

STRATEGIC PLANNING FOR URBAN INDIAN HEALTH PROGRAMS

INDIAN HEALTH SERVICE
DEPARTMENT OF HEALTH AND HUMAN
SERVICES

July 13, 2016



Panel and Team

- ❖ The Academy Panel oversees the work of the Project Team, provides guidance to the team, and conducts quality reviews of project deliverables provided to IHS.

- ❖ The Panel includes:
 - Gail Christopher, Chair
 - Michael Brintnall Ph.D
 - Daniel Carpenter, Ph.D
 - Judy England-Joseph
 - Susan Gooden, Ph.D
 - Kay Goss
 - Shoshanna Sofaer, Dr.P.H.
 - Donald Warne, M.D.

- ❖ The Project Team includes:
 - Pam Haze, Project Director
 - Maria Rapuano
 - Laurie Ekstrand, Ph.D.
 - Jonathan Tucker, Ph.D.
 - Chloe Yang
 - Eric Christensen
 - Joseph P. Mitchell, Ph.D.,
Director of Academy Programs

Project Summary

- ❖ The Academy Panel and Project Team are tasked with assisting the Office of Urban Indian Health Programs to develop a strategic plan.
 - The plan will guide the work of the headquarters office (OUIHP), urban area coordinators and urban Indian organizations participating in the program.
 - Will help to unify efforts toward common program goals.
 - The project was directed by Congress in the 2016 Consolidated Appropriations Act. The plan is to be completed by December 23, 2016.
 - The plan will need to align with the Department's plan and the IHS plan. IHS is developing a new strategic plan – the current plan is dated 2006-2011.
 - The plan will reflect efforts to confer with urban Indian organizations.

Strategic Planning Process

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- ❖ Our process follows a process developed for this project based on leading practices for public sector strategic planning and White House/Office of Management and Budget guidance for Federal agencies.
- ❖ These are not strictly sequential steps, but rather follow an iterative process in which stakeholders are engaged and help to shape and refine the plan.



Project Status

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- ❖ **Step 1 - We have completed Project Start-up Activities**
 - The framework for the planning process will be posted on the website
- ❖ **Steps 2-4 - We continue Data Collection and Analysis and Interviews**
 - Literature reviews
 - Review of primary data provided by OUIHP
 - Analysis of confer session and interview notes
 - Review of information in the public sector and provided by experts
- ❖ **We are conducting Stakeholder Outreach throughout the project**
 - The stakeholder outreach plan will be posted on the website
 - Dear UIO Letter, Federal Register Notice
 - Email us at UIOconfer@napawash.org
 - Website at: <http://www.napawash.org/programs/indian-health-service-resources.html>

Stakeholder Interviews



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- ❖ Interviews with a large and diverse constituency:
 - ◆ Office of Urban Indian Health Programs (OUIHP)
 - ◆ IHS Area Urban Coordinators (12)
 - ◆ Urban Indian Health Programs (UIHP) (34)
 - ◆ Urban Indian Organizations (UIO)
 - ◆ Urban Indian Health Institute
 - ◆ Funding and regulatory agencies – Substance Abuse and Mental Health Services Administration (SAMHSA), Health Resources and Services Administration (HRSA), Centers for Medicare and Medicaid Services (CMS), state agencies, others
 - ◆ Patients and clients of UIHP services
 - ◆ National and regional non-profit organizations, such as the National Council of Urban Indian Health Programs (NCUIHP) and the California Council of Urban Indian Health Programs (CCUIHP)
 - ◆ Congress
 - ◆ Relevant IHS and HHS offices and advisory committees
 - ◆ Urban Indian health and other public health experts

Preliminary Strategic Issues



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- ❖ Managing through External Program Changes
 - Affordable Care Act and Indian Health Care Improvement Act
 - Marketplace trends
- ❖ Reporting - extensive data demands and multiple systems
- ❖ Demand for services beyond capacity - prioritizing
- ❖ Demographic shifts – transportation and access issues
- ❖ Lack of recognition – limited awareness of the program outside a small community of providers and clients
- ❖ Recruitment and retention of staff
- ❖ Maintenance of facilities
- ❖ Limited ability to participate in the confer process
- ❖ Ability to collaborate/cooperate with other UIHPs, Tribes, and others
- ❖ Legislative authorities that are available to Tribes and not urban programs

Preliminary Strategic Issues



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- ❖ Our ask of you – please give us your input on the strategic issues – the ones we identified or others
 - We have contacted you to schedule interviews. **Please** email or call us back to schedule
 - We will be in Seattle July 26-27 with a confer session July 27
 - You can **write us** via email at UIOconfer@napawash.org

Next Steps



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July/August

- Second Panel Meeting (July 7)
- Preliminary Observations Briefing (July 12)
- Finalize and post stakeholder outreach plan and Strategic Planning Framework on website
- Issue Dear UIO Leader letter, Federal Register Notice
- Seattle confer session (July 27)
- Make site visits to Seattle, WA and Baltimore, MD
- Complete interviews with stakeholders

September/
October

- Document organizational mandates
- Summarize strengths, weaknesses, opportunities, threats, and assess risks
- Hold workshop with OUIHP to formulate mission, goals, objectives, and strategies to be included in strategic plan
- Draft strategic plan and seek input from stakeholders
- Third Panel Meeting (October 17)

Next Steps

November

- Hold panel meeting on November 9
- Panel reviews draft strategic plan
- Review recommendations with OUIHP and stakeholders
- Submit draft strategic plan to IHS for review

December

- Revise strategic plan based on IHS comments
- Review changes with OUIHP and stakeholders
- Submit and publish final strategic plan to IHS on December 23, 2016

Study Team Contacts



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