

Indian Health Service (IHS)

IHS Strategic Plan 2018-2022

Workgroup Meeting 3 Summary – Goal 2

December 13, 2017

1:00pm-2:00pm ET

Meeting Format: Conference Call and Adobe Connect

Workgroup's Purpose

Provide IHS Strategic Plan recommendations to IHS senior staff, including recommending strategies for each of the draft goals and objectives.

Progress to Date

To date, the IHS Federal-Tribal workgroup has held two meetings.

- The first meeting held on November 14, 2017, provided an overview of the workgroup process from IHS Senior Leadership, an overview of the strategic plan process to date, projected timeline, and an introduction of important plan definitions.
- During the second meeting on November 29, 2017, members reviewed comments received from tribal leaders, Urban Indian Organization leaders, and IHS staff.
 - The first homework assignment was a tally sheet. The tally sheet required each individual to review and determine if a proposed strategy is a Strategy or Charter and if a Move/Reword is required.
 - Additionally, workgroup members voted to extend the workgroup meeting time (one-hour to one-hour and thirty minutes) and dates (a fifth workgroup meeting was added to the schedule).

Meeting 3 Overview

The goal of today's meeting is to review the proposed strategies and determine if the strategies are appropriate for the workgroup's respective goals and objectives in the draft IHS Strategic Plan 2018-2022. The results of the tally sheet homework assignment from meeting 2 were reviewed.

To facilitate review of the proposed strategies, the strategies were organized in a color-coded system as follows (results are based on workgroup member's submission of the homework assignment):

- Green: 60%-100% of workgroup members agreed this is a strategy.
- Yellow: 41%-59% of workgroup members rated this as a Strategy and/or a Charter.
- White: Less than 40% of workgroup members rated the statement as a Strategy.

The workgroup reviewed the proposed statements and discussed if changes are needed to the statements in green and determine if the statements in yellow are a strategy or charter/activity. Since less than 40 percent of workgroup members rated the proposed statement as a strategy, those statements are determined to be charters.

Proposed strategies received after the submission date were added to meeting documents for discussion as "additional proposed strategies." Workgroup members reviewed the additional strategies to determine if each statement is a strategy or charter.

Voting Results

A summary of the workgroup's votes is included below. A 'yes' vote indicates the statement remains a Strategy and a 'no' vote indicates the statement is a Charter.

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Workgroup Recommendations/Comments:

- Bold headers will be deleted. The purpose in keeping these headers for this exercise was to inform workgroup members where the proposed strategies originated.
- Combine Strategies: There are some strategies that are duplicates, some should be lumped together. The Great Plains Area Strategic Plan, HHS Strategic Plan and Tucson Area Strategic Plan strategies can be combined because each talks about PCMH certification.
- How is the QIO/HINN being integrated over the next 3 years for Quality development in various areas? Response: This may roll up as a charter activity to a specific strategy, this hasn't been specifically integrated but the work being done by QIOs can be integrate into this.
- During the re-wording process, a charter may become a "child" to a "parent" strategy.

Objective 1

- GREEN Highlights: The workgroup recommended that all statements in green are strategies.
- WHITE Statements: The workgroup recommended all statements as charters.
- YELLOW Highlights: Proposed statements voted 'Yes' to be a Strategy or 'No' to be a Charter.

Proposed Strategy or Charter/Activity	Yes	No
Employ a process improvement model across the IHS which would manage patient safety requirements and allow for quick process review and implementation of action steps to reconcile changes. <i>Comments: Is this the only PI model we are referencing for comment 1? If not, then we should combine them.</i>	0%	100%
Improve the consistency, usefulness, and efficiency of onsite program reviews: Explore options to help improve consistent, high quality program reviews and timely corrective actions, such as the feasibility of centralizing responsibility for onsite program reviews in OUIHP.	0%	100%
Standardize contract requirement for UIOs nationwide to enable monitoring program performance against a common baseline.	0%	100%
Achieve Patient Centered Medical Home Certification	100%	0%

Additional Suggested Strategies:

Proposed Strategy or Charter/Activity	Yes	No
1. Adopt the model for Improvement as the standard process for quality improvement activities across the IHS for all staff at all levels of the organization. <i>Comments: If we are talking about improvement models, if this is re-worded it can become a strategy because a 'model for improvement' is a large category.</i>	75%	25%
2. Adopt processes and models that support high-reliability care delivery and learning systems. <i>Comments: I like the way this is worded versus the first yellow proposed strategy comment and should replace that statement with this one.</i>	100%	0%
3. Develop training modules for clinical, public health and administrative quality improvement/standard. <i>Comments: This comment contains three categories that focus on clinical, public health and administrative in regards to training. I like how this is reworded as a parent strategy. This seems to be more like a charter because it is an activity. The 4th line in the green section can be reworded to combine this comment.</i>	20%	80%

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Objective 2

- **GREEN Highlights:** The workgroup recommended that all statements in green are strategies.
- **WHITE Statements:** The workgroup recommended all statements as charters.
- **YELLOW Highlights:** Proposed statements voted ‘Yes’ to be a Strategy or ‘No’ to be a Charter.

Proposed Strategy or Charter/Activity	Yes	No
Promote the use of the Zero Suicide model to improve the care for patients at risk for suicide.	0%	100%
Train all employees across the IHS system of social determinants of health as a public health approach in a health care system.	25%	75%
Address impact of historical trauma in service delivery conduct empirical research to collect this data. <i>Comments: The first part is a strategy and the second part is a Charter.</i>	100%	0%

Modify/Move Strategies, Combine and Delete:

Workgroup members reviewed each proposed strategy to determine if the proposed reword and move recommendation is appropriate.

Objective 1

Proposed Strategy or Charter/Activity	Move to Goal	Reword	Workgroup Recommendation
Define and implement major processes of the IHS to develop a view of the organization as a system. <i>Comments: If we categorize these it would be helpful. I have a suggested re-write for the objective. This item will be moved to the parking lot for now.</i>	N/A	Delete or reword: Is this referring to dashboards or improving business processes for management of resources under Goal 3?	Parking Lot
Implement excellence and quality through encouraging innovation <i>Comments: I recommend that we delete this. Need more clarification on what is meant by stating ‘innovation’.</i>	N/A	Implement to “promote” but are there current structures or resources developed to innovation? Innovation comments need to be thought through – are we talking about employee engagement, or clinical innovation? Management innovations?	100% voted to delete comment.
Provide resources and training to achieve accreditation for all Patient Centered Medical Homes and Youth Treatment Centers. <i>Comments: Capacity building suggests an activity. This would support a broader strategy regarding PCMH. With the reword this will be a Charter. Youth Treatment centers will be included. With the rewording this will be a Charter.</i>	2.2	Should PCMH be an objective? Provide capacity building resources for accreditation for patient centered medical homes and regional treatment centers.	100% voted that this be reworded and become a charter.
Support the adoption and evolution of patient centered models of care, including PCMH recognition and care integration. <i>Comments: This is a strategy. I would keep as a strategy.</i>	N/A	What is going to be accomplished by seeking PCMH? Should all the PCMH comments be combined? As currently worded, this could be a	Strategy consensus, no vote.

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Proposed Strategy or Charter/Activity	Move to Goal	Reword	Workgroup Recommendation
		strategy but its specific activity to one area, or across IHS? And it's pretty vague. What is expectation/Goal? Not measurable as currently worded.	
Provide care to meet the health care needs of AI/AN communities. <i>Comments: I agree that this is captured as stated. This should be the new 2.2.</i>	2.2	Comment is captured in objective 2 below. Delete or incorporate into plan but with specifics since one of IHS mission is to provide health care to AI/AN communities.	Delete as strategy and replace this language for 2.2, no vote.
Promote innovative through grants <i>Comments: This will be moved to Goal 3 Objective 2. Reword: Promote innovation through grants and contracts and move to 3.2.</i>	N/A	No mention of Buy Indian Act or small business goals for contracting that may be better fit into Goal 3 and taken up a level.	100% voted to reword "Promote innovation through grants and contracts" and move to 3.2.
Provide evidence-based specialty and prevention care that reduces the incident of the leading causes of death. <i>Comments: Revise "incident" to incidence and move to 2.2.</i>	2.2	N/A	100% voted to move to 2.2.
Expand the reach of improving patient care initiative to all service unites. As part of IPC implementation at each location, each CEO will be encouraged to initiate discussion with the Tribal partners to expand IPC procedures to tribally-run programs. <i>Comments: This is a potential activity under promoting quality improvement, Goal 2 Objective 1. IPC and PCMH may be combined. This can potentially be an activity. Change this to a Charter under PCMH.</i>	N/A	IPC is already accessible by all I/T/U facilities.	100% voted to change this to a charter under PCMH.

Next Steps

- Members were asked to review the remainder statements and make suggestions to REWORD, COMBINE or MOVE strategies for the next meeting.
- The January 10th meeting (meeting 4) will focus on goals, objectives and strategies.
- Meeting 5 (January 24th) will focus on finalizing the draft mission, vision, goals, objectives and strategies. January 24th conflicts with Tribal Self-Governance Advisory Committee meeting and the date will be changed.

Homework:

- Two worksheets will be sent to members to follow up on today's discussion to REWORD and MOVE strategies and review comments received on the Mission and Vision statements.

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Meeting Attendees

Workgroup Members

Name (last, first)

Crowe, Darren

Galindo, Minette

Herbison, Laura

Johnston, Jeffrey

Ortiz, Raho

IHS-BIL

IHS-OCPS

IHS-POR

IHS-OMS

IHS-OUIHP

Other Attendees

Name (last, first)

Boney, Melissa

Davis, Yvonne

Frazier, CAPT Francis

Pittman, Robert

Robinson, Gene

Vogel, Lucie

Weld, Patrick

IHS-OPHS

IHS-OPHS

IHS-OPHS

IHS-OPHS

IHS-OPHS

IHS-OPHS

IHS-OPHS