



# Yellowhawk

## Tribal Health Center

**Strategic Plan**  
2017-2019



## 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.



# Table of Contents

<b>Background.....</b>	<b>1</b>
<b>Strategic Priorities.....</b>	<b>2</b>
<b>1. Integration.....</b>	<b>3</b>
<b>2. Workforce Development.....</b>	<b>4</b>
<b>3. Community Engagement.....</b>	<b>5</b>
<b>4. Quality.....</b>	<b>8</b>
<b>5. Transition.....</b>	<b>9</b>
<b>6. Healthy Community.....</b>	<b>10-11</b>
<b>7. Sustainability.....</b>	<b>12</b>
<b>Strategic Plan Summary.....</b>	<b>6-7</b>

# Background

Yellowhawk Tribal Health Center, the healthcare provider for the Confederated Tribes of the Umatilla Indian Reservation, completed a 3-year, 2017-2019 strategic plan, September 2016. This plan was developed by a group of Yellowhawk employees identified by the Executive Management Team.

In June 2016, the group was organized to attend a planning session: Integration of Social Determinants of Health Framework & Equity Lens, in Yellowhawk Tribal Health Center's Strategic Planning Process. This session was facilitated by the National Indian Health Board and Native Wellness Institute.

Participants included: Tim Gilbert, Nancy Kirksey, Angie Dearing, Becky Greear, Karen Cook, Jim Wallis, Thom Hauer, Jo Marie Tessman, Carrie Sampson, Tony Bass, John Eaton, Linda Hettinga, Steve Merrill, Janyce Quaempts, Eric Gabriel, Shana Alexander, Leann Alexander, Alisa Portley-White, Debra Shippentower, Kristin Lapp, and Wenona Scott

# Strategic Priorities

- 1. Integration**
- 2. Workforce Development**
- 3. Community Engagement**
- 4. Quality**
- 5. Transition**
- 6. Healthy Community**
- 7. Sustainability**

## Priority 1: Integration

### Priority Statement:

Integration of all direct care patient programs and services to create a patient centered medical home model that incorporates preventative and community health services to improve health outcomes.

### Objectives:

1. The Medical, Community Health, Behavioral Health and Dental programs will have a shared understanding of integration by establishing roles, responsibilities & limitations.
2. Patient centered care teams will be developed to consist of a medical provider, nursing support staff, mental health, pharmacist, public health nurse, and community health representative whose roles, responsibilities and time commitments will be defined.
3. The Business Office, with departmental leaders, will evaluate services to ensure program quality, sustainability and growth.
4. Teams will develop collaborative processes to meet clinical measures and outcomes (i.e. GPRA, NW Healthy Heart, Zero Suicide).
5. Integrate all aspects of Behavioral Health (Mental Health, Substance Use Disorder) into all healthcare services.



## Priority 2: Workforce Development

### Priority Statement:

Create a culturally competent, highly engaged, and sustainable workforce.

### Objectives:

1. Organization and individual training opportunities will be increased for employees and CTUIR community members.
  2. All current and future positions within the organization will be aligned with the mission and vision statement.
  3. Each position within the organization will be measured against 3 performance standards.
  4. The job vacancy rate will be reduced by 20% per year from the current rate of 7.1 positions/month.
  5. Cultural awareness will be improved throughout the organization by developing a healthcare oriented Cultural Awareness Program with guidance from CTUIR Elders,
  6. Employee morale and engagement will be improved by creating a healthy work environment where employees feel valued and heard. Satisfaction will be increased 10% per year.
  7. Organization specific Core Concepts and Relationship Building Framework will be used in daily interactions and decision-making.
  8. Employees will be empowered to stay healthy, by being active, eating well, learning to navigate life events (i.e. stress reduction), volunteering, and engaging in healthy activities with full Health Commission and EMT support.
- Cultural Resources Committee, and Yellowhawk employees that are CTUIR members.

## Priority 3: Community Engagement

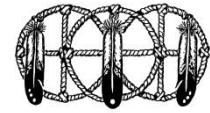
### Priority Statement:

Strengthen partnerships within the Tribal community and with our external partners to promote and enhance healthy lifestyles and informed choices for the overall health of the community.

### Objectives:

1. Increase patient and community confidence in the quality of employees and the services provided by decreasing negative patient feedback and increasing patient utilization of services (i.e. appointments, classes, group, events, etc.).
2. Technology and social media will be utilized to the fullest extent to create connectivity to patients.
3. Community involvement in the organization's planning and operational processes will be enhanced by creating partnerships within the entire CTUIR structure.





# 2017-2019 Yellowhawk Strategic Plan Summary

MISSION	Our Tribal community achieves optimal health through a culture of wellness.						
VISION	Empower our Tribal Community with opportunities to learn and experience healthy lifestyles.						
CORE VALUES	Balance    Compassion    Integrity    Equity    Respect    Excellence						
PRIORITIES	Integration	Workforce Development	Community Engagement	Quality	Transition	Healthy Community	Sustainability
STRATEGIES	Integrate all healthcare programs and services to solidify a medical home model that will incorporate preventative health care and focus on evidence based care.	Create a culturally competent, highly engaged and sustainable workforce by utilizing surveys, community input, personal stories, training, and benchmarking.	Strengthen partnerships within the Tribal community and with our external partners to promote and enhance healthy lifestyles and proactive choices for the overall health of our Tribal community and service population.	Deliver excellent and efficient quality care to improve the overall health of our Tribal population.	Develop a plan to assist with the move to the new clinic in 2017, to make the transition as seamless as possible for patients, staff, and the community.	Nurture the development of health, safety, and well-being of all Confederated Tribes of the Umatilla Indian Reservation community members by enhancing opportunities for healthy living, health education, and health promotion guided by cultural values.	Focus on a platform of sustaining all healthcare delivery services within the infrastructure for current and future generations.

# Priority 4: Quality

## Priority Statement:

Deliver continued excellent and efficient quality care to improve the overall health of our Tribal Community.

## Objectives:

1. All programs will establish goals, performance data and benchmarking to be used for quality improvement and performance standards in year 1 (2017). Continuous data reporting and review will occur in years 2 and 3.
2. Quality assurance will be achieved by auditing compliance with established benchmarks, goals, policies, and regulations.
3. Patient feedback will be linked to improving the quality of services and enhancing community engagement.
4. Establish and maintain regular quality improvement (QI) studies and instruction linked to quality assurance, patient experience feedback, and workforce development.
5. Technology improvements will be made by assessing departmental and organizational technology needs and monitoring trends in healthcare technology to incorporate strategies that improve quality, patient experience, employee performance, and reduce costs.
6. Accreditation readiness will be assessed in order to initiate changes and improvements. These efforts will focus on meeting quality standards that also meet accreditation requirements.

# Priority 5: Transition

## Priority Statement:

Ensure the transition process to the new clinic is defined and communicated for patients, employees and our Tribal community.

## Objectives:

1. To ensure optimal patient experience, a comprehensive orientation strategy will be implemented and updated as needed.
2. Ensure minimal disruption of patient care during the process of moving to the new facility.
3. Ensure transportation is available to the new facility for patients and the community 3 months prior to opening to ensure equitable transport options for those most in need.
4. New services will be offered to patients and community members to improve access to care.



# Priority 6: Healthy Community

## Priority Statement:

The health, safety, and well-being of all Confederated Tribes of the Umatilla Indian Reservation community members will be nurtured by enhancing opportunities for healthy living, health education, and health promotion guided by cultural values.

## Objectives:

1. Improve the health and wellbeing of eligible pediatric patients living within Yellowhawk service area by addressing barriers to access healthcare and nutrition through a coordination and collaboration of multidisciplinary teams.
2. Improve the quality of life of Tribal elders by addressing fall risks, home safety concerns and timely access to well-coordinated medical care and resources.
3. Improve the confidence of community members living with chronic disease to self-manage chronic disease through health education, community outreach, and integration with primary care teams.
4. Youth Wellness and Prevention will create an integration plan to highlight youth options in the community which strengthen social, emotional wellbeing, life skills, substance use prevention and increase access to physical activity, nutritious food, and health education.
5. Address community health disparities through a collaborative and coordinated community health education approach by increasing access to healthy living and learning opportunities.
6. Prevent and control oral and craniofacial diseases, conditions, and injuries, and improve access to preventative services and dental care.
7. Community members recovering from Substance Use Disorders will be provided recovery-focused skill development in a safe, structured, clean and sober transitional housing and services program.
8. Moderate to severe Substance Use Disorders will be effectively treated through a collaborative engagement of Behavioral Health, CTUIR Court, Leadership, Public Safety, and DCFS to establish a “CTUIR Healing to Wellness Court”.
9. Community members incarcerated in the Umatilla County Jail will have access to Behavioral and Community Health outreach programs and services.



# Priority 7: Sustainability

## Priority Statement:

To fund a full spectrum of quality health care services for current and future generations.

## Objectives:

1. Patient care and organization opportunities will be enhanced by achieving a 3rd party revenue target of 6 million dollars in 2017. (New revenue targets will be established in 2018 and 2019).
2. Grant funding will be prioritized based on organizational needs. The management of grant outcomes and reporting will be enhanced.
3. Improve access to referred care by implementing a system to utilize 100% Federal Medical Assistance Percentage (FMAP) opportunities.
4. Protect investment assets and provide returns to support current and future needs.





**Yellowhawk Tribal Health Center  
73265 Confederated Way  
PO Box 160  
Pendleton, OR 97801**

---

**541-966-9830**

**1-888-935-4295**

**[www.yellowhawk.org](http://www.yellowhawk.org)**

** [Yellowhawk Tribal Health Center](#)**