

Phoenix Area Update



INDIAN HEALTH SERVICE
PHOENIX AREA

TRIBAL
CONSULTATION &
URBAN CONFER
MEETING



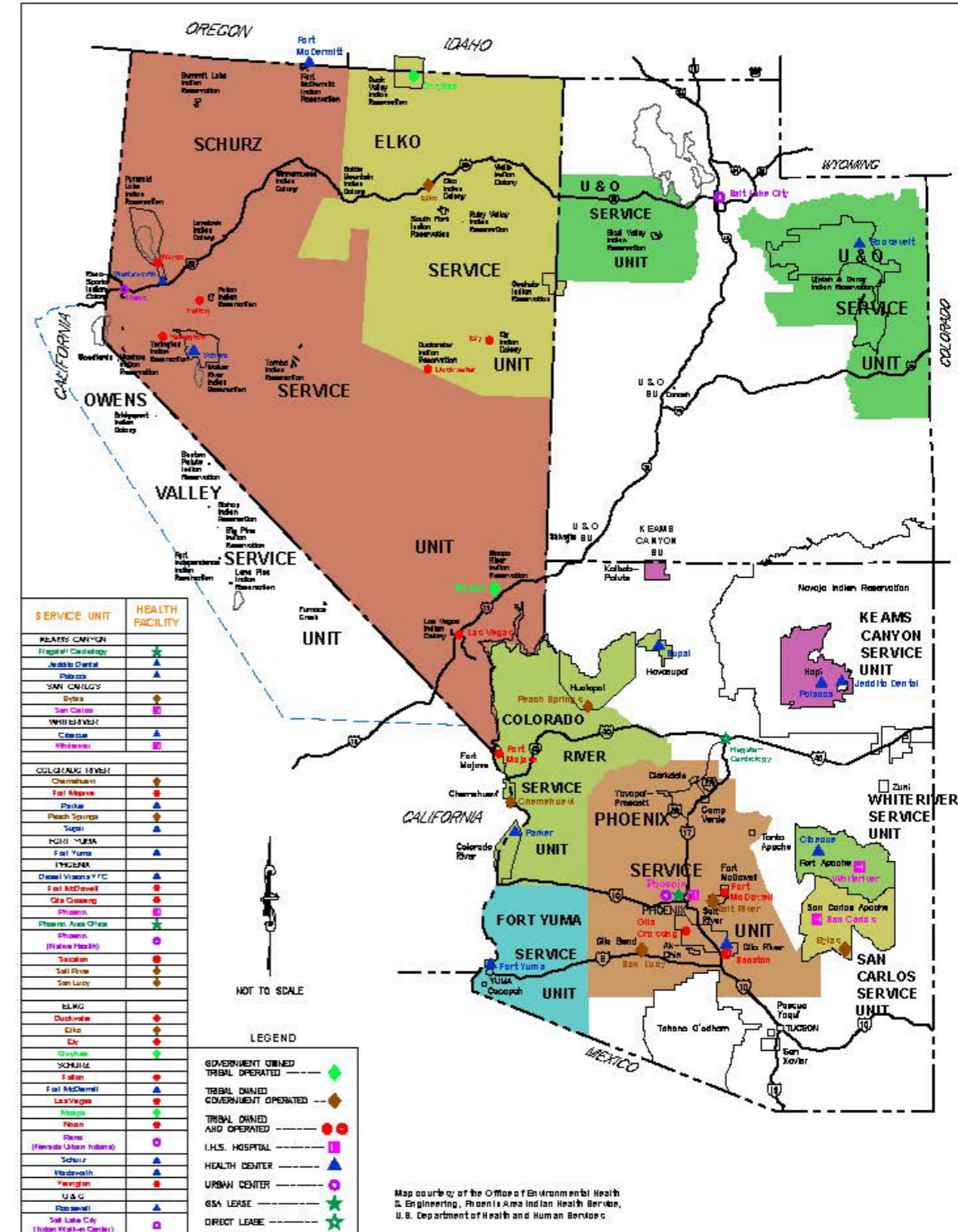
SEPTEMBER
4-6, 2019

Phoenix Area Tribal Consultation & Urban Confer Meeting

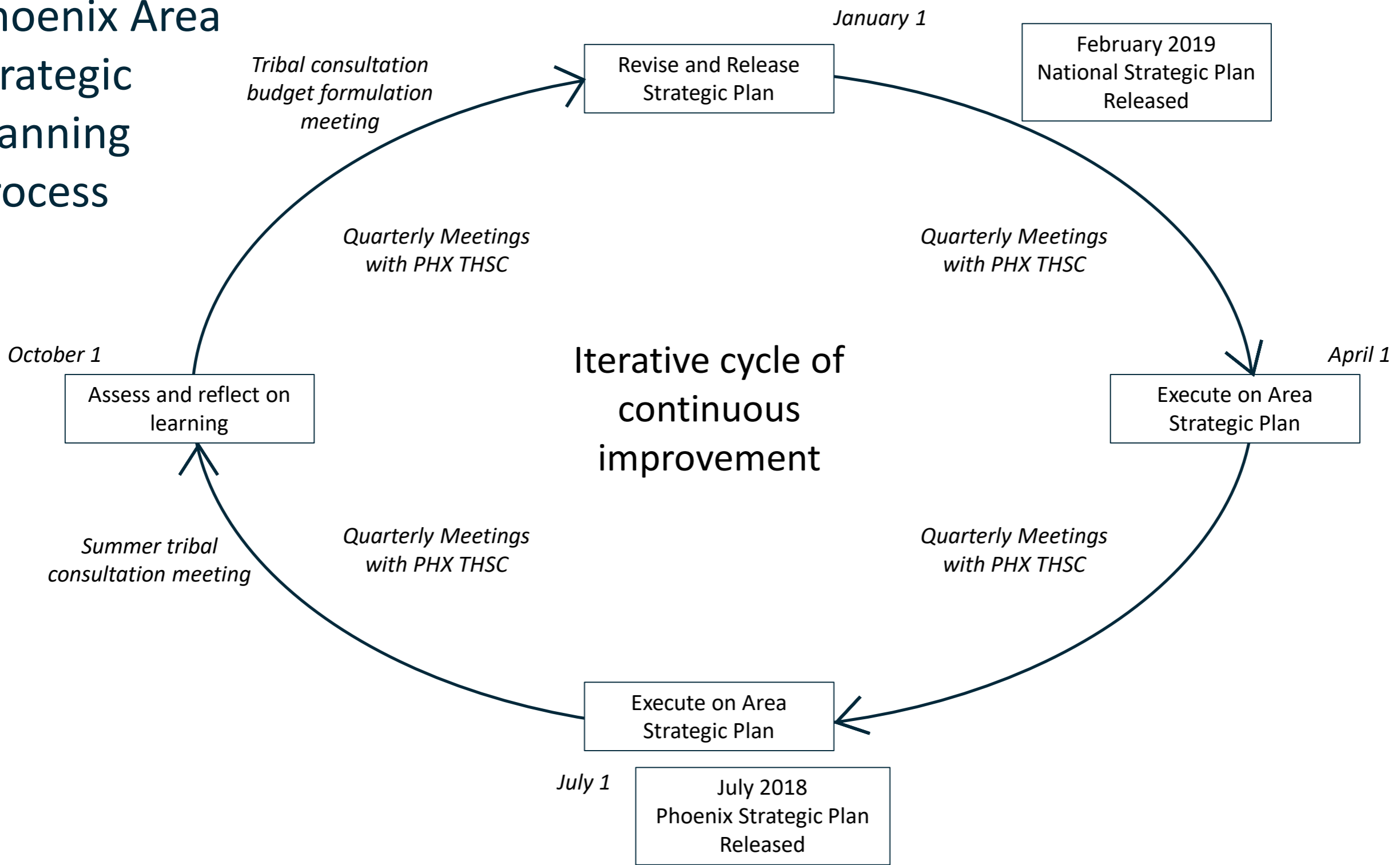
	Wednesday	Thursday	Friday
Morning	Agency Update and Listening Session Urban Indian Program Confer Session	Area PRC Pool Budget Update	Tribal Health Steering Committee
Lunch			
Afternoon	IHS Update and Area Strategic Plan Healthcare Priorities	Master Plan Special Diabetes Program for Indians	
Optional Training	Naloxone Administration	Suicide Prevention	

Phoenix Area

- We now care for > 177,000 patients
- We partner with 40 tribes
- Total appropriations of > \$460M
- Third Party > \$380M (Federal only)
- > 2,400 staff across the Area
- ~210 staff at the Area Office
- 53 tribal contracts
 - 42 self-determination contracts, and
 - 11 Self-Governance compacts



Phoenix Area Strategic Planning Process



A Shared Strategic Plan

- We are learning how to use a Strategic Plan
- A “Shared” Strategic Plan is better than “buy-in,” which is better than “we have a Strategic Plan.”
- Intrinsic vs. Extrinsic Motivation
- We cannot afford not to align our efforts within the Area and with National Strategic Plan



IHS Strategic Plan FY 2019-2023

- **Mission:** To raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level.
- **Vision:** Healthy communities and quality health care systems through strong partnerships and culturally responsive practices.



Access

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



Quality

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



Management and Operations

Goal 3: To strengthen IHS program management and operations.



Strategic Goals and Objectives



Access

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

Objectives:

- 1.1: Recruit, develop, and retain a dedicated, competent, and caring workforce.
- 1.2: Build, strengthen, and sustain collaborative relationships.
- 1.3: Increase access to quality health care services.



Quality

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

Objectives:

- 2.1: Create quality improvement capability at all levels of the organization.
- 2.2: Provide care to better meet the health care needs of American Indian and Alaska Native communities.



Management and Operations

Goal 3: To strengthen IHS program management and operations.

Objectives:

- 3.1: Improve communication within the organization with Tribes, Urban Indian Organizations, and other stakeholders, and with the general public.
- 3.2: Secure and effectively manage the assets and resources.
- 3.3: Modernize information technology and information systems to support data driven decisions.

National Strategic Plan

- Unchanged Mission

- New Vision

- Three Goals

 - 8 Objectives, with 16 Categories of Objectives

 - 70 Strategies, & we are using all 67 strategies that are directly pertinent to Phoenix Area.

1. Make what we are doing fit into the National Strategic Plan, then

2. The National Strategic Plan guides what we do

Goal 1 – Access

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

– PRC Referrals



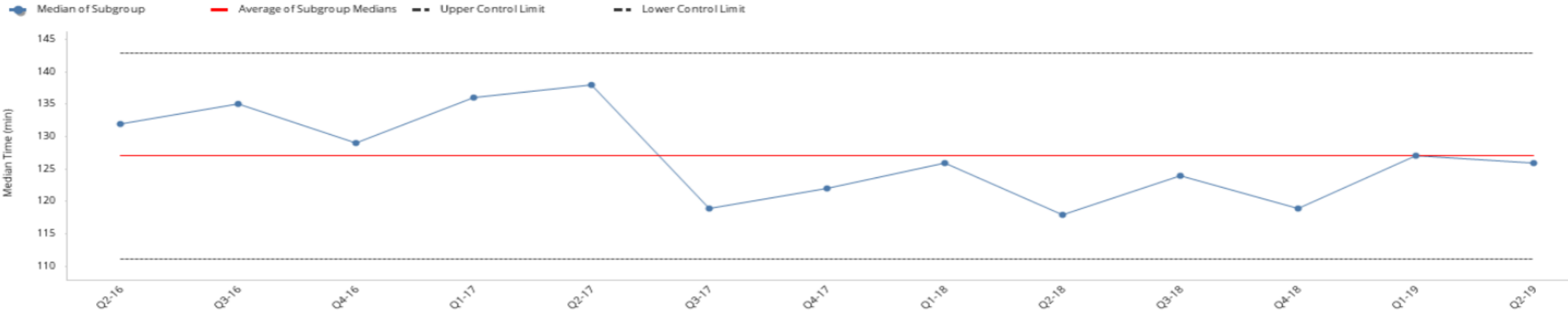
– PRC payment denials for Medical Priority Levels



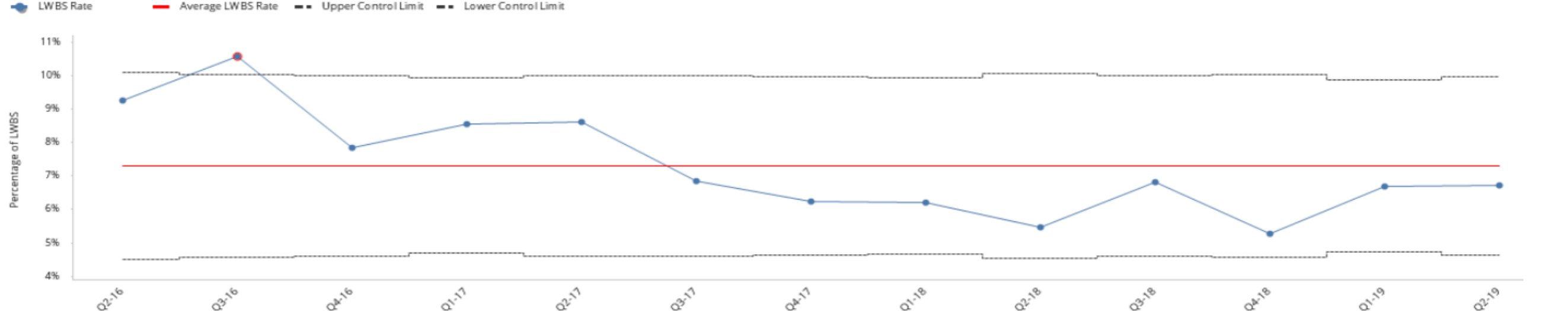
Goal 2 – Quality

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

– OP-18: Median Time from Presentation to the Emergency Department to Departure



– OP-22: Percentage of Patients who Left the Emergency Department Before Being Seen by Quarter



Goal 2 – Quality

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

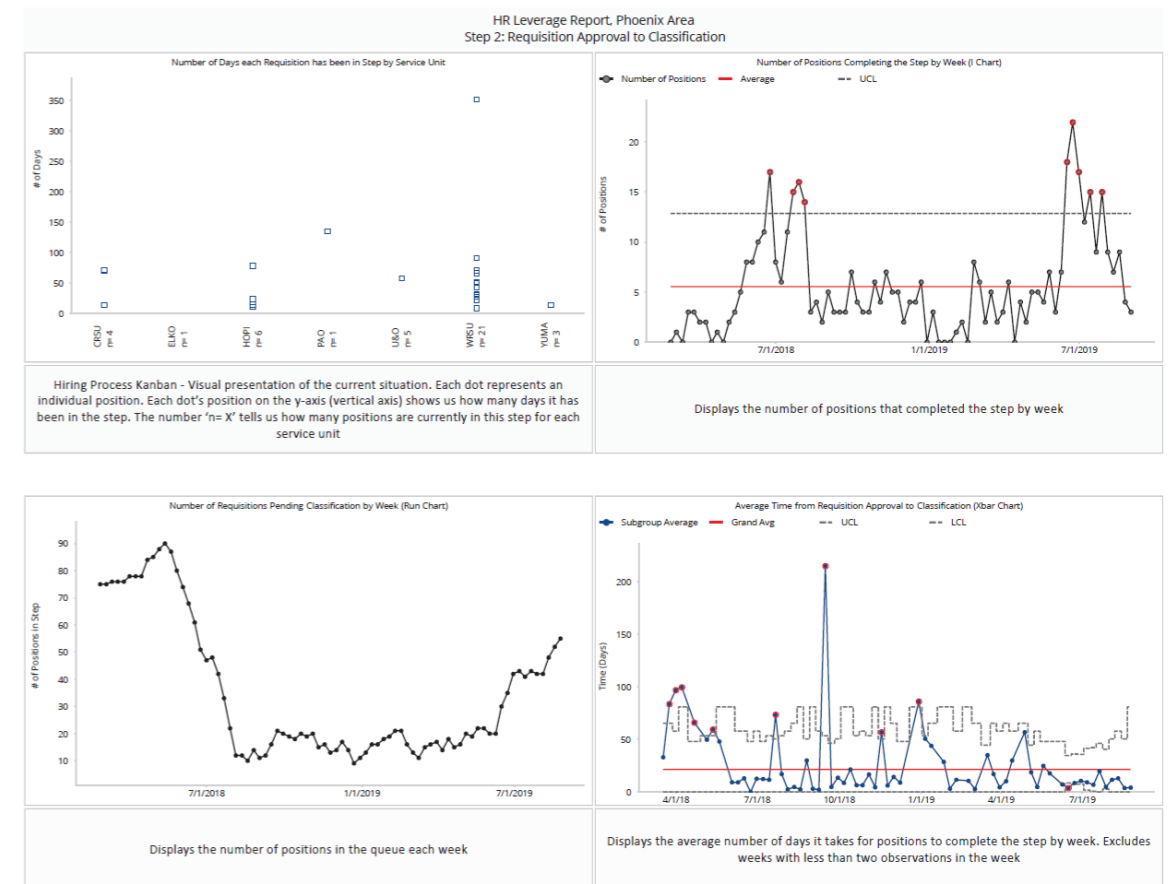
- Leading the Agency in use of data
 - National Accountability Dashboard for Quality
- Patient Centered Medical Home accreditation by all clinics and 3 hospitals, with 1 hospital awaiting upcoming surveys by TJC (1.3, 2.1)
- PIMC HIV Center of Excellence:
 - Recognized two years in a row by the Ryan White Program Quality Award for exceeding a viral suppression rate of 90%
- 10 of 22 National Chief Clinical Consultants are Phoenix Area Clinical Leaders



Goal 3 – Management and Operations

To Strengthen IHS program management and operations.

- Redesigning Area tribal payment processes to make payments more timely (SP 1.2, 2.1, 3.1)
- Enhancing the utility of tribal advisory committees (SP 1.2, 3.1, 3.2)
- Modernize information technology and information systems to support data driven decisions.



Phoenix Area Strategic Plan

- We do our job.
- We improve our work every day.
- We leave a legacy to help those who follow us.
- We communicate.
- We are a *System*.

A Shared Strategic Plan

Phoenix Area Office Role

The Phoenix Area is a cohesive team that meets the IHS Mission through partnerships with tribal leaders and communities, by providing the highest quality support to service units, tribes, and urban programs, and by providing high quality, patient-centered care.

Reconciliation into revision

Strategic Priority	Description	Phoenix Area Description	Part of Strategy
1.0.0.0	To ensure that comprehensive, culturally appropriate personal and public health services are available and accessible to American Indian and Alaska Native people.		
1.1.0.0	Recruit, develop, and retain a dedicated, competent, and caring workforce.		
1.1.A.0	Health Care Recruitment and Retention:		
1.1.A.1	Improve and innovate a process that increases recruitment and retention of talented, motivated, culturally knowledgeable, and competent workers, including through partnerships with Tribal communities and others.		1.1.A.7
1.1.A.7	Enhance and streamline IHS Human Resources infrastructure to hire well-qualified personnel.	Transparent HR system with daily/weekly metrics that efficiently recruits and hires staff	
1.1.B.0	Staff Capacity Building		
1.1.B.8	Strengthen the workforce to improve access to, and quality of, services.	Invest in our workforce	
1.1.A.11	Improve workplace organizational climate with staff development addressing teamwork, communication, and equity.		1.1.A.7
1.1.A.12	Strengthen employee performance and responsiveness to the Agency, Tribes, UIOs and patients by improving employee orientation and opportunities for training, Graduate Medical Education (GME) programs, and other education, including, customer service skills and cultural competency.		1.1.A.7
1.2.0.0	Build, strengthen, and sustain collaborative relationships.		
1.2.A.0	Enhancing Collaboration		
1.2.A.3	Support cross collaboration and partnerships among I/T/U stakeholders.	Enhance utility of THSC and TACs	
1.2.B.0	Service Expansion		
1.3.A.0	Increase access to quality health care services.		
1.3.A.0	Health Care Service Access Expansion		
1.3.A.12	In consultation with Tribes, modernize health care facilities and staff quarters to expand access to quality health care services.	Renew the Area Master Plan to modernize healthcare facilities	
1.3.A.13	In consultation with Tribes, review and incorporate a resource allocation structure to ensure equity among Tribes.	Make transparent Area Tribal Shares tables	
2.0.0.0	To promote excellence and quality through innovation of the Indian health system into an optimally performing organization.		
2.1.0.0	Create quality improvement capability at all levels of the organization.		
2.1.A.0	Quality Data		
2.1.A.1	Improve the quality of data collected regarding health care services and program outcomes.		3.3.B.6
2.1.B.0	Quality Improvement		
2.1.B.4	Provide training, coaching, and mentoring to ensure quality improvement and accountability of staff at all levels of the organization.	Invest in Quality Assurance and Quality Improvement capabilities and programs	
2.1.C.0	Standards of Care		
2.1.C.6	Develop and provide standards of care to improve quality and efficiency of health services across IHS.	Make progress in treating Hep C, HIV, and Opioid Abuse Disorder	
2.1.C.8	Adopt patient-centered models of care, including patient centered medical home recognition and care integration.	All facilities achieve and maintain PCMH Recognition, and then execute on primary tenets	

- 3 Strategies are HQ Responsibility
- 11 Primary Focus Areas
 - 10 Strategies are ~duplicative or incorporated into the 11
- 46 We are doing and not focus

Goal 1 – Access

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

1.1. Recruit, develop, and retain a dedicated, competent, and caring workforce.

1.1.A.7. Enhance and streamline IHS Human Resources infrastructure to hire well-qualified personnel.

1.1.B.8. Strengthen the workforce to improve access to, and quality of services.

1.2. Build, strengthen, and sustain collaborative relationships.

1.2.B.7. Support cross collaboration and partnerships among I/T/U stakeholders.

1.3. Increase access to quality health care services.

1.3.A.12. In consultation with Tribes, modernize health care facilities and staff quarters to expand access to quality health care services.

1.3.A.13. In consultation with Tribes, review and incorporate a resource allocation structure to ensure equity among Tribes.

IHS – National Strategic Plan

Goal 1

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

Recruit, develop, and retain a dedicated, competent, and caring workforce.

Transparent HR system with daily/weekly metrics that efficiently recruits and hires staff

Invest in our workforce

Build, strengthen, and sustain collaborative relationships.

Enhance utility of THSC and TACs

Increase access to quality health care services.

Renew the Area Master Plan to modernize healthcare facilities

Make transparent Area Tribal Shares tables

Goal 2 – Quality

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

2.1. Create quality improvement capability at all levels of the organization.

2.1.B.4. Provide training, coaching, and mentoring to ensure quality improvement and accountability of staff at all levels of the organization.

2.1.C.6. Develop and provide standards of care to improve quality and efficiency of health services across IHS.

2.1.C.7. Adopt patient-centered models of care, including patient centered medical home recognition and care integration.

IHS – National Strategic Plan

Goal 2

To promote **excellence and quality** through innovation of the Indian health system into an optimally performing organization.

Create quality improvement capability at all levels of the organization.

Invest in Quality Assurance and Quality Improvement capabilities and programs

Make progress in treating Hep C, HIV, and Opioid Abuse Disorder

All facilities achieve and maintain PCMH Recognition, and then execute on primary tenets

Provide care to better meet the health care needs of American Indian/Alaska Native communities.

Goal 3 – Management and Operations

To Strengthen IHS program management and operations.

- 3.1. Improve communication within the organization with Tribes, Urban Indian Organizations, and other stakeholders, and with the general public.
 - 3.1.A.2. Develop and define proactive communications plans for internal and external stakeholders.
- 3.2. Secure and effectively manage the assets and resources.
 - 3.2.B.9. Develop standardized management strategies for grants, contracts, and other funding opportunities to promote innovation and excellence in operations and outcomes.
- 3.3. Develop standardized management strategies for grants, contracts, and other funding opportunities to promote innovation and excellence in operations and outcomes.
 - 3.3.B.6. Provide available data to inform decision making for internal and external stakeholders.

IHS – National Strategic Plan

Goal 3

To strengthen IHS program **management and operations**

Improve communication within the organization with Tribes, Urban Indian Organizations, and other stakeholders, and with the general public.

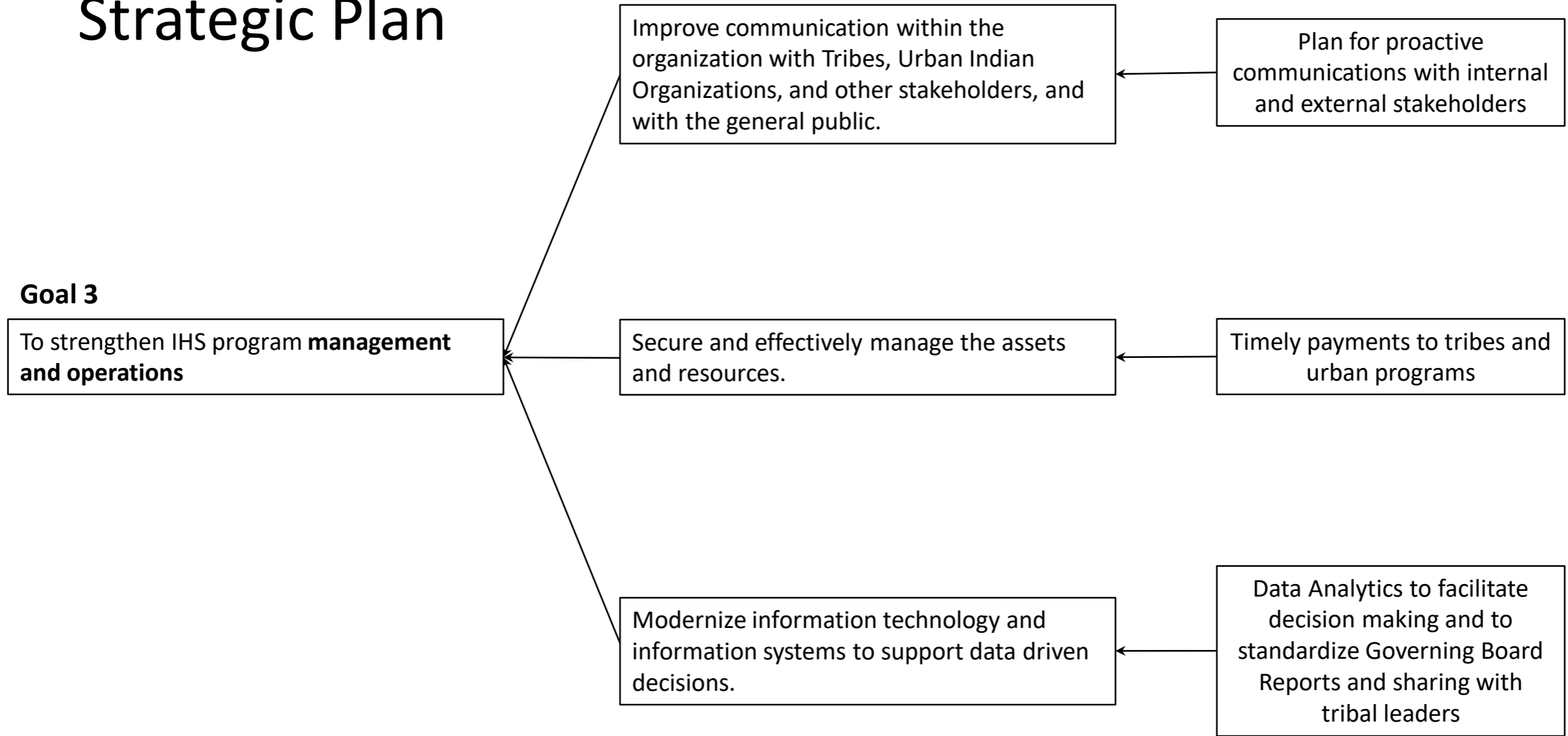
Plan for proactive communications with internal and external stakeholders

Secure and effectively manage the assets and resources.

Timely payments to tribes and urban programs

Modernize information technology and information systems to support data driven decisions.

Data Analytics to facilitate decision making and to standardize Governing Board Reports and sharing with tribal leaders



Questions?