

Indian Health Service (IHS)

IHS Strategic Plan 2018-2022

Workgroup Meeting 5 Summary – Goal 3

January 17, 2018

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

The IHS Federal-Tribal workgroup has held four meetings on: November 14, 2017, November 29, 2017, December 13, 2017, and January 10, 2018.

1. The first meeting 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.
2. During the second meeting, 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 or Rework 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).
3. During the third meeting, members reviewed the proposed strategies to determine if the strategies are appropriate for the workgroup's respective goal and objectives. Based on the homework submissions, the strategies were organized in a color-coded system (i.e. Green, Yellow and White-see Meeting 2 Summary for more information). The workgroup identified the strategies and charters according to goal and objectives but did not have enough time to review the Move or Rework recommendations during meeting 3.
 - Workgroup members were sent an updated Rework and Move Excel worksheet to review including a "summary" column.
4. During the fourth meeting members reviewed the aggregated reword and move recommendations.

Meeting 5 Overview

The goal of today's meeting is to finalize the reword and move recommendations. In preparation for today's discussion workgroup members were asked to review a revised REWORD and MOVE worksheet and prepare their vote and reword recommendations.

Voting Results

Workgroup members (or their designee) reviewed a summary of recommendations and voted to accept or make changes to the recommendations. The table below includes the summary column of recommendations and the final workgroup recommendation.

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Goal 3 Objective 1

Proposed Strategy	Summary	Workgroup Recommendation
16. Ensure that IHS employees understand how UIHPs actually work.	Keep in goal 3, objective 1	REWORD: "Strengthen employee performance and accountability by improving employee orientation, and opportunities for training and education, including but not limited to customer service skills." (from GOAL 1.2 REWORD as agreed to on 01.17.2018)
18. Design social media avenues to ensure wide dissemination of information across Tribal communities. 19. Support efforts to develop and interpret community health needs assessments. 20. Provide technical assistance to tribes to work better with block grants. 22. Ensure that communication details plans to those who stand to benefit from the services are informed of any changes and that there is assurance that they can physically access the services.	Reword: Design social media platforms that will ensure wide dissemination of information to interested and affected individuals and organizations. Combined Strategies 18, 19, 20 and 22. Recommend keep in goal 3 objective 1	Agree with Column E.
7. Work collaboratively with other IHS offices (e.g., the Loan Repayment Program) and HHS agencies (e.g., SAMHSA, HRSA, etc.) where missions, goals, and authorities overlap.	Reword: Effectively collaborate with other IHS offices (e.g., the Loan Repayment Program) and HHS OPDIVs where missions, goals, and authorities overlap. Moved from Goal 3.2	Agree with Column E.

Goal 3 Objective 2

Proposed Strategy	Summary	Workgroup Recommendation
1. Strengthen management accountability into overall system. 3. Improve the conditions to manage and properly secure all assets and resources. 4. Streamline business practices to improve financial management and increase financial resources. 32. Ensure transparency, accountability, and effectiveness of the IHS Dental Program and its component projects.	Reword: Enhance IHS management and accountability infrastructure to ensure transparency, properly manage and secure all assets and increase resources. Combine Strategies 1, 3, 4 and 32.	Agree with Column E.
2. Act Upon Performance Data- Standardize Data and Reporting Requirements	Move to goal 3 objective 3	Agree with Column E.
5. Leverage available data to improve congressional appropriations for Agency.	Move to goal 3 objective 3	Agree with Column E.

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Proposed Strategy	Summary	Workgroup Recommendation
6. Capitalize and recapitalize public health infrastructure, equipment, and systems to provide maximum value to the Tribes and the Nation.	Reword: Ensure that Federal, state, tribal, territorial and local Tribal health programs have the necessary infrastructure to effectively provide essential public health services.	Agree with Column E.
7. Work collaboratively with other IHS offices (e.g., the Loan Repayment Program) and HHS agencies (e.g., SAMHSA, HRSA, etc.) where missions, goals, and authorities overlap.	Reword: Effectively collaborate with other IHS offices (e.g., the Loan Repayment Program) and HHS OPDIVs where missions, goals, and authorities overlap. Recommend move to goal 3 objective 1	Already agreed to move. No vote on 01.17.2018.
8. Work effectively with Tribes to address funding shortages of IHS.	Reword: Work effectively with Tribes and Urban programs to address funding shortages through a Needs Based Budget. Recommend keep in goal 3 objective 2	Agree with Column E.
9. Strengthen employee performance and accountability to the Agency, tribes and patients.	Move to goal 1 objective 1	Agree with Column E.
10. Develop and implement a plan that will recruit and train talented and motivated staff.	Move to goal 1 objective 1	Agree with Column E.
11. Every section of the plan should have a measurable outcome.	Delete , but ensure it is incorporated into the SP process. This is more like a general statement, a principle for the strategic plan. We want assurance that it will be included in the SP, we would have some way of measuring the outcome in meeting a goal and objective. Look at this from a tribal leader's perspective, they want assurance that we are going to do this, whether it goes in the instructions or making sure that our staff/this staff/this process includes those measurable outcomes is what we need to think about, if we delete it should be shelved somewhere else.	Agree with Column E.
12. Conduct a research project to design business practices.	Reword: Routinely perform management inventory to	REWORD: "Routinely review management operations to

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Proposed Strategy	Summary	Workgroup Recommendation
	effectively maintain key business management practices	effectively improve key business management practices."
13. Provide training for tribal health directors on how IHS effectively manages assets and resources and how this option could benefit the Tribes as well as IHS.	Reward: Develop policies, use tools, and apply models that ensure stewardship of assets and resources for future tribal generations.	Agree with Column E.
14. Support the Nation and the Tribes in achieving energy security and sustainability goals in IHS offices, health care facilities, and completed projects and systems. 15. Improve the safety and resilience of Indian communities, Native Americans and the Nation. 16. Manage the life-cycle of health care, environmental engineering, environmental health and health facilities engineering infrastructure, equipment and systems in order to deliver sustainable services. 21. Provide reliable facilities that are sustainable and minimize life-cycle costs. 23. Ensure that urban AI/ANs are counted.	Reward: Apply the economics of population growth, environmental health, poverty, and income distribution, market failures, economic valuation, in achieving energy security, safety, resilience and sustainability at the Area Offices, Service Units, Clinics and tribal health care facilities. Combined 14, 15, 16, 21 and 23. Keep in goal 3, objective 2.	REWORD: "Apply economic principles and methods to assure security and sustainability at federal, tribal and urban facilities." However, it is still unclear what all of these strategies are trying to capture. REVISED: "Apply economic principles and methods to assure ongoing security and sustainability of federal, tribal and urban facilities."
19. Effectively and efficiently execute response, recovery, and mitigation to disasters. 25. Effectively and efficiently execute response, recovery and mitigation to natural disasters. 26. Employ crisis response communications within local, area and national offices.	Reward: Effectively and efficiently execute response, recovery, and mitigation to disasters. Recommend keep in goal 3, objective 2	Agree with Column E.
20. Modernize the HIT system for IHS RPMS or COTS.	Recommend move to goal 3 objective 3	Agree with Column E.
22. Align with universal patient record systems to link off reservation care systems that serve AI/AN.	Recommend move to goal 3 objective 3	Agree with Column E.
3. Strengthen management and operations through effective oversight. 5. Strengthen reporting relationship of Areas offices to Service Units and Headquarters. 8. Increase technical assistance capabilities of Area Offices.	Reward: Strengthen technical assistance capabilities and reporting relationships of Area offices to Service Units and Headquarters for effective management and operations oversight. Combine Strategies 3, 5 and 8. Moved from Goal 3.1	Discussed during last week's meeting - see row 5 above, workgroup agreed to each strategy is a standalone strategy.
11. Expand Medicaid/Medicare.	Reward: Expand the current IHS Medicaid/Medicare model to provide AI/AN Medicaid/ Medicare beneficiaries with more	Discussed during last week's meeting - see row 9 above, more background information is needed about this comment.

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	health care choices. Moved from Goal 3.1	
15. Improve process/protocols with finance, acquisitions, business office, service units.	Moved from Goal 3.1	Original intent of strategy to be discussed.
9. Consistency and standardized management of funding opportunities.	Moved from Goal 3.3	REWORD: "Develop standardized management strategies for grants, contracts and other funding opportunities to promote innovation and excellence in operations and outcomes." COMBINE #9 and #8.
13. Optimize business functions to ensure IHS is engaged in discussions on value-based purchasing.	Moved from Goal 3.3	Agree with Column E.
8. Promote innovation through grants.	Reword: Promote innovation through grants and contracts. Moved from Goal 3.2	COMBINE with #9 in row 38 above.

Goal 3 Objective 3

Proposed Strategy	Summary	Workgroup Recommendation
<p>1. Evaluate needs of the IHS and the ability for the RPMS system to meet or exceed needs.</p> <p>8. Assess needs of the IHS to determine adequacy of the RPMS.</p> <p>14. Support tribes that utilize non-RPMS systems.</p> <p>26. Modernize the IHS electronic health record system as a multi-year endeavor and require specific funding as to not affect the delivery of critical health services to AI AN.</p> <p>27. Provide Tribal access to IHS data systems.</p> <p>29. Initiate partnerships to create greater access to health registries and seamless data linkages between IHS and others.</p> <p>35. Set a development placeholder for blockchain 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.</p>	<p>Reword: Evaluate EHR needs of the IHS and the ability for the RPMS system to meet those needs, create seamless data linkages, and meet data access needs for tribes and tribal program with non-RPMS systems. Combined 1, 8, 14, 18, 20, 26, 27, 29 and 35.</p>	<p>Agree with Column E but strike RPMS and include "health information systems"</p>
<p>2. Improve data collection and regular analysis to measure Agency actions to improve access and quality.</p> <p>5. Promote implementation of</p>	<p>Reword: Develop a consistent, robust, stable, secure, state of the art IT system to support clinician's</p>	<p>Agree with Column E.</p>

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<p>understandable, functional health information technology tools to support clinicians and their workflow.</p> <p>6. Improve on the security of health records for all AI/AN.</p> <p>10. Strengthen data driven decisions with state of the art information technology and information technology systems.</p> <p>11. IHS will have a consistent, robust, stable, secure, and fast information technology network.</p> <p>12. Upgrade information technology and information systems to promote data driven decisions as well as ease of data management and entry of providers.</p>	<p>workflows, improve data collection and provide regular and on-going data analysis. Combined Strategies 2, 5, 6, 10, 11 and 12</p>	
<p>3. Ensure accessible data includes I/T/U data.</p> <p>4. Assure system of data sharing.</p> <p>7. Enhance partnership with tribal data.</p> <p>15. Enhance data access to Tribal Epi Centers.</p> <p>17. Employ agreements with Tribes to ensure data sharing with the IHS.</p>	<p>Reward: Assure system of data sharing to solidify partnerships with tribal epidemiology centers and other tribal programs. Combined Strategies 3, 4, 7, 15 and 17.</p>	<p>Agree with Column E.</p>
<p>9. Consistency and standardized management of funding opportunities.</p>	<p>Recommend move to goal 3, objective 2</p>	<p>Reviewed under 3.2 - will discuss.</p>
<p>13. Optimize business functions to ensure IHS is engaged in discussions on value-based purchasing.</p>	<p>Recommend move to goal 3, objective 2</p>	<p>No need to discuss, already voted to MOVE.</p>
<p>16. Increase access to quality health care services by advocating for space that is adequate in size and technologically able to meet modern health care.</p>	<p>Reward: Provide quality health care services by advocating for space that is adequate in size and technologically able to meet modern health care. Recommend keep in goal 3, objective 3</p>	<p>NO agreement on Column E - 50/50 vote split. Comments included statement is redundant, OEHE should be consulted and to delete this strategy. Workgroup did not decide. NOTE: This is the same as 1.3 (16, 23). Therefore, just go with whatever Goal members decided.</p>
<p>19. Enhance IHS HR infrastructure so they can efficiently process electronic applications.</p>	<p>Move to goal 1, objective 1</p>	<p>NO agreement on Column E. Workgroup discussed REWORD possibilities. SEE REWORD in 1.2 (19). This needs to be deleted from this objective since it was moved to 1.2 (19)</p>
<p>21. Secure resources and develop phased plan for system wide upgrade.</p> <p>25. Implement and report quality measures, to include customer feedback, at all facets of the patient care cycle.</p>	<p>Reward: Improve the quality of data collected regarding health care services and program outcomes. Move to goal 2 objective 1</p>	<p>Agree with Column E.</p>
<p>22. Support Tribal Health ER Operations to respond to public health emergencies.</p> <p>24. Help tribes to upgrade their IT systems.</p>	<p>Reward: Support Tribal Health ER Operations to upgrade their IT systems so</p>	<p>OPHS will review original intent of comment and determine if "ER" references emergency</p>

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	they can respond to public health emergencies. Recommend keep in goal 3 objective 3	room, emergency response, electronic record, etc.
23. Ensure that urban AI/ANs are counted.	Move to Goal 3.2 and combine with strategy 14	Already agreed to discuss with #14 above in row 29.
28. Expand telecom so it can be used at any location.	Reword: Enhance and expand the IHS telecom for access at any IHS funded health program.	Agree with Column E.
34. Establish capability for data federation so that data analytics/ business intelligence may be applied to disparate data stores and platforms.		Agree with Column E.
2. Act Upon Performance Data- Standardize Data and Reporting Requirements	Moved from Goal 3.2	
5. Leverage available data to improve congressional appropriations for Agency.	Moved from Goal 3.2	
20. Modernize the HIT system for IHS RPMS or COTS.	Moved from Goal 3.2	
22. Align with universal patient record systems to link off reservation care systems that serve AI/AN.	Moved from Goal 3.2	

Next Steps

- Members were asked to email their recommendations for the three strategies that were not agreed upon during the meeting.
- The next workgroup meeting will be held on February 1, 2018.

Homework:

- There are two homework assignments:
 - Rank the mission and vision statements: workgroup members will rank their top three choices for the proposed mission and vision statements.
 - Rank strategies for importance and impact by goal and objective.

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Meeting Attendees

Workgroup Members

Name (last, first)

Gemmell, Robert	IHS-CAO
Haugen, Nancy	IHS-GPA
Longie, Keith	IHS-BEM
Marino, Daniel	IHS-TUC
Sharp, Rauland	IHS-OIT
Tso, Roselyn	IHS-ODSCT

Other Attendees

Name (last, first)

Boney, Melissa	IHS-OPHS
Frazier, CAPT Francis	IHS-OPHS
Pittman, Robert	IHS-OPHS
Robinson, Gene	IHS-OPHS
Salvon-Harman, CAPT Jeff	IHS-OD
Vogel, Lucie	IHS-OPHS