

## Strategic Plan 2017-2021

**Mission:** Improve access to high quality, culturally competent health services for Urban Indians.<sup>21</sup> The Indian Health Service (IHS), Office of Urban Indian Health Programs (OUIHP) carries out this mission in support of the broader IHS mission: “to raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level.”

**Vision:** Together with our valued Urban Indian Organization (UIO) partners, the IHS strives to develop health care solutions that fit the diverse circumstances of Urban Indians and their communities, while ensuring accountability. The IHS seeks to support currently IHS-funded UIOs in their efforts to improve capacity to serve Urban Indians and to lay the groundwork to serve Urban Indians in other communities.<sup>22</sup>

### Guiding Principles:

- Unity of purpose among the IHS and UIOs to actively improve access to culturally competent, quality care for Urban Indians.
- A strong confer process to ensure high levels of collaboration and communication.
- Meaningful and effective partnerships with national organizations, other Federal agencies, states, health care providers, Tribes, insurers, and non-profit organizations to leverage Federal funds for Urban Indians.
- A mutual understanding of the importance of modernizing and reforming to improve health care programs and of integrating behavioral health with primary care.
- Measurable outcomes through results-driven approaches and data utilization to establish transparency and accountability with regard to the health care services provided by UIOs to Urban Indians.
- Activities conducted in a manner that is fair and inclusive.

**Goals and Objectives:** Performance of the mission depends on the coordinated and committed efforts of the IHS and UIOs, particularly UIOs receiving IHS funding. This understanding of mission performance is reflected in the two overarching goals of this strategic plan.

Goal One is to support currently IHS-funded UIOs in their efforts to address the key challenges they identified for improving and expanding their capacity to provide access to quality, culturally competent health services for Urban Indians.

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<sup>21</sup> The term “Urban Indian” is defined in the IHCA. 25 U.S.C. § 1603(28); *see also* § 1603(13) (identifying the four criteria referenced in paragraph 28), (27) (defining Urban center).

<sup>22</sup> Serving Urban Indians in other communities is subject to the Secretary’s designation of which urban centers warrant assistance, 25 U.S.C. § 1603(27), as well as the availability of appropriations and the Secretary’s allocation of available appropriations.

Goal Two is to build the administrative capacity of the OUIHP, for example, to establish performance-based oversight within the IHS, as well as for the IHS-funded UIOs and to transition administration of the former National Institute on Alcohol Abuse and Alcoholism (NIAAA) awards.

Under these two overarching goals, the strategic plan encompasses a range of actions intended to advance seven strategic objectives. Actions may be undertaken directly by the OUIHP and/or in partnership with others, including IHS Headquarters senior leadership, IHS Area Offices and service units, UIOs, other organizations that receive IHS funding, other Federal agencies, Tribes, states, and others. This plan assumes the involvement of the awardee of the Urban Indian Education and Research Organization Cooperative Agreement (hereinafter “Cooperative Agreement”).

## **GOAL 2: INCREASE OUIHP’S ADMINISTRATIVE CAPACITY**

**Objective 2.1:** Build capacity for the OUIHP to transfer administration of the former NIAAA awards.

Strategy: Develop a plan for the transition of administration of the former NIAAA awards.

Strategy: Take steps to integrate UIOs receiving former NIAAA awards into OUIHP policies, procedures, funding allocations, and the program monitoring and assessment system (discussed under Objective 2.2 below) and, as appropriate, adapt elements of the system (e.g., reporting requirements and annual on-site program reviews) to reflect the distinctive features of the former NIAAA awardees.

**Measure:** Approval by IHS Director of plan for transition of former NIAAA programs into the OUIHP; Accomplish changes in administration (process and policy) of the OUIHP to accommodate former NIAAA programs.