.1. Improve capabilities to predict, prevent, prepare for, respond to, and recover from emergencies, disasters and threats in the nation and across the globe
- 2.2. Protect individuals, families, and communities from infectious disease and non-communicable disease through development and equitable delivery of effective, innovative, readily available, diagnostics, treatments, therapeutics, medical devices, and vaccines
- 2.3. Enhance promotion of healthy lifestyle behaviors to reduce occurrence and disparities in preventable injury, illness, and death
- 2.4. Mitigate the impacts of environmental factors, including climate change, on health outcomes

## HUMAN SERVICES

**Strengthen Social Well-being, Equity, and Economic Resilience**

- 3.1. Provide effective and innovative pathways leading to equitable economic success for all individuals and families
- 3.2. Strengthen early childhood development and expand opportunities to help children and youth thrive equitably within their families and communities
- 3.3. Expand access to high-quality services and resources for older adults and people with disabilities, and their caregivers to support increased independence and quality of life
- 3.4. Increase safeguards to empower families and communities to prevent and respond to neglect, abuse and violence, while supporting those who have experienced trauma or violence

## RESEARCH & EVIDENCE

**Restore Trust and Accelerate Advancements in Science and Research for All**

- 4.1. Improve the design, delivery, and outcomes of HHS programs by prioritizing science, evidence and inclusion
- 4.2. Invest in the research enterprise and the scientific workforce to maintain leadership in the development of innovations that broaden our understanding of disease, health care, public health, and human services resulting in more effective interventions, treatments, and programs
- 4.3. Strengthen surveillance, epidemiology, and laboratory capacity to understand and equitably address diseases and conditions
- 4.4. Improve data collection, use, and evaluation to increase evidence-based knowledge that leads to better health outcomes, reduced health disparities, and improved social well-being, equity, and economic resilience

## MANAGEMENT

**Advance Strategic Management to Build Trust, Transparency, and Accountability**

- 5.1. Promote effective enterprise governance to ensure programmatic goals are met equitably and transparently across all management practices
- 5.2. Sustain strong financial stewardship of HHS resources to foster prudent use of resources, accountability, and public trust
- 5.3. Uphold effective and innovative human capital resource management resulting in an engaged, diverse workforce with the skills and competencies to accomplish the HHS mission
- 5.4. Ensure the security of HHS facilities, technology, data and information, while advancing environment-friendly practices

# Six Things to Know: Draft HHS Strategic Plan FY 2022–2026

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1. More inclusive of the nation's diversity and puts equity at the center of achieving the Department's approaches to achieving the HHS mission.
2. Focus on integrating behavioral health to expand access to mental health and substance use disorder services into our healthcare systems (Goal 1)
3. Emphasis on equitable prevention, preparedness, response, and recovery efforts to address emergencies, disasters, and climate change in all communities (Goal 2)
4. Expanded focus on neglect, abuse, and violence, and helping those who have experienced trauma or violence (Goal 3)
5. Affirms upholding scientific integrity to promote public trust and the importance of research (Goal 4)
6. Builds evidence, strengthens evaluation, and applies lessons learned in all the Plan's Goals, not just the Research & Evidence Goal



# How To Submit Feedback and Comments

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# Navigating the Draft HHS Strategic Plan

Draft Strategic Plan, FY 2022 – 2026
Introduction
Strategic Goal 1: Protect and Strengthen Equitable Access to High Quality and Affordable Healthcare
Strategic Goal 2: Safeguard and Improve National and Global Health Conditions and Outcomes
Strategic Goal 3: Strengthen Social Well-being, Equity, and Economic Resilience
Strategic Goal 4: Restore Trust and Accelerate Advancements in Science and Research for All
Strategic Goal 5: Advance Strategic Management to Build Trust, Transparency, and Accountability
Appendix

The Draft HHS Strategic Plan FY 2022–2026 can be accessed here: <https://www.hhs.gov/about/draft-strategic-plan/index.html>

When you click on a Strategic Goal, you will see the following sections:

- Objectives
- Related Executive Orders, White House Action Plans, Directives, and Memoranda
- Contributing Divisions

When you click on an Objective, you will see the following sections:

- Introduction
- Contributing Divisions
- Strategy Themes and Supporting Strategies

# Navigating the Draft HHS Strategic Plan – Example

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## Objective 1.3: Expand equitable access to comprehensive, community-based, innovative, and culturally-competent healthcare services while addressing social determinants of health

HHS invests in strategies to expand equitable access to comprehensive, community-based, innovative, and culturally-competent healthcare services while addressing social determinants of health. HHS supports community-based healthcare services to meet the diverse healthcare needs of underserved populations while removing barriers to access to advance health equity and reduce disparities. The Department also works to understand how to best address social determinants of health in its programs. Below is a selection of strategies HHS is implementing.

In the context of HHS, this Strategic Plan adopts the definition of *underserved populations* listed in Executive Order 13985: Advancing Racial Equity and Support for Underserved Communities through the Federal Government to refer to "populations sharing a particular characteristic, as well as geographic communities, who have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life"; this definition includes individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality. Individuals may belong to more than one underserved community and face intersecting barriers.

## Contributing OpDivs and StaffDivs

ACL, AHRQ, ASPE, CDC, CMS, HRSA, IHS, NIH, SAMHSA, OASH, and OCR work to achieve this objective.

## Strategies

### **Support community-based services to meet the diverse healthcare needs of underserved populations**

- Deliver safe, affordable, accessible, quality, value-based primary healthcare to underserved populations through health centers and other community providers.
- Address COVID-19 related health disparities and advance health equity by expanding state, local, US territorial, and freely associated state health department capacity and services to improve and increase testing and contact tracing and prevent and control COVID-19 infection or transmission.
- Ensure the provision of safe, culturally-competent care and services for women, with dedicated focus on African American/Black and American Indian/Alaska Native women and people with lower incomes, during maternal, perinatal, prenatal, and postpartum periods of life, including raised awareness of pregnancy-related risk factors and available benefits.
- Work with tribal nations and Urban Indian Health programs to expand and improve pre- and post-natal care on Indian reservations and Urban Indian centers to reduce disparities in maternal and infant mortality and morbidity.



Guiding Questions to  
Consider in Providing  
Feedback on the  
Draft HHS Strategic  
Plan FY 2022–2026

What objectives do you find most important to your communities and how could we strengthen them further in the Strategic Plan?

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Do you have suggestions for how we can strengthen Tribal representation in the Strategic Plan?

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Are there any broad concerns, questions, or suggestions for the draft HHS Strategic Plan FY 2022–2026?

# We Look Forward to Hearing from You

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You can comment by email, fax, and mail.

- E-mail: [HHSPlan@hhs.gov](mailto:HHSPlan@hhs.gov), please include the Objective Number in the subject line of your email.
- Fax: (202) 690-5882
- Mail: U.S. Department of Health and Human Services  
Office of the Assistant Secretary for Planning and Evaluation,  
Strategic Planning Team  
Attn: Strategic Plan Comments  
200 Independence Avenue, SW, Room 434E  
Washington, DC 20201



The Draft HHS Strategic Plan  
FY 2022–2026 can be accessed here:  
[www.hhs.gov/about/draft-strategic-plan/index.html](http://www.hhs.gov/about/draft-strategic-plan/index.html)

# Indian Health Service Considerations to the DRAFT HHS Strategic Plan (FY 2022-2026)

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MS. YVONNE DAVIS

ACTING SENIOR PLANNER

OFFICE OF PUBLIC HEALTH SUPPORT



# IHS (I/T/U) Considerations

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Objective: 1:3 - Work with Tribal nations and Urban Indian Health Programs to expand and improve pre and post-natal care on Indian reservations and Urban Indian centers to reduce racial disparities in maternal mortality and morbidity and infant mortality and morbidity (HRSA, CDC, IHS, OMH).

Objective 1.2 - Engage in tribal and urban Indian organization (UIO) consultation and confer on what improving quality health care services mean.

# IHS (I/T/U) Considerations (Con.t')

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Objective 2.3 - Ensure the safe provision of safe, culturally-competent care and services for women, with dedicated focus on African American / Black and American Indian/Alaska Native women and low-income communities, during maternal, perinatal, prenatal, and postpartum periods of life, including raised awareness of pregnancy, associated risk factors, environmental risks, and available benefits.

# IHS (I/T/U) Considerations (Con't.)

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Objective 2.3 - Engage state level, regional, Tribal and local providers, programs, and organizations—including medical practitioners, WIC Programs, Breastfeeding Coalitions and the Supplemental Nutritional Assistance Program (SNAP)—to develop cultural competence training and education materials for health care providers who provide services to vulnerable, low-income, high-risk, maternal, perinatal, and postpartum populations.

# IHS (I/T/U) Considerations (Con't.)

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Objective 3.3 - Coordinate across federal agencies and collaborate with state, local, Tribal, private, and non-profit partners to ensure sufficient availability and equitable distribution, and equity in access to evidence-based interventions that prevent onset of symptoms and/or improve management to people diagnosed with multiple chronic conditions.

# IHS (I/T/U) Considerations (Con't.)

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Objective 4.4 - Increase data interoperability between federal partners, States, Tribes, non-profit organizations, and health information exchange networks to facilitate shared understanding, application, and utility.



# IHS (I/T/U) Considerations (Con't.)

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Objective 4.4 - Collaborate and coordinate with other HHS Divisions and USG department, State, Tribal Health Facilities, Urban Indian Organizations, and partner Subject Matter Expert steering committees to improve AI/AN health care and status data collection to improve AI/AN health care and status data collection by identifying and sharing best practices to enhance the quality and quantity of AI/AN federal health information system data, including the expansion of social well-being, equity, economic resilience, and population comparison data.

# IHS (I/T/U) Considerations (Con't.)

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Combine the meaning of healthcare costs and medical costs under the term Healthcare Costs.

Define Primary Health Care Providers

Define Local Organizations