

Indian Health Service

2023-2027

Office of Urban Indian Health Programs
Strategic Plan Orientation

AUGUST 29, 2023

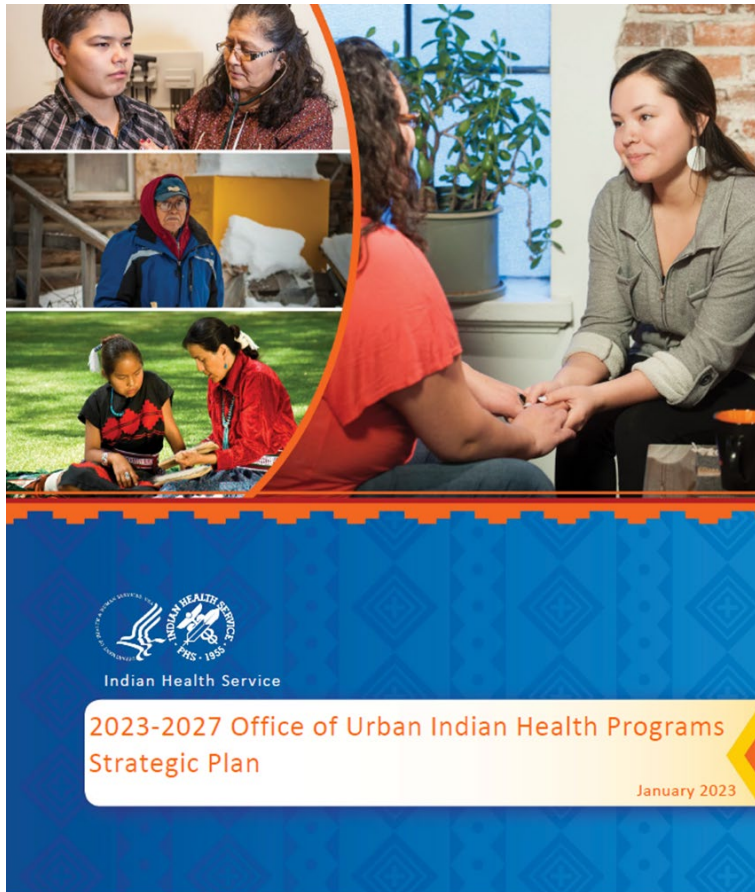


Purpose

Provide an orientation to Urban Indian Organizations (UIOs) and other stakeholders to the 2023-2027 Indian Health Service (IHS) Office of Urban Indian Health Programs (OUIHP) Strategic Plan and activities. OUIHP will work with IHS Headquarters Offices, Area Offices, stakeholders, and other Federal agencies to work towards achieving the goals and objectives.



Topics Covered



- OUIHP Background
- OUIHP Team
- 2023-2027 OUIHP Strategic Plan

OUIHP Background

- The Indian Health Care Improvement Act (IHCIA) directed the establishment of the OUIHP to provide central oversight of Urban Indian health programs and services.
- There are currently 41 non-profit UIOs nationwide funded through grants and contracts from the IHS.
- The programmatic decision-making is guided and organized through the development of a strategic plan that aims to support the overall IHS mission and OUIHP goals and objectives to support UIOs.
- This presentation summarizes the planning activities and support needed, providing a framework for achieving the IHS's Urban Indian health priorities over the next five years.

Meet the OUIHP Team



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Veterans Affairs
On-Site Review Manual
Budgets
Urban Policies
Urban Confer



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100% Federal Medical Assistance Percentage
UIO Specific All-Inclusive Rate
Federal Tort Claims Act
OUIHP Strategic Plan
Urban Indian Health Institute
Cooperative Agreement



Debi Nalwood

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Albuquerque Area
Billings Area
Nashville Area
Oklahoma City Area
Tucson Area
Accreditation
4-in-1 Grant Lead
National Council of Urban Indian Health
Cooperative Agreement



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California Area
Great Plains Area
Data (*Government Performance and Results Act, National Immunization Reporting System, Uniform Data System, Budget Formulation*)
Workload Reports
Information Technology Liaison



Revaline Yazzie-Tate

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Bemidji Area
Navajo Area
Phoenix Area
Portland Area
Communication
Process Improvement



Shayla Tate

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Operational Support
Support to Information Technology Liaison
OUIHP Webpage
Veterans Affairs Support
Mapping Project



Vacant

Administrative Officer

Program & Operational Support
Meeting Coordination/Scheduling
Purchasing/Travel
Timekeeper

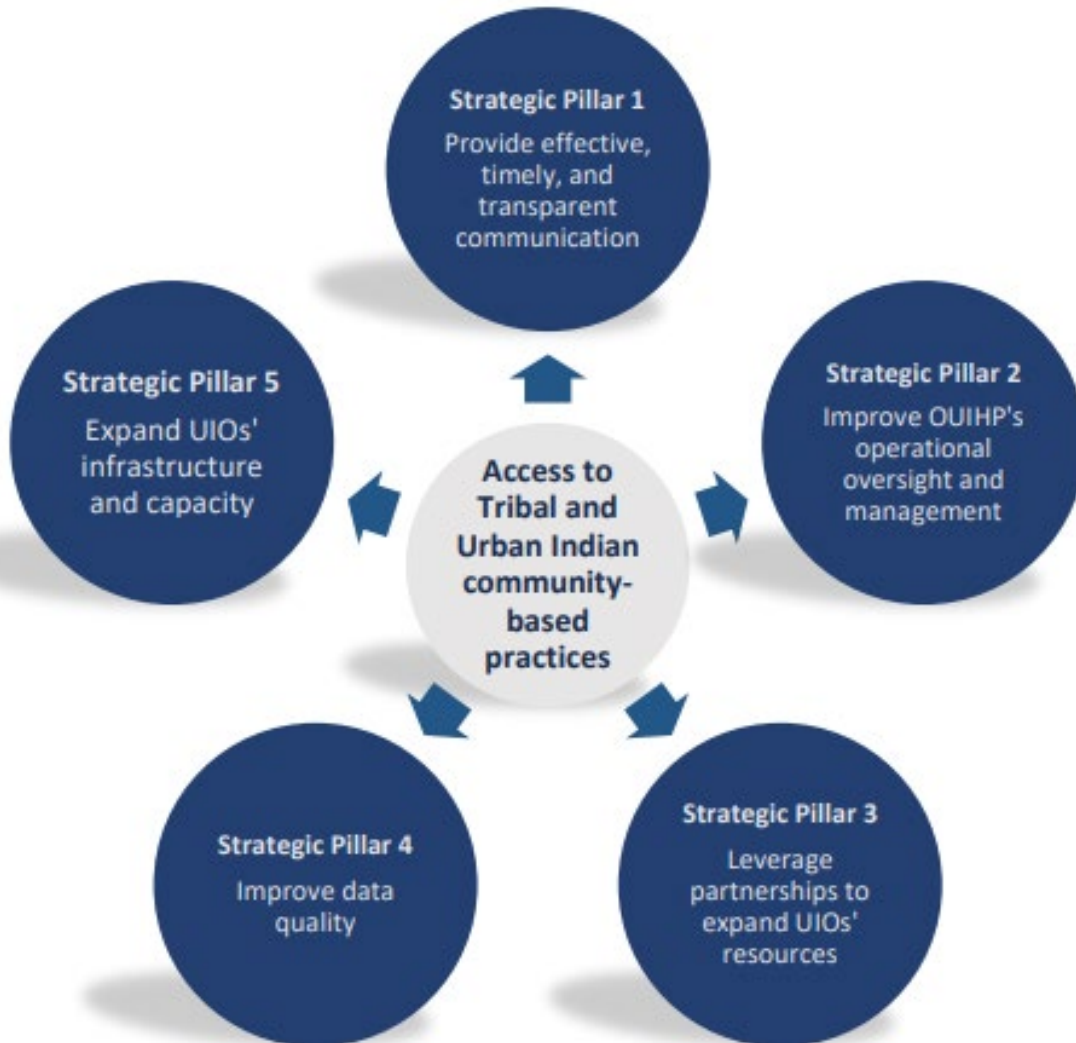


Vacant

Health Systems Specialist

Administrative Project Support
Management Reporting System
Annual On-Site Review Lead
Technical Assistance
Policy Analysis

2023-2027 Strategic Plan Overview - Pillars



Pillar 1: Provide effective, timely, and transparent communication

Pillar 2: Improve OUIHP's operational oversight and management

Pillar 3: Leverage partnerships to expand UIOs' resources

Pillar 4: Improve data quality

Pillar 5: Expand UIOs' infrastructure and capacity

Link to the 2023-2027 OUIHP Strategic Plan:

https://www.ihs.gov/sites/newsroom/themes/responsive2017/display_objects/documents/2023_Letters/DTLL_DUIOLLL_060523_Enclosure.pdf

Implementation - Work Plan

The 2023 Work Plan is a living document that outlines actions to address priorities. It will include public-facing communications quarterly on progress and accomplishments.

Monitoring – OUIHP will track progress for each activity and look for sustained progress over time.

Reporting – Updates on the work will be shared with UIOs, partners, and stakeholders and posted to the IHS website.

Crosswalk - IHS Strategic Plan

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 1.1: Recruit, develop, and retain a dedicated, competent, and caring workforce.

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

Objective 1.3: Increase access to quality health care services.



Crosswalk - IHS Strategic Plan

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.

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



Crosswalk - IHS Strategic Plan

Goal 3: To strengthen IHS program management and operations.

Objective 3.1: Improve communications within the organization with Tribes, Urban Indian Organizations, and other stakeholders, and with the general public.

Objective 3.2: Secure and effectively manage the assets and resources.

Objective 3.3: Modernize information technology and information systems to support data driven decisions



Pillar 1: Provide effective, timely, and transparent communication

Goal 1: Ensure UIOs receive timely and accurate information

Objective 1: Deliver effective communication messaging to UIO stakeholders (time-sensitive emails and meetings, bundle communications, i.e., newsletter, etc.).

Action Steps:

- Work towards standardizing the communication process, i.e., budget reports and sharing information from other Federal agencies.

IHS Strategic Plan 1.1 Operational



Pillar 1: Provide effective, timely, and transparent communication

Goal 2: Ensure a relationship of trust and transparency between IHS and UIOs

Objective 1: Develop a plan to improve communications with internal and external stakeholders.

Action Steps:

- Develop OUIHP communication plan.

IHS Strategic Plan 1.1 Operational



Pillar 1: Provide effective, timely, and transparent communication

Goal 3: Secure meaningful feedback from stakeholders to inform IHS and Federal partners' decision-making

Objective 1: Effectively implement the revised Urban Confer Policy across the IHS system.

Action Steps:

- Communicate and provide training on the Urban Confer Policy and process.

IHS Strategic Plan 1.1 Strategic



Pillar 1: Provide effective, timely, and transparent communication

Goal 3: Secure meaningful feedback from stakeholders to inform IHS and Federal partners' decision-making

Objective 2: Provide technical assistance to other Federal agencies to better engage UIOs in a process similar to Urban Confer.

Action Steps:

- Provide technical assistance to other Federal partners as needed.

IHS Strategic Plan 1.1 Operational



Pillar 2: Improve OUIHP's operational oversight and management

Goal 1: Strengthen UIOs' annual on-site review manual and processes

Objective 1: Implement electronic on-site review manual and process to improve consistency and usefulness.

Action Steps:

- Support IHS Areas through annual training plans.

IHS Strategic Plan 3.1 Operational



Pillar 2: Improve OUIHP's operational oversight and management

Goal 1: Strengthen UIO annual on-site review manual and process

Objective 2: Establish the annual on-site review process across IHS Areas through training and development.

Action Steps:

- Further develop the on-site review manual, processes, and training.

IHS Strategic Plan 3.1 Operational



Pillar 2: Improve OUIHP's operational oversight and management

Goal 2: Standardize the contract templates

Objective 1: Continue to standardize the contract templates.

Action Steps:

- Support training and provide communications on contract template updates.

IHS Strategic Plan 3.1 Operational



Pillar 2: Improve OUIHP's operational oversight and management

Goal 3: Strengthen OUIHP 4-in-1 grant program oversight and management

Objective 1: Conduct grant review and evaluations for quality improvement opportunities, and to ensure quality assurance requirements are met.

Action Steps:

- Support grantees with technical assistance, training, and feedback.

IHS Strategic Plan 3.1 Operational



Pillar 2: Improve OUIHP's operational oversight and management

Goal 4: Enable OUIHP organizational change at the program level to ensure opportunities for development

Objective 1: Develop a performance-focused OUIHP team.

Action Steps:

- Support internal process improvement and team development.

IHS Strategic Plan 3.1 Operational



Pillar 3: Leverage partnerships to expand UIO resources

Goal 1: Support diversifying health funding and financing opportunities for UIOs

Objective 1: Provide information to UIOs on the Veterans Affairs reimbursement agreement program to increase participation.

Action Steps:

- Provide information and assistance to UIOs and/or initiate Urban Confer, as needed.

IHS Strategic Plan 3.2 Financial



Pillar 3: Leverage partnerships to expand UIO resources

Goal 1: Support diversifying health funding and financing opportunities for UIOs

Objective 2: Provide technical assistance, as appropriate in collaboration with Centers for Medicare & Medicaid Services (CMS), UIOs, and other partners on the implementation of 100% Federal Medical Assistance Percentage.

Action Steps:

- Support technical assistance and collaboration with Federal partners and CMS, as needed.

IHS Strategic Plan 3.2 Strategic



Pillar 3: Leverage partnerships to expand UIO resources

Goal 1: Support diversifying health funding and financing opportunities for UIOs

Objective 3: Collaborate with UIOs on whether and how a UIO-Specific All-Inclusive Rate is developed.

Action Steps:

- Support communications and technical assistance to UIOs and Federal partners as needed.

IHS Strategic Plan 3.2 Strategic/Financial



Pillar 3: Leverage partnerships to expand UIO resources

Goal 1: Support diversifying health funding and financing opportunities for UIOs

Objective 4: Support UIOs' efforts to improve patient revenue, i.e., third-party resources.

Action Steps:

- Engage in partnerships with the National Council of Urban Indian Health (NCUIH) and other agencies to support and explore patient revenue opportunities for UIOs.

IHS Strategic Plan 3.2 Strategic



Pillar 3: Leverage partnerships to expand UIO resources

Goal 1: Support diversifying health funding and financing opportunities for UIOs

Objective 5: Support inclusion in the IHS budget formulation process.

Action Steps:

- Support UIO inclusion and communications on budget formulation meetings.

IHS Strategic Plan 3.2 Financial



Pillar 3: Leverage partnerships to expand UIO resources

Goal 2: Ensure UIOs' needs are reflected in Federal health policy for providers and resources

Objective 1: Provide Information to UIOs about access to Federal resources and supplies.

Action Steps:

- Support access to Federal resources and supplies.

IHS Strategic Plan 3.1 Strategic/Patient Safety



Pillar 3: Leverage partnerships to expand UIO resources

Goal 2: Ensure UIOs' needs are reflected in Federal health policy for providers and resources

Objective 2: Support inclusion of UIOs as part of emergency response strategies.

Action Steps:

- Optimize coordination with Federal supply chains in response to public health emergencies.

IHS Strategic Plan 3.1 Strategic/Patient Safety



Pillar 3: Leverage partnerships to expand UIO resources

Goal 3: Recruit, develop, and retain quality staff across the system

Objective 1: Collaborate with Health Resources and Services Administration (HRSA) on the Auto-Health Professional Shortage scores to support the recruitment of providers.

Action Steps:

- Share HRSA communications and updates with UIOs.



Pillar 3: Leverage partnerships to expand UIO resources

Goal 3: Recruit, develop, and retain quality staff across the system

Objective 2: Collaborate with other IHS Offices and Federal agencies in recruitment efforts, such as loan repayment, scholarships, and HRSA's National Health Service Corp.

Action Steps:

- Support UIOs' efforts to recruit and retain staff.

IHS Strategic Plan 1.1 Human Capital



Pillar 3: Leverage partnerships to expand UIO resources

Goal 3: Recruit, develop, and retain quality staff across the system

Objective 3: Provide support to UIOs in addressing workforce shortages and issues.

Action Steps:

- Support inclusion of UIOs in the national Community Health Aide/Practitioner, Behavioral Health Aide, and Dental Health Aide/Therapists programs.

IHS Strategic Plan 1.1 Human Capital



Pillar 4: Improve data quality

Goal 1: Integrate electronic technology platforms and standard protocols to enhance data collection

Objective 1: Establish accurate, verifiable, and user-friendly data.

Action Steps:

- Support development of electronic technology platforms and standard protocols to ensure accurate data.

IHS Strategic Plan 3.3 Operational



Pillar 4: Improve data quality

Goal 1: Integrate electronic technology platforms and standard protocols to enhance data collection

Objective 2: Support leveraging Federal and private partnerships, and intermediaries to support and enhance data quality.

Action Steps:

- Engage UIOs in communications and efforts in data management and inclusion in Health Information Technology (HIT) initiatives.

IHS Strategic Plan 3.3 Strategic



Pillar 4: Improve data quality

Goal 1: Integrate electronic technology platforms and standard protocols to enhance data collection

Objective 3: To improve data transparency and quality that extends reporting functionality to UIOs.

Action Steps:

- Support development of auto-generated reports for UIOs with no D1 account.

IHS Strategic Plan 3.3 Operational



Pillar 4: Improve data quality

Goal 1: Integrate electronic technology platforms and standard protocols to enhance data collection

Objective 4: To improve data that supports urban reference data.

Action Steps:

- Support efforts to define ‘service area’, validate data in Standard Code Book, and resolve discrepancies.

IHS Strategic Plan 3.3 Operational



Pillar 4: Improve data quality

Goal 2: Partner with UIOs and other Urban stakeholders to improve data accuracy and quality

Objective 1: Partner with NCUIH data workgroup to improve UIO data accuracy and quality.

Action Steps:

- Engage in collaborative efforts with NCUIH on issues and strategic priorities.

IHS Strategic Plan 3.1 Strategic



Pillar 4: Improve data quality

Goal 2: Partner with UIOs and other urban stakeholders to improve data accuracy and quality

Objective 2: Work with UIOs to achieve 100% data mapping to the National Data Warehouse.

Action Steps:

- Support updates to Urban Site Mapping Data request and develop resources/guidance/training on the mapping process.

IHS Strategic Plan 3.3 Operational



Pillar 4: Improve data quality

Goal 3: Train UIOs on data collection

Objective 1: Provide technical assistance and training webinars on a broad range of data collection-related topics.

Action Steps:

- Support UIOs through webinars/training materials and data quality reports.

IHS Strategic Plan 3.1 Operational



Pillar 4: Improve data quality

Goal 3: Train UIOs on data collection

Objective 2: Develop resource repository (trainings, templates, etc.) to support accessibility of archived data education materials.

Action Steps:

- Create and maintain a resource repository on the IHS OUIHP website.

IHS Strategic Plan 3.1 Operational



Pillar 5: Expand UIO Infrastructure and capacity

Goal 1: Ensure individual UIOs' infrastructure needs are identified and addressed

Objective 1: Complete a UIO infrastructure study (priorities and unmet needs) that provides individual UIO infrastructure assessment reports, with strategies to support future UIO infrastructure development.

Action Steps:

- Engage UIOs in the development of an Infrastructure Study.

IHS Strategic Plan 3.2 Strategic



Pillar 5: Expand UIO Infrastructure and capacity

Goal 1: Ensure individual UIOs' infrastructure needs are identified and addressed

Objective 2: Provide support to UIOs on the amended IHClA provision authorizing IHS to make funds available for renovations, construction, and/or expansion of UIO facilities.

Action Steps:

- Engage in partnerships with Headquarters and Area Offices to assist UIOs with construction-related activities.

IHS Strategic Plan 3.2 Strategic



Pillar 5: Expand UIO Infrastructure and capacity

Goal 2: Modernize information technology to address UIOs' needs

Objective 1: Continued Urban Confer with UIOs in the development and implementation of HIT modernization.

Action Steps:

- Support UIOs in HIT modernization development.

IHS Strategic Plan 3.1 Strategic



Pillar 5: Expand UIO Infrastructure and capacity

Goal 3: Expand UIOs' capacity and reach to meet the needs of the service population

Objective 1: Support development and expansion of services provided by existing UIOs.

Action Steps:

- Support UIOs' expansion efforts and accreditation/readiness.

IHS Strategic Plan 3.2 Operational



Pillar 5: Expand UIO Infrastructure and capacity

Goal 3: Expand UIOs' capacity and reach to meet the needs of the service population

Objective 2: Support the expansion of new UIOs in unserved urban centers.

Action Steps:

- Identify unserved urban centers.



Resources & Contact Information

2023-2027 IHS OUIHP Strategic Plan

[https://www.ihs.gov/sites/newsroom/themes/responsive2017/display_objects/documents/2023 Letters/DTLL DUIOLLL 060523 Enclosure.pdf](https://www.ihs.gov/sites/newsroom/themes/responsive2017/display_objects/documents/2023%20Letters/DTLL%20DUIOLLL%20060523%20Enclosure.pdf)

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