

**Navajo Area Indian Health Service
Direct Service Tribes Advisory Committee
FY2023 2nd Quarter Report
October 2022 – January 2023**

<p>Area Tribal Representatives:</p> <p>President Buu Nygren, The Navajo Nation Delegate Germaine Simonson, 25th Navajo Nation Council</p>	<p>Federal Liaison:</p> <p>CAPT Brian K. Johnson, Acting Area Director Marquis Yazzie, Director, Office of Tribal Partnership</p>
---	--

Goal 1: To ensure that comprehensive, culturally appropriate personal and public health services are available and accessible to American Indian and Alaska Native people

Navajo Area Office, Arizona

- The NAIHS Nurse Consultant coordinated and enrolled 40 Navajo Nation Community Health Representative (CHR) employees to participate in Internet-based E-learning modules for CHR Basic/Refresher Education Training. The Internet-based training allows CHRs to strengthen their roles as community health workers by increasing their knowledge on various health topics. The Nurse Consultant continues to collaborate with the IHS Headquarters Senior Nurse Consultant, the Public Health Nursing (PHN) Program, the Office of Information Technology (OIT), Chinle Public Health Nursing Program, and Dr. Jonathan Iralu, Infectious Disease Medical Consultant, NAIHS concerning sexually transmitted infections informatics response to field treatment for Syphilis and Golden Ticket testing for Public Health Nurse Programs.
- **The Office of Quality and Patient Safety** recently recruited additional quality management professionals, including a Deputy Director of Quality, a Performance Improvement Specialist, and a Risk Manager. The staff will be key to developing a robust regional Quality and Patient Safety Program and expand local resources to better support Federally managed NAIHS service units.
- **The NAIHS Sanitation Facilities Construction** Program continued providing support for the Transitional Watering Points Project, which includes increasing access to safe drinking water and the safe water storage program during COVID-19. Staff continue to support activities with the Navajo Nation, federal partners, universities, and others through the Water Access Coordination Group meetings. At this point, NAIHS OEHE, continues triaging inquires and responding to mission activities associated with this project and IHS Headquarters continues to be engaged in managing this effort.
 - **The NAIHS Sanitation Deficiency System (SDS)** project list is reported to the Navajo Nation annually with the most recent list dated December 3, 2021. The SDS report listed 349 water and wastewater infrastructure projects totaling approximately \$543.3 million. An updated SDS listing of NAIHS projects is currently under review by IHS Headquarters.
 - **The Division of Sanitation Facilities Construction (DSFC)** received \$2.69 million in FY 2021 IHS American Rescue Plan Act (ARPA) funding for the “delivery of potable water.” DSFC staff are currently completing construction project documents for the funded projects.
 - The DSFC staff is working to complete project documents for FY 2022 Investment Infrastructure and Jobs Act (PL 117-58) budgets, which include \$128 million for Tier 1 Project Funding; \$19 million for Tier 1 Design & Construction; and \$4.2 million for Tier 2 & Tier 3 Planning, Design, & Construction, for a total of \$151 million.

**Navajo Area Indian Health Service
Direct Service Tribes Advisory Committee
FY2023 2nd Quarter Report
October 2022 – January 2023**

Crownpoint Service Unit, New Mexico

- In October 2022, the Crownpoint Service Unit (CPSU) successfully met The Joint Commission (TJC) Laboratory Accreditation criteria for “Comprehensive Accreditation Manual for Laboratory and Point-of-Care Testing”. Crownpoint Service Unit is happy to report that its Laboratory has been accredited for another two years.
- The Crownpoint South Quarters Repair-by-Replacement Design Project was awarded in August 2021 with an initial design kickoff meeting on September 23, 2021. The scope of work for this project is to complete a design for the replacement of 33 staff quarters units. The existing Longmark modular units were built in the 1950’s and are well beyond their useful lives. The new quarters will be energy efficient and bring the quarters into modern housing standards. The project design will include evaluation of the existing utility infrastructure, replacement of infrastructure if needed, and a complete design package for the construction of 33 new units which will support staff recruitment and retention for the Crownpoint Hospital. During the design process, the Service Unit collaborated with the local Crownpoint Land Use Planning Committee to make decisions on building color schemes for the updated look of the community. The Crownpoint Service Unit is building coalitions to help incorporate stronger relationships with the community. The project has reached the 100% Construction Documents milestone. In conjunction with the IHS Architecture and Design Guideline, the design review highlighted energy efficiency and long-term sustainability of the updated Government Quarters subdivision. With the availability of funding, we anticipate the construction project to go out for public bid in early 2023.
- The new Pueblo Pintado Health Center design was awarded on April 20, 2021. As of December 21, 2022, the professional design phase was 98% complete. In the next several months, the construction phase will be solicited publicly for bids. As of the date of this report, it is anticipated that a construction contract will be awarded within nine to twelve months.
- The NAIHS has enjoyed the participation of the Pueblo Pintado Steering Committee, the Navajo Nation Department of Health, and the Navajo Nation Health Programs in the Pueblo Pintado Health Center’s design development. The Pueblo Pintado Steering Committee includes members from the communities of Canoncito, Whitehorse Lake, Torreon, Ojo Encino, and Pueblo Pintado. Participation of the listed organizations and community members will help design a state of the art health center that will be both functional and respectful of the community and its cultural beliefs.

Chinle Service Unit, Arizona

- A proposed Tsaille Quarters Project was selected to receive \$21,500,000.00 in Department of Health and Human Services Non-Recurring Expense Funds (NEF) to construct approximately 30 new quarters along with all required infrastructure. The Program Justification Document for Quarters (PJDQ) and the Program of Requirements for Quarters (PORQ) show a total need of 98 new quarters to house Tsaille Health Center staff. This first phase of the project will design and construct approximately 30 new quarters. This project will help with recruitment and retention of health professionals for the Tsaille Health Center. Currently, the project is being amended for the type of quarters, from single family homes to apartment buildings and multiplex homes.

**Navajo Area Indian Health Service
Direct Service Tribes Advisory Committee
FY2023 2nd Quarter Report
October 2022 – January 2023**

Gallup Service Unit, New Mexico

- The Gallup Indian Medical Center (GIMC) Emergency Department Expansion and Renovation project design was awarded September 10, 2021. A notice-to-proceed was issued on October 4, 2021 and an initial on-site workshop was held on October 7, 2021. The project is being designed to be incorporated with a new Emergency Department Modular building to ensure both buildings function well together. The updated design will meet current codes and meet suggested changes to the layout per GIMC Emergency Department (ED) staff. The GIMC ED is at final design. A Request for Proposals package is presently being prepared for advertisement. The project design includes renovating approximately 6,060 building gross square feet (BGSF) and expansion of 2,282 BGSF of new space. The new ED will be approximately 8,342 BGSF. This new renovated and expanded space will help alleviate current space deficiencies within the ED, Observation Unit, and Urgent Care Clinic. The renovation /expansion project will increase patient capacity and enhance patient care services.
- Gallup Indian Medical Center (GIMC) Replacement Facility Site Selection: Phase II of the site selection process for the GIMC Replacement Facility is near completion. Phase II includes an in-depth assessment of the top-rated site (i.e. Rehoboth Site), a legal land survey, flood plain analysis, soils reports, archaeological and historical data collection, and an environmental assessment. Navajo Nation is highly interested in choosing a site that will support future expansion and economic development. The IHS continues to collaborate with the Navajo Nation to support future phases of the GIMC Replacement project. The Program of Requirements (POR) and the Program Justification Document (PJD) will be updated once the NAIHS hires an interim planner.

Kayenta Service Unit, Arizona

- Kayenta Service Unit is working toward opening its 10-bed Inpatient Unit in FY 2023. The Inpatient Unit was originally targeted to open in 2018, but was delayed by the COVID-19 pandemic for the last three years. The KSU staff is no longer waiting for the national COVID-19 public health emergency to end. The staff has been working diligently for the past several months on updated policies, electronic health record templates, staffing and new services, such as Nutrition Food Service, with a goal to open Inpatient services in FY 2023. As of December 31, 2022, KSU submitted a Centers for Medicare and Medicaid Services (CMS) Hospital Provider application which is pending final review and approval by CMS.
- The Kayenta Service Unit (KSU) Clinical Nursing Team in coordination with Ambulatory Care services continue our readiness preparations for an anticipated upcoming Joint Commission (TJC) survey for Patient Centered Medical Home (PCMH) certification and accreditation. The PCMH model encourages patients and their provider teams to work closely together to ensure care is more comprehensive, coordinated and consistent. Putting patients first and in the center of care is a central tenet of PCMH. KSU fully supports its Traditional Medicine Program which is consistent with PCMH concepts. The KSU PCMH readiness teams coordinate weekly meetings with active work on PCMH tracers and elements of performance.

Shiprock Service Unit, New Mexico

**Navajo Area Indian Health Service
Direct Service Tribes Advisory Committee
FY2023 2nd Quarter Report
October 2022 – January 2023**

- Between Quarters 2 and 4 of FY 2022, the Four Corners Regional Health Center patient wait time decreased from 45 minutes to 20 minutes. The success in improving patient wait times is the result of collaborative efforts between primary care providers and pharmacists. Integrating pharmacy services into patient care improves patient access, patient flow, patient outcome, patient experience, provider satisfaction, and supports employee teamwork.
- The Four Corners Regional Health Center’s Health Promotion / Disease Prevention Program continues to work with local schools to assess body mass indexes (BMI) of students to determine the prevalence of overweight and obesity; and to provide nutrition education and exercise activities. In the fall of 2021, 58% of youth were assessed as being overweight and 41% were obese. In the fall of 2022, the numbers increased to 61% and 42% respectively. These numbers reaffirm that improving childhood obesity rates will require that we do more than recommend healthy eating and more physical activity. The IHS program’s initiative is to lead prevention efforts for overweight and obesity among American Indian and Alaska Native (AI/AN) children. It requires collaboration across professions to address social determinants of health impacting our youth.

Goal 2: To promote excellence and quality through innovation of the Indian health system into an optimally performing organization

Navajo Area Office, Arizona

- In the fall of 2022, Navajo Area IHS Leadership collaborated with IHS Senior Leadership and other IHS Area Offices to create standardized Governing Body Bylaws for all IHS health facilities (e.g., hospitals, health centers, health stations) throughout the United States. The new Bylaws for the five federally managed NAIHS service units were successfully adopted in December of 2023. Nationally, IHS is aligning governance and oversight processes within IHS health facilities and implementation of the standardized bylaws represent a positive step in making improvements.
- **Navajo Area Finance** resumed hosting bi-weekly virtual Accounts Payable (AP) meetings with all federally managed NAIHS service units. The purpose of the calls is to resolve issues that hinder payment of invoices. Attendees include Navajo Area Finance AP team, each Service Units’ Finance AP team, Acquisitions leadership, and Receiving Agents. Issues not resolved at the Navajo Area are raised to the IHS Headquarters AP team. A new NAIHS AP Finance Policy and Procedure document is in draft form highlighting payment processes, which will assist in providing additional payment process guidance.
- **The NAIHS Acquisition** Leadership Team continues to review existing policies and standard operating procedures and is updating accordingly. For Quarter 1 of FY 2023, the NAIHS Acquisition Program rescinded four outdated policies and standard operation procedures and implemented one new standard operating procedure. The Acquisition Team continues to work towards meeting small business goals as required by the Federal Acquisition Regulation. This includes awarding to Indian Owned Small Business firms. The data below reflects FY 2023 – Quarter 1 percentages achieved for the NAIHS and for all IHS:

**Navajo Area Indian Health Service
Direct Service Tribes Advisory Committee
FY2023 2nd Quarter Report
October 2022 – January 2023**

Category	NAIHS Dollars Obligated Total	NAIHS% Achieved	NAIHS% Goals	IHS% Achieved	IHS % Goals
Small Business	\$15,929,479.12	34.60%	32.50%	39.16%	41.64%
Small Disadvantage Business	\$6,931,797.97	15.06%	5%	19.06%	20.24%
Service Disabled Veteran Owned Small Business	\$1,529,180.86	3.32%	3%	6.96%	8.8%
Woman Owned Small Business	\$3,663,153.22	7.96%	5%	11.50%	6.45%
Certified HUBZone Small Business	\$254,913.79	0.55%	3%	1.15%	4.25%
Buy Indian	\$3,538,731.00	7.7%	---	20.9%	20%

The NAIHS Acquisition Team for Quarter 1 of FY 2023 was able to achieve three of its five identified small business goals, which include: small business, small disadvantage business, and woman owned small business. The team continues to work to meet all small business goals and to assist the IHS in continuing to meet its Buy Indian goal.

- **The NAIHS Acquisition Team** has spent \$76.4 million for Quarter 1 of FY 2023 with an increase of \$12.9 million in comparison to Quarter 1 of FY 2022. This is less than what was initially planned to be spent by the end of Quarter 1 of FY 2023 by \$77 million for the NAIHS. The reasons for not meeting planned spending forecasts may include staffing deficits, funding allocations, or similar issues. IHS is working to improve its acquisition planning by establishing a workgroup solely focused on this issue. In addition, the NAIHS Contracting Team is working to issue Area-wide contracts to assist in streamlining the overall acquisitions process.
- **The Navajo Area Office of Quality and Patient Safety** heightens the importance of Area and Service Unit Quality Management Programs by publishing newsletters on quality care and distributing them to health facility staff throughout the NAIHS. The newsletters are an excellent communication tool to share quality and patient safety information with staff. Additionally, the newsletter allows the Quality and Patient Safety Team to share engaging content and best practices, recognize staff achievements, and present highlights.
- **The NAO Division of Information Technology** Chief Information Officer completed introductory site assessments at all NAIHS Federally managed Service Units. All issues and challenges identified as part of the assessments are being used to plan and execute broad information technology improvements across NAIHS.
- The Navajo Area Office Division of Information Technology (DIT) continues to pursue improved continuity of operations planning and disaster recovery planning and preparedness for the NAIHS. In September of 2022, the City of Gallup and surrounding areas experienced a network outage that impacted all businesses in the

**Navajo Area Indian Health Service
Direct Service Tribes Advisory Committee
FY2023 2nd Quarter Report
October 2022 – January 2023**

Gallup area. The Rebooth Hospital and Gallup Indian Medical Center were both impacted by the outage causing great concern as the outage directly impacted patient care. In November of 2022, NAIHS and local communities suffered a significant power outage that temporarily crippled the IT infrastructure at the Area office, Chinle and surrounding communities suffered a significant network outage that caused a major disruption in patient services as the hospital was down three business days. The NAO DIT is spearheading business needs for hospitals to remain operational in the event of network outages that have plagued the region in recent years. (eight times in the last four years – Gallup Area). Coordination with McKinley County Emergency Services, GIMC, RMCH, and the City Emergency Responders are all part of the NAO efforts to remedy these issues which will also lay the ground work for other communities where NAIHS health facilities are located throughout Navajo Nation. The NAO DIT staff will meet with local network providers and electrical power providers in the coming weeks to proactively look at what needs to happen to ensure direct patient services remain unaffected by local power and IT network outages that are becoming more routine.

Crownpoint Service Unit, New Mexico

- In collaboration with the University of New Mexico - Gallup Branch, Nursing Program, the Crownpoint Service Unit Nursing Division continues to precept 15 nursing students for clinical rotations. Students can participate in this experience to gain a better understanding of our facility, our scope of services, and to work as part of a team under supervision. The Nursing Program at Navajo Technical University is also working with us to assist in the planning of curricula and opportunities for clinical rotations.

Gallup Service Unit, New Mexico

- The Gallup Service Unit - Division of Nursing collaborates with local nursing programs to provide educational experiences for nursing students. GIMC is a 99-bed, Level III ED Trauma center, and serves as a referral center for the northwestern New Mexico region. Students are provided hands on, direct care experiences, which provides professional skills and knowledge development. The teaching program also serves as an introduction to potential future collaborations between GIMC and licensed registered nurses, once the students graduates and obtains licensure.

Kayenta Service Unit, Arizona

- The Kayenta Service Unit (KSU) Purchased Referred Care (PRC) Department completed its FY 2022 close out with less than 20% of allowable carryover funds into FY 2023. The spending goal was met by PRC staff members who continuously follow up on documents being requested and consistently follow up on open referrals to ensure that patients in need of higher level care have access to services not currently available at KSU.
- Kayenta Service Unit hospital staff are no longer waiting for COVID to pass. The initiative to open the KSU inpatient unit continues in collaboration with Navajo Area Office. The KSU team created an “Inpatient Unit Action Dashboard” which includes a variety of items which need to be addressed prior to opening, including policy development, patient care electronic health record templates, environment of care improvements, needed staffing, and new services, such as Nutrition Food Service. Presently, the dashboard of items is 85% complete. Kayenta Service Unit’s goal is to open the inpatient unit and achieve hospital status by the end of 2023.

**Navajo Area Indian Health Service
Direct Service Tribes Advisory Committee
FY2023 2nd Quarter Report
October 2022 – January 2023**

Shiprock Service Unit, New Mexico

- The Shiprock Service Unit (SRSU) conducted a survey to explore the level of stress and burnout among healthcare workers. The employees reported the following: felt burned out at least once a month (76%), felt stress at work (52%), felt about leaving their job due to burnout or stress (30%), and felt burnout every day (17%). Since 2020, healthcare employees have been steadfast in responding to the prolonged pandemic. SRSU has implemented action plans to address and prevent stress and burnout and improve working conditions.
- The Northern Navajo Medical Center Purchased and Referred Care (PRC) Program plays a vital role in providing patient access to care outside of the IHS facilities for emergency and/or specialty care services. In FY 2022, PRC provided 246 air transport flights at a cost of \$1,040,393 and 890 ground transports at the cost of \$608,042 to transfer patients for advanced medical care. PRC performs the following to ensure successful service: (1.) ensure patient referrals are approved and referred promptly, (2.) issue purchase orders and denials within 5 days, (3.) issue referrals and notifications in less than seven days, (4.) monitor and ensure funds are available, and (5.) provide monthly updates at executive meetings.

Goal 3: To strengthen IHS program management and operations

Navajo Area Office, Arizona

- The NAIHS has assigned an employee to process all Reasonable Accommodation requests within the NAIHS. In August 2022, the assigned employee completed Equal Employment Opportunity Commission (EEOC) - Training Institute Disability Program Management Training Basics. The Reasonable Accommodation Program advises employees, supervisors, and managers on the Americans with Disabilities Act (ADA) laws, regulations and procedures. As of the date of this report, the NAIHS has made 39 contacts with employees, supervisors, and managers regarding workplace accommodation.
- **The Navajo Area Nurse Consultant** participated in bi-weekly Purchased Referred Care (PRC) training sessions for all Navajo Area case managers to improve PRC processes. In addition, a Gallup Indian Medical Center emergency room PRC workgroup has been proactive in addressing the needs of patients by improving PRC case management processes.
 - **The Navajo Area Nurse Consultant** coordinated with NAIHS chief nurse executives (CNE) to streamline recruitment, retention, and relocation processes to help address current vacancy rates. Rewarding high-performing nurses is part of the retention strategies. The GIMC Nursing Department implemented the Daisy Award Program that honors nurses internationally in memory of J. Patrick Barnes under the Daisy Foundation.
- The Navajo Area Office Budget staff along with the Health Promotion/Disease Prevention (HPDP) Program initiated and submitted a no cost extension for the existing Special Diabetes Program Grant on November 29, 2022. The no cost extension requested for \$12.9 million of unobligated funds to be used beyond the grant

Navajo Area Indian Health Service
Direct Service Tribes Advisory Committee
FY2023 2nd Quarter Report
October 2022 – January 2023

closeout date of December 31, 2022. The HPDP program faced many challenges during CY 2022 including staffing shortages, reassignment of staff to other duties, and COVID-related priorities. Navajo Area is pleased report that the requested no cost extension was approved in January 2023, which will be used to support diabetes prevention education and community based projects.

- NAIHS is actively researching and reconciling collections schedules, which include third party revenue and other collections at NAIHS service units. During Quarter 1 of FY 2023, the prior fiscal year accounts receivable suspense was decreased by 43 schedules for \$103,198.81, resulting in additional revenue for the service units. Navajo Area Finance commends the five federal service units, Gallup Regional Service Supply Center, and Area staff on reconciling the collection schedules. They have contributed to the IHS mission by increasing revenue to better serve our patients.
- **Gallup Regional Supply Service Center** is working to enhance relationships with Indian-owned distributors to reduce the number of supply chain issues. GRSSC helped connect several suppliers and manufacturers with Indian-owned distributors to acquire supplies. Allowing multiple supply sources has decreased the number of manufacturer product backorders. In addition, GRSSC provided recommendations to distributors to develop digital tools to track orders and shipments to provide timely invoices. The cost of supplies has not increased drastically using Indian-owned distributors.
 - **The Gallup Regional Supply Service Center (GRSSC)** worked diligently to upgrade equipment to enhance business efficiency and avoid undesirable outcomes, such as service delays. Recently, GRSSC acquired two high-quality forklifts that can lift products far above average reach. The new equipment makes the warehouse space more efficient by getting the most out of available floor space and helps minimize the amount of physical labor thereby enhancing staff safety. Furthermore, GRSSC purchased and deployed multiple desktop scanners. Digitized files will increase staff productivity, improve quality customer service, and improve quick retrieval of relevant information to resolve issues timely. An estimated 75 percent of GRSSC's files are now electronic.
- Federal Contracting Warrant Authority is assigned to select Contracting Professionals which grants the authority to obligate the Federal Government through formal contracts. This authority allows local Contracting Professionals to provide effective support at local health facilities without delays. For Quarter 1 of FY 2023, the NAIHS Chief Contracting Officer issued three new Federal Contracting Warrant Authorities: one to a Contract Specialist at the Gallup Indian Medical Center (GIMC) with a warrant authority of up to \$250,000; one to a Contract Specialist at the Northern Navajo Medical Center with a warrant authority of up to \$500,000; and one to a Supervisory Contract Specialist at the Crownpoint Healthcare Facility with a warrant authority of up to \$10,000,000. In addition to issuing new warrants in Quarter 1, one Contract Specialist at the GIMC received an increase in her warrant authority from \$250,000 to \$5,000,000.

Chinle Service Unit, Arizona

- The CSU Finance Department is working with the new Department of Health and Human Services (DHHS) electronic Invoice Processing Platform (IPP) system and the Buy Indian implementation acquisition process. The Service Unit has already moved forward with utilization of IPP, where vendors electronically submit invoices, invoices are reviewed electronically by Contracting Officer Representatives or technical points-of-contact and payment is certified and paid electronically. Finance continues to support the new payment process and provides technical assistance and reports from the financial reporting system.

**Navajo Area Indian Health Service
Direct Service Tribes Advisory Committee
FY2023 2nd Quarter Report
October 2022 – January 2023**

- The Chinle Service Unit Finance department continues to work toward a more diverse group, cross training staff into more areas of the department, thus, allowing staff to participate in all areas of training. This training concept is necessary to meet the changing workforce of labor shortages. The goal is for all staff to become knowledgeable in all the areas of Finance to provide better service due to the ever-evolving workplace. Staffing is always a challenge as the Federal Finance system is unique and requires a great deal of on the job training of internal processes.

Crownpoint Service Unit, New Mexico

- Crownpoint Service Unit is resuming its partnership with Navajo Technical University to share knowledge, technology, exchange, and resources in areas of broadband, radio communications, colocation, backup, and failover solutions (2018 Free Space Optics FDA Grant participant).

Gallup Service Unit, New Mexico

- The GSU Emergency Department (ED) implemented the “Registered Nurse Clinical Pathways Program.” This is a program in which Registered Nurses (RNs) with little to no ED experience and skills can follow a curriculum to becoming proficient in ED Nursing. Five GSU RNs successfully completed the first consortium and graduated in November 2022; thereby expanding available ED nurses at Gallup Indian Medical Center.
- The Tohatchi Health Center’s Public Health Nursing Program received \$85,470.00 from IHS Headquarters’ Division of Nursing to fund a one-year Public Health Nurse intern position for the local community. The position is currently being advertised to fill.

Kayenta Service Unit, Arizona

- Kayenta Health Center Health Promotion/Disease Prevention (HP/DP) School Health Program continues to collaborate with local service unit schools by providing virtual health education presentations on COVID-19 and Monkey Pox safety and awareness. Presentations were conducted with the Shonto Preparatory School, Navajo Nation Head Start Program, Chilchinbeto Community School, and Monument Valley High School/Kayenta
- Kayenta Service Unit recently added two new permanent, part-time Emergency Room (ER) nurse positions. Nursing is working with Human Resources to announce the new positions in January 2023. Kayenta Service Unit has an elevated nurse vacancy rate at 60%. It is challenging to recruit full-time, permanent nurses at KSU; especially for specialty areas of ER, Inpatient, and supervisors. The part time positions will be more cost efficient as compared to the use of contract nurses.

Shiprock Service Unit, Arizona

- Shiprock Service Unit’s Executive Leadership team is learning the health care framework for High-Reliability Organizations (HROs). The framework focuses on leadership, culture (accountability, teamwork & communication), and learning systems (continuous learning, improvement & measurement) to deliver optimal healthcare services learning and improvement.