Our Vision

Our Tribal Community achieves optimal health through a culture of wellness.

Our Mission

Empower our Tribal Community with opportunities to learn and experience healthy lifestyles.
Letter from Our Leadership

Thank you for taking the time to review the Yellowhawk Community Report, 2015-2016. We are proud of the accomplishments and improvements made at Yellowhawk in this timeframe. This year, the CTUIR Tribal Health Commission worked closely with staff to create an updated vision statement for Yellowhawk:

“Our Tribal Community achieves optimal health through a culture of wellness.”

This is a powerful statement of what we can do together to create a healthy community. Both the Health Commission and Yellowhawk staff feel this revised vision statement captures what we are striving for, and the development of the new clinic is also a part of creating that culture of wellness.

This year, 2016, will be the last full year in the current Yellowhawk Tribal Health Center. For many of you, this clinic has been your main source of primary care. It’s been like your favorite old, comfortable chair – it’s familiar, comfy and has always been there for you. We recognize the comfort level you have with today’s clinic and want to honor the many years our community has vested in it.

We believe that the new clinic will become your new favorite chair for many years to come!

Finally, in 2016 we are celebrating 20 years of Tribal Self-Governance with regard to healthcare. Twenty years ago, Tribal Leadership signed a compact with the federal Government for CTUIR to manage its own health care system. Throughout the remainder of 2016, we will be celebrating that 20-year anniversary and will ask the community to join us.

Thank you again for your time to review this report, but more importantly, thank you for being Yellowhawk’s partners in creating a culture of wellness!

Shawna M. Gavin
Health Commission Chair

Tim Gilbert
Chief Executive Officer
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Our Community

Yellowhawk Tribal Health provides high-quality, primary healthcare for the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) and other eligible American Indians / Alaska Natives living in our service area, a group we are proud to call our community. Our current service area includes Umatilla and Union Counties.

Our Organization

Owned and governed by the CTUIR since 1996, Yellowhawk is more than a healthcare clinic. We are a non-profit organization that is passionately involved in improving the health of our community and preserving the cultural traditions that shape our identities. We are building a culture of wellness that empowers our people to make healthy lifestyle decisions.

We stand out among American Indian/Alaskan Native healthcare organizations across the United States, because in addition to our fully accredited, ambulatory health clinic, we are committed to a patient-centered healthcare philosophy. We are dedicated to making access to healthcare easier while still respecting individuals’ rights to make their own decisions. Examples of this mindset are as follows:

• Expanding the array of services offered onsite.
• Assisting our community in arranging off-site medical treatments and services when necessary.
• Helping our community navigate insurance options to ensure they have minimal out-of-pocket healthcare costs, regardless of where they receive care.
• Encouraging healthy social connections and providing opportunities to share Tribal history and culture.
• Creating programs to help future generations.
• Providing education regarding health and lifestyle choices and wellness opportunities.
Our Services

We provide top quality care. A complete menu of services and programs for Medical, Dental, Behavioral Health and Community Wellness can be found at our web site www.yellowhawk.org. Since our last Community Report, we focused on these important aspects of care provided at Yellowhawk:

- **Quality Care:** We retained our accreditation through the Accreditation Association for Ambulatory Health Care accreditation – a national indicator of quality care. We hired credentialed providers with proven track records for providing quality care. Furthermore, we remain the highest scoring Tribal organization in the Pacific Northwest for 22 quality benchmarks for quality care. (Quality measurements are determined by the Government Performance and Results Act, otherwise known as GPRA).

- **Expansion of Services:** We have added Hearing Aid and Audiology services for Elders and others in need, as well as Tele-Rheumatology, Ultrasound, and Behavioral Health integration into the clinic.

- **Customer Experience:** We revised our process for determining customer satisfaction regarding services and incorporated your feedback into our system.

- **Confidentiality:** Maintaining patient confidentiality became and continues to be one of our top priorities.
Our Location

Yellowhawk is located 10 miles outside of Pendleton in the rural, northeast corner of Oregon. Our service area includes the Umatilla Reservation, Umatilla County, and Union County.
Our Leadership
THE CTUIR TRIBAL HEALTH COMMISSION

The CTUIR Tribal Health Commission, Yellowhawk’s governing body, is comprised of Board of Trustee appointed community members as well as one CTUIR Board of Trustees representative. The Board of Trustees created the Commission to oversee the provision of quality healthcare and provide policy oversight. The Commission approves rules and regulations and works closely with the Executive Management Team to develop strategy.

EXECUTIVE MANAGEMENT TEAM

Yellowhawk’s Executive Management Team is responsible for the overall, day-to-day operations of the organization’s programs and services. After developing strategy with the CTUIR Tribal Health Commission, they execute strategic initiatives and annual objectives and continually strive for quality improvement. They collaborate with Yellowhawk department managers, committees, and work groups to meet these goals.
Our Funding
The existence of Yellowhawk, a Tribally owned and operated healthcare clinic, depends upon multiple sources of revenue to operate. Funding from the U.S. Government via the Indian Health Service is staying relatively steady from year to year, while healthcare costs have increased and Yellowhawk has still been able to expand services. Therefore, in order for Yellowhawk to offer more than the most basic of services, it is imperative to find outside funding via grants and collect revenue from third-party insurers. We are here to secure the promised federal funding and empower our community to access quality healthcare.

We secure this funding by billing third-party insurers such as Medicaid, Medicare, and private insurance. This has required us to diligently update contact information, and we appreciate the patience our community has shown as we follow these insurers’ procedures and federal regulations.

“

It is a misconception that healthcare for our community is free.

”

NAVIGATING THE SYSTEM

Some may argue the Affordable Care Act has made acquiring healthcare more challenging. However, there is no debate that the legislation is bringing about positive changes for our community. It is assisting us in establishing a much-needed breadth of services we have wanted to offer for decades.

If you have come to see us for a primary care visit and then needed a referral to an outside specialist, you know that it can be complicated. There are policies, processes, and regulations related to health insurance that, while all necessary, can make it confusing to our patients. In addition, if you receive a bill in the mail from an outside provider or hospital, it becomes frustrating in addition to confusing.

We have added a goal to our strategic plan to simplify the process of navigating the healthcare system.
Funding Sources 2015

- Grants & Contracts: $2,864,542
- CTUIR Contributions: $105,000
- I.H.S. (Indian Health Service): $9,910,317
- Other Income: $3,043,723
- Contributions: $105,000
- Third-Party Revenue: $5,362,482
- Indirect Cost Reimbursements: $3,154,065

Total: $24,440,119
Funding from the U.S. Government via the Indian Health Service is staying relatively steady from year to year, while healthcare costs have increased and Yellowhawk has still been able to expand services.

ACTIVE GRANTS

<table>
<thead>
<tr>
<th>Grant Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Diabetes Program Grant</td>
<td>$164,793</td>
</tr>
<tr>
<td>Health Preparedness - CDC</td>
<td>$17,555</td>
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<tr>
<td>Health Preparedness - HPP</td>
<td>$7,777</td>
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<tr>
<td>OAA Caregiver Grant</td>
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<td>Older Americans Act</td>
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<td>USDA / Senior Center Meal Program</td>
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<tr>
<td>Women Infants and Children (WIC)</td>
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<td>MCH Title V Block Grant</td>
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<tr>
<td>Tribal Maternal Home Visiting Program</td>
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<tr>
<td>Public Health Nursing</td>
<td>$150,000</td>
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<tr>
<td>CDC / Chronic Disease Prevention &amp; Wellness</td>
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<td>OHSU Knight Cancer Grant</td>
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<tr>
<td>HRSA / Rural Health Outreach</td>
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<tr>
<td>State of Oregon Outstation Outreach Worker</td>
<td>$67,907</td>
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<tr>
<td>ODHS Alcohol and Drug</td>
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<td>Problem Gambling 2015</td>
<td>$9,000</td>
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<tr>
<td>ODHS School Based MH</td>
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<tr>
<td>ODHS Prevention</td>
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<td>Tobacco Prevention Grant</td>
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<td>SAMHSA / GLS - Suicide Prevention (Circles of Hope)</td>
<td>$704,025</td>
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<td>SAMHSA / System of Care</td>
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TOTAL ACTIVE GRANTS - $ 2,439,817*

*This total does not match previous page’s grant total due to staggered grant funding years.
Honoring the Old

In 1855 the United States Government and the Confederated Tribes signed a treaty, which is a legally binding contract that never expires. In the Treaty, the Tribes gave the United States more than 6.4 million acres in what is now Northeastern Oregon and Southeastern Washington. In exchange for this huge parcel of land, the tribes were promised many things, including ongoing healthcare for its people.

In reality, healthcare services were not consistently available to us until the late 1930s. Our community did not always have access to appropriate healthcare because U.S. Governmental policies varied significantly over the years.

Chief Carl Sampson of the Walla Walla Tribe tells the following story:

“When I was a child and when I raised my children, we would go to the basement of the BIA (Bureau of Indian Affairs) building for healthcare. That building has been torn down. A doctor and nurse would come in from Pendleton once a month and offer basic shots and treat colds. I became very sick when I was five or six and no one was around to see me. I had to be taken to Pendleton, which was a big deal back then. I had contracted Spinal Meningitis, and I’m told that I could have died from that.”

Since time immemorial, long before the invention of the word “wellness,” CTUIR leaders have been appropriately concerned with the health of its people. Despite political ups and downs, the CTUIR’s philosophy on healthcare remained constant, particularly in three areas:

- Lifestyle decisions are ultimately the responsibility of the individual,
- Wellness is a dynamic relationship between the individual and the environment, and
- The community should participate in determining its own healthcare needs.

It is also important to note that the CTUIR is a model community in terms of participating in its own healthcare decisions. It was the first Tribal group to utilize the
In 1968, the Community Health Representative Program was established, and the first to own their own clinic (construction completed in 1972).

In 1975, the Indian Self-Determination and Education Assistance Act (Public Law 93-638) set the wheels in motion for the Tribe to manage its own healthcare needs at a future date. Among other things, this law gave Tribes the ability to determine how to use healthcare funds provided by the U.S. Government. Around this same time, the American Academy of Pediatric Physicians recognized CTUIR as unique within Tribal healthcare systems because of its emphasis on self-directed wellness and community-designed health initiatives. Also in this decade (1977)—Yellowhawk sponsored its first Fun Run, when most people in the United States considered the activity a fad. Yellowhawk has always been forward thinking and innovative.

In 1996, CTUIR assumed ownership and leadership of its Tribal healthcare from Indian Health Service. Today, many tribes (more than 550 tribes are recognized by the U.S. Government) still do not own or govern their healthcare organizations.
Welcoming the New

Twenty years ago, the CTUIR took over management of our community’s healthcare. As a Tribally owned and governed healthcare organization, Yellowhawk is creating a culture of wellness. Today, we are much more than a basic clinic. In addition to our fully accredited, ambulatory health clinic, we offer education, wellness opportunities, and services that enable our community to make healthy decisions within a cultural and traditional context. We are dedicated to making access to healthcare easier while still respecting individuals’ rights to make their own decisions. Some applications of this philosophy are below:

**PATIENT-CENTERED COORDINATION OF CARE**

We weave a network of service around our patients to bring them what they need rather than requiring them to navigate a disconnected group of providers and services. In the healthcare world, this “patient-centered” care is known as a “wrap-around” model and is considered the best philosophy in terms of delivering high-quality healthcare.

**EXPANDING OUR BREADTH OF SERVICES**

In the past few years, we have added the following:
- Rheumatology
- Mammography
- Ultrasound
- Smoking Cessation
- Hearing Aids and Audiology
- Teleservices

**EXPANDED HOURS AND AFTER-HOURS NURSING LINE**

We now are open longer hours and have an after-hours nurse consultation service.

To reach this service, call the main clinic line at 541-966-9830 and listen for the prompt to be connected to the after-hours service. It is available 5 p.m. to 7:00 a.m. on weekdays as well as 24 hours a day on weekends and holidays. Calls are answered by accredited nurses. This service ensures that our patients can obtain medical advice via telephone and a live person when Yellowhawk Tribal Health is closed. (This line does not manage appointments, pharmacy-related questions or any other Yellowhawk Tribal Health service).

**A FOCUS ON PREVENTION: WELLNESS EDUCATION AND OPPORTUNITIES**

We strive to build a culture of wellness and go beyond providing medical attention. Some programs we offer directly are:
- Yoga
- Gardening
- Fitness training
- Water aerobics
- Tai chi
- Golfing
- "Walk the Rez"
- Life coaching
- Nutrition counseling
- Lacrosse
- Kettle bell training
- Aerobics
- "Shine and stretch” (physical flexibility)
- Snowshoeing
- Healthy cooking classes
- Basketball
- Diabetes lifestyle education
- After-school programs for children and teens
- Meals for seniors

Please see the back page of this report for a complete list of hours.

**OUTREACH**

Our outreach programs focus on all generations. A sampling is as follows:
- We provide meals and check-in visits for seniors with poor mobility.
- We visit expecting mothers and fathers in their homes to offer parenting tips.
- We visit schools to assist at-risk youth.
HELPING FUTURE GENERATIONS: MATERNAL AND CHILD HEALTH (WOMEN, INFANTS & CHILDREN)

It is obvious that a key responsibility of women is to carry the next generation into this world. However, it is less recognized that mothers typically have a strong impact on the three generations following them. Because of these special roles, we put emphasis on creating healthy mothers. In addition to providing standard gynecology and obstetrics services up to 30 weeks, we offer the following:

- Átawišamataš Home Visiting Program (Átawišamataš means “We all love you.”)
- Breastfeeding support
- Parenting classes
- Pediatric care: newborn - 18 years
- Mammography

WELLNESS OPPORTUNITY: Walk the Rez

The “Walk the Rez” program offers a combination of history, culture and exercise. Participants can choose from a variety of routes (and distances) located within the CTUIR ceded territory, each beginning at the July Grounds Nixyáawii Warriors Memorial. As steps/miles along these virtual routes are reported, participants will learn history, culture and geography facts (and perhaps a Walla Walla, Umatilla or Cayuse word) that are specific to that route and destination. The first route is 100 miles to the site of the 1855 Treaty Signing in modern-day Walla Walla. This is a FREE program, open to all. If needed, pedometers can be provided at no cost to record your steps. We give awards for reaching each destination.

To register, contact Lindsey X. Watchman, Health Educator, at 541-278-7560 or lindseywatchman@yellowhawk.org.
Jennifer Lewis grew up in the Portland area but remembers bringing her grandmother to Yellowhawk in the years after it was first built. When she moved back to the area four years ago, it was a natural choice for her to seek her healthcare at Yellowhawk. Last year, during her routine exam, the mammography machine discovered a suspicious growth that turned out to be the early stages of an aggressive cancer. Her primary healthcare provider, Kristin Bourret, helped her navigate treatment options and now continues to manage her wellness in cooperation with her cancer specialist. She is more than two-thirds of the way through her chemotherapy sessions, and her outlook is terrific.

It is our hope that all women age 40 and older will participate in mammography screenings as recommended by their provider, now that the service is conveniently available at Yellowhawk.

“Mammography is conveniently available at Yellowhawk.”

Jennifer Lewis

Our Technology

We have consistently expanded and updated our facility over the past twenty years. Some examples of our technology improvements include a full-mouth x-ray machine, ultrasound imaging, and a retinal camera.

These improvements are in addition to all the basic equipment you would find at a typical doctor’s office.
Multi-Generational Cultural Activities

We believe that continuity of our culture and strong familial and societal bonds are the backbone of wellness. The Behavioral and Community Health Departments work together to preserve and strengthen the fabric of our community. Some examples of our efforts are as follows:

- Cradleboard and wing dress classes: Women share the art of creating traditional baby carriers and clothing. The customary wing dresses of today are made of fabric instead of deerskin and are still donned for special occasions.
- Storytelling gatherings.
- After-school programs (games, sports, healthy snacks, etc.)
- Sons and Daughters of Tradition (character building, prevention education, healthy decision making)

"Our children are our future. We want to provide the best care possible, to ensure that we have healthy, happy children and families."
Yellowhawk health care providers are well educated, competent, and professional and possess all appropriate certifications and licenses. All are here by choice and are passionate about our mission. When IHS managed our healthcare services, providers were assigned to this area regardless of whether they had an interest in our community. We are proud of the team we are building.

**MEDICAL**

Dr. Rex Quaempts  
*Clinical Director*

Karen Cook  
*Family Nurse Practitioner*

Kristin Bourret  
*Physician’s Assistant*

Lee Canwell  
*Physician’s Assistant*

Dr. Mark Yeske  
*Podiatric Medicine*

**DENTAL**

Dr. Anthony Bass  
*Chief Dentist*

Dr. Douglas Coe  
*Staff Dentist*

Dr. Grady Shaver  
*Staff Dentist*

“All providers are here by choice and are passionate about our mission.”
Provider Spotlight: Dr. Rex Quaempts

Our Clinical Director, Dr. Rex Quaempts, has a deep understanding of our cultural and societal norms. Furthermore, he is respected in the medical field. The Association of American Indian Physicians named him as 2014 Physician of the Year, the same year he joined the Yellowhawk team.

Quaempts studied botany in college and graduate school. After receiving his master’s, he changed directions because of the startling suicide rate among his people. According to the Centers for Disease Control, suicide rates are higher in Indian Country than for any other population group in the United States. The suicide rate among American Indians and Alaska Natives from ages 15 to 34 is 2.5 times higher than the national average for the same age group.

After earning his medical degree at the University of Washington and completing his residency, Quaempts worked in Yakima for 19 years. The Yakama Tribe had given him money for medical school.

As year 20 approached, he realized it was time to head back to the reservation where he grew up. Aside from being a medical doctor, Quaempts is passionate about healthy lifestyle choices. He is a former Ironman who also bikes, runs, fishes and hunts on a regular basis.
A Closer Look at Our Services

1. MEDICAL SERVICES — The medical department’s primary focus is family practice and sees patients of all ages, starting immediately after birth. Services include, but are not limited to: well baby/child exams and immunizations, women’s health (including gynecology, prenatal, obstetrics to 30 weeks, and mammography), physicals, treatment of disease, and health screenings.

2. DENTAL SERVICES — We provide comprehensive family dentistry in a gentle and caring environment: teeth cleaning, full-mouth x-rays, bonding, crowns, bridges, periodontal care, fillings, night guards, sports guards, extractions, oral surgery, and emergency care.

3. PHARMACY — The pharmacy offers prescriptions, blood pressure readings, glucose monitoring guidance and instructions, medication therapy, and smoking cessation treatments.

4. LABORATORY — The laboratory provides phlebotomy, drug-therapy monitoring, infection control, disease monitoring, and a digital x-ray system.

5. BEHAVIORAL HEALTH — The behavioral health department offers chemical dependency treatment (including aftercare) DUI diversion education, psychiatric evaluations through Oregon Health Sciences University tele-psychiatry program, stress management, suicide prevention/intervention, and counseling (substance abuse counseling and general mental health).

6. COMMUNITY HEALTH — The community health program encompasses many areas of wellness. They sponsor after-school programs, diabetes education, wellness opportunities, senior services (including meals and check-ins for mobility impaired individuals), transportation assistance, cultural skills classes (such as making wing dresses and cradleboards), life skills training, caregiver training, lifestyle coaching, fitness & physical activity programs, and parenting guidance.

Dental Services Spotlight

Dr. Anthony Bass Chief Dentist
Dr. Grady Shaver Staff Dentist
Dr. Douglas Coe Staff Dentist

“Dr. Anthony Bass leads a team of dentists, certified dental assistants and hygienists. When he joined Yellowhawk in 2011, he gave us the ability to make crowns in-house. Prior to that, patients were provided with temporaries, and sometimes had to wait as long as 25 years for a permanent crown.”
Facts & Figures

ACCREDITED VIA

AAAHC
ACCREDITATION ASSOCIATION
for AMBULATORY HEALTH CARE, INC

PERFORMANCE STANDARDS
Leader in Government Performance and Results Act (GPRA) measurements for the entire Pacific Northwest. This program measures how well health organizations perform with respect to clinical quality by evaluating the following areas: diabetes, dental services, immunizations, cancer screenings, behavioral health, cardiovascular screenings, childhood weight control and HIV screenings.

GEOGRAPHY OF PATIENTS
The Confederated Tribes of the Umatilla Indian Reservation and the counties of Umatilla and Union.

TRIBE AFFILIATIONS
The Confederated Tribes of the Umatilla Indian Reservation include the Cayuse, Umatilla, and Walla Walla. However, any other American Indian and Alaska Native is eligible for services at Yellowhawk.

100%
OWNED AND GOVERNED BY THE CTUIR

134
EMPLOYEES

68
AMERICAN INDIANS/ALASKA NATIVES EMPLOYED

41
BABIES BORNE IN 2015

20+
LIFESTYLE/HEALTH EDUCATION PROGRAMS

48,354
VISITS

3,340
PATIENTS

69,566
PRESCRIPTIONS FILLED

22
ACTIVE GRANTS
Future

We are in our 20th year as a Tribally owned and self-governed health care facility. We take pride in serving our people. As always, we are looking to be forward-thinking and innovative. This report serves as a bridge to the future, and we are excited to share news regarding our soon-to-be-constructed, state-of-the-art health center. Furthermore, we have a new website!

NEW HEALTH CENTER
We have expanded the clinic multiple times and now spill into five buildings. We are excited for what the future holds in terms of a new clinic, as we desperately need the space as our services continue to grow. Our current facilities, including four outbuildings, measure approximately 33,000 square feet, and the new health center will encompass more than 60,000. We determined this size to meet the needs of projected population growth in our community and the additional services we intend to offer.

The new Yellowhawk Tribal Health center will be built just west of Nixyáawii Governance Center on Timíne Way on what is commonly known as the “Bowman property.” The project team is discussing transportation solutions for people who were used to walking to the current clinic.

In the tradition of our elaborate beadwork, we have painstakingly paid attention to the details in planning the new center. It will have the layout of a village with a circular courtyard. Community members and Yellowhawk staff contributed to the planning of workspace and storage design and the overall layout of the building.

Construction is scheduled to be completed in late summer / early fall 2017.

The new Yellowhawk Tribal Health building will be built just west of Nixyáawii Governance Center on Timíne Way on what is commonly known as the “Bowman property.”
NEW SERVICE LINES
We are looking to add the following services in the next several years:

- Physical Therapy
- Orthodontics
- Audiology
- Optometry
- Alternative Therapies
  - MASSAGE THERAPY, ACUPUNCTURE, ETC.

NEW WEBSITE
We recently went live with a new website that boasts a fresher, cleaner look. It contains much more information AND is easier to navigate. We encourage you to check it out at Yellowhawk.org.
Twenty Years of Tribal Self-Governance
We appreciate the opportunity to assist you, your family, and our community. Thank you for making Yellowhawk your provider-of-choice!

Yellowhawk
2015
**Hours**

**MEDICAL:**
Monday, Wednesday, Thursday, and Friday:
7:30 a.m. - 5 p.m. Closed for lunch: 11:30 a.m. - 12 p.m.
Tuesday: 12:30 - 5 p.m.

**DENTAL:**
Monday, Wednesday, Thursday, and Friday:
7:30 a.m. - 5 p.m. Closed for lunch: 11:30 a.m. - 12 p.m.
Tuesday: 12:30 - 5 p.m.

**WALK-IN OPTIONS:**
Please note no appointment is necessary for the following times / services:

**DENTAL WALK-INS AVAILABLE:**
Monday - Friday:
Sign in by noon. Cutoff for sign-ins is 12:30 p.m.

**BEHAVIORAL HEALTH WALK-INS AVAILABLE:**
Monday - Friday:
7:30 a.m. - 5 p.m. (closed for lunch 11:30 a.m. to noon)

**AFTER-HOURS NURSING CONSULTATIONS:**
To reach this service, call the main clinic line at 541-966-9830 and listen for the prompt to be connected to the after-hours service. It is available 5 p.m. to 7:00 a.m. on weekdays as well as 24 hours a day on weekends and holidays. Calls are answered by accredited nurses. This service ensures that our patients can obtain medical advice via telephone and a live person when Yellowhawk Tribal Health is closed.

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*Note: Yellowhawk is closed most Federal and official CTUIR holidays.*

FOR INFORMATION OR APPOINTMENTS:

**MEDICAL:**
541-966-9830

**DENTAL:**
541-278-7516

**BEHAVIORAL:**
541-278-7528

**BUSINESS OFFICE:**
541-278-7520

**COMMUNITY HEALTH:**
541-278-7559

**DIABETES ED/FITNESS:**
541-278-7543

**LAB/ X-RAY:**
541-278-7506

**PHARMACY / PRESCRIPTION REFILLS:**
541-278-7505