

# STRATEGIC PLANNING FOR URBAN INDIAN HEALTH PROGRAMS

## Stakeholder Engagement Plan

The National Academy of Public Administration (the Academy) is assisting the Office of Urban Indian Health Programs (OUIHP), located within the Indian Health Service and the Department of Health and Human Services to develop a strategic plan that will guide the work of OUIHP to achieve the best possible future outcomes in relation to urban Indian health. The plan is to be published by December 23, 2016.

Recognizing that OUIHP's effectiveness is linked to the work of the entire community serving, or potentially serving, the urban Indian population the Academy is being inclusive in its approach and reaching out to gather information from this wider community, including urban area coordinators and urban Indian health organizations. This includes conducting stakeholder outreach with individuals and organizations that can provide helpful input to the planning process. This will ensure that anyone who would like to provide input into the OUIHP strategic planning process has the opportunity to do so.

In order to effectively conduct stakeholder engagement the Academy's approach is tailored to the relative role different categories of stakeholders play in urban Indian health care delivery. As a result, the OUIHP plan will benefit from views, insights, and ideas of those with a wide range of experience with the delivery of urban Indian health care, urban Indian issues in general, and those delivering health care services to other underserved populations. This Stakeholder Engagement Plan describes the general timeline and methods to be used to engage stakeholders in the strategic planning process leading up to the stage at which the plan will be drafted and the review process begins. It also identifies the categories of stakeholder groups that will be engaged.

### Internal and External Stakeholders

#### The Office of Urban Indian Health Programs, the Indian Health Service (IHS) and the Department of Health and Human Services (HHS)

Leadership and staff of OUIHP will be interviewed numerous times and will participate in strategic planning workshops to identify mission, goals, objectives, and strategies to include in the strategic plan, incorporating an analysis of the data collected from all stakeholders. IHS officials and staff including the 11 area urban coordinators, in IHS regions around the country, are key internal stakeholders. Individuals in IHS and HHS who interact with OUIHP on a regular basis or have key roles in influencing the work and mission of OUIHP and those who are currently developing a new IHS strategic plan will be interviewed.

#### Urban Indian Health Programs (UIHP)

The 34 UIHPs funded by grants and contracts authorized by Title V of the Indian Health Care Improvement Act provide health care services to urban Indian populations. These programs are critical to OUIHP's ability to achieve its mission and they will be engaged through a combination

of site visits, individual interviews, confer sessions, and group interviews. UIHPs will have multiple opportunities to participate, and can also provide input via email and phone calls.

#### Urban Indian Organizations (UIO)

A sample of urban Indian organizations that do not currently receive funding from IHS will be interviewed. In addition, organizations will receive a letter, to the extent that addresses are available, to announce the strategic planning initiative and request input. UIOs will be requested to submit comments by email or by phone.

#### Consumers/Patients

Interviews will be conducted with patients during site visits to a limited number of UIHPs. As many patients as possible, and as demographically diverse as possible (new and long-term patients, those utilizing different services, male and female, varying in age) will be invited to participate in short interviews to gather their views of services received and desired changes. In some cases, the interviews will be conducted with groups of patients.

#### National and Regional Non-Profit Organizations

Interviews with these groups will provide a view of the urban Indian health situation from a different perspective. These organizations may service urban Indians for other needs, or may be providing health and other services to underserved clients who are not Indians. They may have a broad perspective on the needs of underserved communities.

#### Federal Agencies and State Agencies that Fund or Interact with UIHP

Strong working relationships with federal and state agencies that fund or interact with OUIHP and UIHP are essential to ensure that opportunities for funding of programs and coordination of services are maximized. Interviews with representatives of these organizations will help us understand what is going well and what could be improved.

#### External Indian and Public Health Experts

Interviews with external Indian and public health experts will offer additional insights for OUIHP strategic planning.

#### Congress

Congress is a key stakeholder in shaping and funding urban Indian health care programs and their views should be considered in the development of the plan. This is particularly true since Congress directed that IHS prepare a strategic plan for the urban Indian program in consultation with the Academy and urban Indians. The Academy will conduct interviews with congressional staff to understand their views relative to OUIHP and urban Indian health care.

### **Strategic Planning Process/Stakeholder Engagement Methods**

#### Site Visits (May-July 2016)

Due to a limited travel budget, the Academy will take advantage of conferences taking place during the project period to accomplish multiple goals, including site visits to UIHPs near

conference locations. In addition, the Academy team will visit the program in Baltimore, Maryland because it is proximate to the Academy's offices in Washington, DC. At each location we will interview UIHP management and staff, as well as available patients. We will make site visits to the following UIHP locations:

- San Diego, CA (May 2016)
- Seattle, WA (July 2016)
- Baltimore, MD (July 2016)

#### Individual Interviews (May-August 2016)

The Academy will conduct interviews (by phone or in person) with the following individuals and organizations:

- OUIHP leadership and staff
- Area Urban Coordinators (11)
- UIHPs (34)
- IHS strategic planning staff and other IHS staff, HHS staff
- Non-profit organizations, including the National Council of Urban Indian Health, the California Consortium of Urban Indian Health, and the Urban Indian Health Institute
- Staff in federal agencies that interact with the urban Indian health care system, including Health Resources and Services Administration, Veterans Administration, Substance Abuse and Mental Health Services Administration, and Centers for Medicare & Medicaid Services
- State and local health care programs
- Indian and public health care experts
- Congressional staff

#### Confer Sessions (May – July 2016)

The Academy will convene confer sessions with UIHPs at conferences, the first at the NCUIH conference in May, and the second at the Seattle Indian Health Board conference in July. These confer sessions will be designed to gather input on the strategic planning process and what should be included in the plan. In addition, as time and schedules allow, the Academy will make themselves available for teleconferences and in-person meetings with UIHPs and other stakeholders. Teleconferences were held with UIHP Executive Directors and NCUIH in May and July.

#### Websites (June – December 2016)

Up-to-date information on the strategic planning process and schedule will be publically available on the Academy's website ([www.napawash.org/programs/indian-health-service-resources.html](http://www.napawash.org/programs/indian-health-service-resources.html)). The OUIHP website will have a link to the Academy website. The Academy website includes a dedicated email address for stakeholders to provide input on the strategic plan: [UIOconfer@napawash.org](mailto:UIOconfer@napawash.org).

#### Dear Urban Indian Organization Letter (July 2016)

The “Dear Urban Indian Organization Letter” promotes engagement with UIOs. This letter will describe the strategic planning process and include an email address and phone number for providing input to the Academy team. The letter will be posted on the Academy’s web site, and distributed via email and/or regular mail; to the extent UIO addresses are available. Comments will be welcome until August 31, 2016.

#### Federal Register Notice (July 2016)

The Federal Register Notice will request input from organizations and individuals who would like to share their views and insights for OUIHP strategic planning. This notice will provide an email address and phone number to contact Academy staff with input and comments. A link to the Federal Register Notice will be posted on the Academy’s website. The comment period will end August 31, 2016.

#### Strategic Planning Workshops (September/October 2016)

Workshop sessions will be held with OUIHP and other IHS and HHS staff to review the consolidated information collected from the various sources discussed above to draft the OUIHP strategic plan. The purpose of the workshops will be to build consensus on the mission, goals, objectives, and strategies to be included in the strategic plan.

Interviews and/or workshops will be set up with stakeholders who were involved during the information collection stage of the project. This follow up will afford the opportunity for feedback on the draft plan.