Goal	Obj	Cat	Stgy	Strategic Priority	Description	Phoenix Area Description	Part of Strategy #
1	0	0	0	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	1.1.0.0	**Recruit, develop, and retain a dedicated, competent, and caring workforce.**		
1	1	A	0	1.1.A.0	**Health Care Recruitment and Retention:**		
1	1	A	1	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	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	1.1.B.0	**Staff Capacity Building**		
1	1	B	8	1.1.B.8	Strengthen the workforce to improve access to, and quality of, services.	Invest in our workforce	
1	1	A	11	1.1.A.11	Improve workplace organizational climate with staff development addressing teamwork, communication, and equity.		1.1.A.7
1	1	A	12	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	1.2.0.0	**Build, strengthen, and sustain collaborative relationships.**		
1	2	A	0	1.2.A.0	**Enhancing Collaboration**		
1	2	A	3	1.2.A.3	Support cross collaboration and partnerships among I/T/U stakeholders.	Enhance utility of THSC and TACs	
1	2	B	0	1.2.B.0	**Service Expansion**		
1	3	A	0	1.3.A.0	**Increase access to quality health care services.**		
1	3	A	0	1.3.A.0	**Health Care Service Access Expansion**		
1	3	A	12	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	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	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	2.1.0.0	**Create quality improvement capability at all levels of the organization.**		
2	1	A	0	2.1.A.0	**Quality Data**		
2	1	A	1	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	2.1.B.0	**Quality Improvement**		
2	1	B	4	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 capabiliities and programs	
2	1	C	0	2.1.C.0	**Standards of Care**		
2	1	C	6	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	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	
2	2	0	0	2.2.0.0	**Provide care to better meet the health care needs of American Indian/Alaska Native communities.**		

2	2	A	0	2.2.A.0	**Culturally Appropriate Care**		
2	2	B	0	2.2.B.0	**Sharing Best Practices**		
3	0	0	0	3.0.0.0	**To Strengthen IHS program management and operations.**		
3	1	0	0	3.1.0.0	**Improve communication within the organization with Tribes, Urban Indian Organizations, and other stakeholders, and with the general public.**		
3	1	A	0	3.1.A.0	**Communication Improvements**		
3	1	A	1	3.1.A.1	Improve communication and transparency among all employees, managers, and senior leadership.		3.1.A.2
3	1	A	2	3.1.A.2	Develop and define proactive communications plans for internal and external stakeholders.	Plan for proactive communications with internal and external stakeholders	
3	1	B	0	3.1.B.0	**Strengthened Partnership**		
3	1	B	5	3.1.B.5	Assure quality reporting relationships between service units, Area offices, and headquarters are clearly defined and implemented.		3.3.B.6
3	2	0	0	3.2.0.0	**Secure and effectively manage the assets and resources.**		
3	2	A	0	3.2.A.0	**Infrastructure, Capacity, and Sustainability**		
3	2	A	3	3.2.A.3	Provide technical assistance to strengthen the capacity of service units and Area Offices to enhance effective management and oversight.		3.1.B.5
3	2	B	0	3.2.B.0	**Improved Business Process**		
3	2	B	9	3.2.B.9	Develop standardized management strategies for grants, contracts, and other funding opportunities to promote innovation and excellence in operations and outcomes.	Timely payments to tribes and urban programs	
3	2	C	0	3.2.C.0	**Patient Education and Resources**		
3	3	0	0	3.3.0.0	**Modernize information technology and information systems to support data driven decisions.**		
3	3	A	0	3.3.A.0	**Health Information Technology (HIT)**		
3	3	A	2	3.3.A.2	Develop a consistent, robust, stable, secure, state-of-the-art HIT system to support clinicians workflow, improve data collection, and provide regular and ongoing data analysis.		3.3.B.6
3	3	B	0	3.3.B.0	**Data Process**		
3	3	B	6	3.3.B.6	Provide available data to inform decision making for internal and external stakeholders.	Data Analytics to facilitate decision making and to standardize Governing Board Reports and sharing with tribal leaders	
3	3	B	7	3.3.B.7	Act upon performance data and standardize data and reporting requirements.		3.3.B.6
3	3	B	9	3.3.B.9	Establish capability for data federation so that data analytics/business intelligence may be applied to disparate data stored in a single, general-purpose database that can hold many types of data and distribute that data to users anywhere on the network.		3.3.B.6