

Indian Health Service (IHS)

IHS Strategic Plan 2018-2022

Workgroup Meeting 3 Summary – Goal 3

December 13, 2017

3:00pm-5:00pm 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.

Indian Health Service (IHS)

IHS Strategic Plan 2018-2022

Workgroup Recommendations/Comments:

- How are the green strategies connected to the objectives?
- What level of specificity are we to review charter or tactics?
- The strategies involving Urban Indian Organizations can be combined.
- Is there a broader objective related to telehealth?
- When questions were raised about a particular strategy, this workgroup made references to the purpose of this activity to determine if a statement is a strategy or charter, written as is.

Objective 1

- **GREEN Highlights:** The workgroup made one recommendation to reword a green strategy (see table below) and accepted all other statements in green are strategies.

Proposed Strategy or Charter/Activity	Yes	No
Expand Medicaid/Medicare <i>Comment: Workgroup raised questions about the intent of this strategy and a suggestion was made to keep it as a strategy with the possibility to reword in the next step.</i>	100% REWORD	0%

- **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
Continue working with other parts of IHS and other HHS agencies on the opportunities for UIOs to advance health care goals and initiatives and work with these agencies to facilitate UIO involvement in these goals and initiatives, as authorized, including access to funding and other resources. <i>Comments: Members stated that another objective at a higher level would have to describe this specific activity, there is too much detail in this statement.</i>	0%	100%
Provide UIOs with the knowledge and tools needed to participate effectively in the IHS confer processes to the maximum extent practicable. <i>Comments: This is similar to other UIO strategies – the author is trying to get to what? How do UIOs get in touch or connect with the rest of the program entirely. It sounds like these are taken from an Urban specific Strategic Plan and if we can revise to kick these up to an Agency level or combine some of these would be helpful. Also, some of the strategies in white below should be combined under one urban strategy/charter.</i>	0%	100%
Improve the understanding that awareness by Tribal representative of the different funding resources used by UIOs. <i>Comments: A recommendation was made during a prior meeting to have a "convention" of self-governance, direct service, and UIOs sites since there are commonalities among all three, the UIO strategies can be addressed by an activity that addresses 3 or 4 of these strategies.</i>	0%	100%
Establish an ongoing process to identify and prioritize challenges that limit access to health care by Urban Indians and develop strategies to overcome or mitigate challenges. <i>Comments: This is an example of a good overall strategy for the urban program, this is more of a parent thought reword to say HHS OPDIVs and use less vernacular, go with strategy with the caveat that it needs to be re-worded.</i>	71% REWORD	29%
Streamline communication lines with sister agencies so that tribes and tribal members benefit from their services. <i>Comment: Change the wording from 'sister agencies' to 'HHS agencies'.</i>	57% REWORD	43%

Indian Health Service (IHS)

IHS Strategic Plan 2018-2022

Proposed Strategy or Charter/Activity	Yes	No
Develop metrics for environmental factors for deployment to health facilities to provide quality services. <i>Comments: As written, the strategy is difficult to understand the concepts.</i>	0%	100%
Provide information and resources on telehealth and telemedicine. <i>Comment: How does this strategy support the objective of improving communication, it's a direct response to a goal – a strategy, it's a charter because it contributes to a state where access to telehealth and telemedicine is available and known by users, is there a broader objective related to telehealth (i.e. parent objective), advancing access would be higher level goal related to telehealth/medicine.</i>	25%	75%
Address unpaid bills sent to patients. <i>Comment: The statement is so specific, leave it as a charter.</i>	0%	100%

Additional Suggested Strategies:

Proposed Strategy or Charter/Activity	Yes	No
1. Develop deliberate and proactive communication plans for internal and external stakeholders that provide recurring periodic updates and opportunities for discussion. <i>Comment: There is a lot of content in this comment. The intent is unclear.</i>	100% REWORD	0%
2. Support transparency and participation for tribal and urban stakeholders by developing customer relationship management tools utilizing the MURA content management system, and existing IHS resource. <i>Comments: Nominated as a charter, "there's actually a nice place for this charter where a strategy already exists."</i>	14%	86% MOVE

Objective 2

- **GREEN Highlights:** The workgroup discussed the following green strategies and voted 'Yes' if the statement is a strategy or 'No' for a charter or to delete (as stated in the table below).

Proposed Strategy or Charter/Activity	Yes	No
Every section of the plan should have a measurable outcome. <i>Comments: Should be deleted or placed in another section of the strategic plan. However, this can be a strategy depending on the way the context is being referenced.</i>	100% DELETE but ensure it is incorporated into the SP.	0%
Leverage capabilities of the IHS, other Federal agencies, the Cooperative Agreement awardee, and the Urban Indian community. <i>Comments: Reads as very program specific - as written, reads more like an activity.</i>	17%	83%
Provide orientation program for employees on work, communication and personal boundaries of management and leadership. <i>Comments: This is very tactical, an activity to support improved employee orientation – may support a broader strategy of employee retention.</i>	0%	100%
Ensure that IHS personnel are considered to be essential and thus exempt from shutdown- related furloughs. <i>Comments: Most employees are excepted from furloughs – 85 percent of staff are not impacted. This is outside the scope of a strategic plan.</i>	0%	100%

- **WHITE Statements:** The workgroup recommended all statements as charters.

Indian Health Service (IHS)

IHS Strategic Plan 2018-2022

- **YELLOW Highlights:** Proposed statements voted ‘Yes’ to be a Strategy or ‘No’ to be a Charter.

Proposed Strategy or Charter/Activity	Yes	No
Provide health care, environmental engineering, environmental health, and health facilities engineering services in response to disasters. <i>Comments: Strategy also listed in Goal 1, Obj. 3 – workgroup goal 1 determined this a charter. This appears to contribute to a capability.</i>	0%	100%
Effectively and efficiently execute response, recover and mitigation to natural disasters.	67%	33%
Employ crisis response communications within local, area, and national offices.	83%	17%
Work more collaboratively with Tribal Epi Centers	0%	100%

Additional Suggested Strategies:

Proposed Strategy or Charter/Activity	Yes	No
1. Ensure transparency, accountability, and effectiveness of the IHS Dental Program and its component projects and initiatives through: <i>Comments: Similar to the suggestion from the other workgroup, the first statement “ensure transparency, accountability, and effectiveness of the IHS dental program and its component projects and initiatives through...” is the strategy and the subsequent statements (i.e. items 2-4 below) are charters.</i>	100% #1 Strategy, #s 2-4 Charters	0%
2. Working with strategic partners, reporting outcomes of oral health initiatives and projects and changes in oral health status of the AI/AN population.		
3. Identifying, developing new, and revising existing oral health measures related to efficiency, effectiveness, and quality of oral health care in the system.		
4. Reporting progress on implementation of the strategic plan annually to internal and external stakeholders		

Objective 3

- **GREEN Highlights:** The workgroup discussed the following green strategies and voted ‘Yes’ if the statement is a strategy or ‘No’ for a charter or to delete (as stated in the table below).

Proposed Strategy or Charter/Activity	Yes	No
Support tribes that utilize non-RPMS systems. <i>Comments: This strategy is similarly worded to “continue support for programs not using RPMS.”</i>		
Improve the RPMS platform. <i>Comments: This is broad - what are we improving? And are we still investing in a system that we might replace? It's hard to figure out where this belongs. Will an IT or SME weigh in?</i>	25%	75%
Enhance IHS HR infrastructure so they can efficiently process electronic applications. <i>Comments: This may fall under the strategy above - seems to fall under broader strategy.</i>	0%	100%
Continue support for programs not using RPMS. <i>Comments: This seems more like an opinion, I'm not sure if this would go into a strategic plan.</i>		100% DELETE duplicate

- **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
Initiate partnerships to create greater access to health registries and seamless data linkages between IHS and others. <i>Comments: There may be items that can fit under here, it could be a parent strategy.</i>	100%	0%

Indian Health Service (IHS)

IHS Strategic Plan 2018-2022

Additional Suggested Strategies:

Proposed Strategy or Charter/Activity	Yes	No
1. Establish capability for data federation so that data analytics/business intelligence may be applied to disparate data stores and platforms. <i>Comments: I like this statement as a strategy. Data federation supports the idea that all tribes are not using RPMS, they are using different systems. If we want to be able to participate in certain things we're doing we should federate this data so it's interoperable.</i>	100%	0%
2. Set a development placeholder for block chain and other emerging technologies when determining modernization/replacement for RPMS, thus assuring that IHS is looking five years into the future and not five years into the past. <i>Comments: Unsure what a "block chain" is. This statement is the idea we should be looking ahead with what's emerging with technology and not behind (i.e. what's been used for the past 10 years).</i>	100%	0%

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.

Meeting Attendees

Workgroup Members

Name (last, first)

Carmen, Miranda	IHS-OCPS
Conners, Tina	IHS-ORAP
Gemmell, Robert	IHS-CAO
Haugen, Nancy	IHS-GPA
Marino, Daniel	IHS-TUC
Phillips Duane	IHS-OHR
Woodard, Micah	IHS-POR

Other Attendees

Name (last, first)

Davis, Yvonne	IHS-OPHS
Frazier, CAPT Francis	IHS-OPHS
Johnston, Jeffrey	IHS-OMS
Pittman, Robert	IHS-OPHS
Robinson, Gene	IHS-OPHS
Vogel, Lucie	IHS-OPHS