

YELLOWHAWK *Community Report*



2020

YELLOWHAWK
TRIBAL HEALTH CENTER

2021



YELLOWHAWK

TRIBAL HEALTH CENTER

Located on the Confederated Tribes of the Umatilla Indian Reservation,
Yellowhawk Tribal Health Center is 7 miles east of Pendleton, Oregon.

Phone: **541.966.9830** | After Hours Nursing Telephone Advice: **541.966.9830**

If you have a life-threatening emergency, call 911 or visit the nearest emergency room immediately.
Other service providers available when Yellowhawk is closed are urgent care or walk-in clinics.

EMAIL US: info@yellowhawk.org • VISIT OUR WEBSITE: www.yellowhawk.org •    

DIRECTORY

Behavioral Health	541.240.8670
Business Office	541.240.8696
Dental	541.240.8698
Lab & X-Ray	541.240.8699
Main Line	541.966.9830
Medical Appointments	541.240.8661
Medical Records Fax	541.240.8751
Optometry	541.240.8565
Pharmacy	541.240.8691
Physical Therapy	541.240.8462
Public Health	541.240.8697
Vaccine Info	541.240.8733

For after hours assistance with a mental health crisis, please call: **1 (800) 273-TALK (8255)**
or text **HELLO to 741741**
or contact Community Counseling Solutions
at **541.240.8030**

PATIENT FEEDBACK

Yellowhawk strives to provide an excellent experience for all patients and visitors. We often request that patients take our Patient Experience Surveys at each visit so that we can determine if our care meets the highest level of standards.

Our Quality Improvement Program strives to reach out quickly when receiving feedback. If you have any concerns, comments, compliments or questions about your care and services at Yellowhawk, please contact our Quality Improvement Program:
541.240.8730 or patientfeedback@yellowhawk.org

PATIENT FEEDBACK SURVEY

www.yellowhawk.org/patient-feedback/





FROM YELLOWHAWK LEADERSHIP

LETTER FROM THE CEO

Dear Community Members and Yellowhawk Patients,

The Yellowhawk Tribal Health Center is honored to represent you and offer high quality healthcare for our People. We know that the last two years have been more than a little challenging, but in spite of all of the obstacles that arose because of the COVID-19 pandemic, your Tribal health care clinic was able to persevere and continue on the path of progress and growth.

I am delighted to share this long overdue community report to demonstrate all the hard work our employees completed in throughout 2020 and 2021. Yellowhawk has seven departments but many programs within each department and they all work hard to keep the operations of our clinic serviceable and moving forward. In total, these departments include over 150 employees – all who provide quality services to the community.

Aaron Hines, Yellowhawk CEO

LETTER FROM THE HEALTH COMMISSION CHAIR

On behalf of the Tribal Health Commission, we are pleased to share with you the Yellowhawk Annual Report for the years 2020 and 2021. Thank you for taking the time to review it.

We had an interesting couple years and focused largely on the COVID-19 Pandemic. We are continually focusing on demonstrating quality of care, improving access to our services and programs and enhancing our community outreach and engagement efforts. The Health Commission is proud of Yellowhawk staff members for their hard work and dedication to achieving our vision and mission.

Our hope is after reviewing this report, our community will feel the utmost pride that the Health Commission has in the healthcare that Yellowhawk provides. We strive to be the provider of choice for you and your family.

Shawna Gavin, Tribal Health Commission Chair, 2020 & 2021

Yellowhawk was designed with departmental colors for easy navigation of the building.

Each color represents a plant of our traditional food. The color concept was adapted to follow the order of CTUIR First Foods.

The Cayuse/Nez Perce, Umatilla and Walla Walla languages have been incorporated into the clinic.

**Pyaxí (Green)
Lewisia Redivia**



Administration
Patient Registration
Behavioral Health

**Xáwš (Yellow)
Desert Parsley**



Pharmacy
Medical
Lab / X-Ray
WIC & Nutrition

**Xmááš (Blue)
Blue Camas**



Optometry
Audiology

**Tmis (Red)
Chokecherry**



Facilities
Dental

**Wíwnu (Purple)
Huckleberry**



Public Health
Physical Therapy
Complementary
Medicine



YELLOWHAWK
TRIBAL HEALTH CENTER

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.





YELLOWHAWK
TRIBAL HEALTH CENTER
**2021 HEALTH
COMMISSION**



SHAWNA M. GAVIN
CHAIR



MARTINA GORDON
VICE CHAIR

(VACANT)
SECRETARY



ROBIN TURK
MEMBER



VERNA PATRICK
MEMBER



ALTHEA HUESTIES-WOLF
MEMBER



SANDRA SAMPSON
BOT REPRESENTATIVE



2020 FLOOD

Emergency operations were enacted by the CTUIR early in February 2020 due to flooding. This put into place the Incident Command System (ICS). CTUIR established a state of emergency and ICS worked closely in streamlining operations and receiving assistance and guidance from FEMA and the Red Cross, among other state and federal agencies.

After the state of emergency was declared, and at the request of the CTUIR ICS team, Yellowhawk provided support by preparing the Warming Station, and purchasing and preparing food. Yellowhawk developed a plan to provide pharmacy and mental health support, which included filling emergency prescriptions and gathering contacts for resources to the community.

Around forty Yellowhawk staff members and their families volunteered and assembled post-disaster clean up kits of cleaning supplies and personal protective equipment (PPE).

Staff supported the disaster relief efforts by distributing clean up kits, offering mental health support, and continuing to keep the clinic operational.

Yellowhawk Tribal Health Center's main role during this flood emergency was to remain open and operational to provide medical services to those affected by the external disaster and regular services. All directives for disaster clean up went through the Incident Commander at CTUIR. Tasks and duties were directed to section chiefs, the Yellowhawk liaison was Eric Gabriel, Risk Manager/QI Coordinator.

COVID-19 PANDEMIC RESPONSE

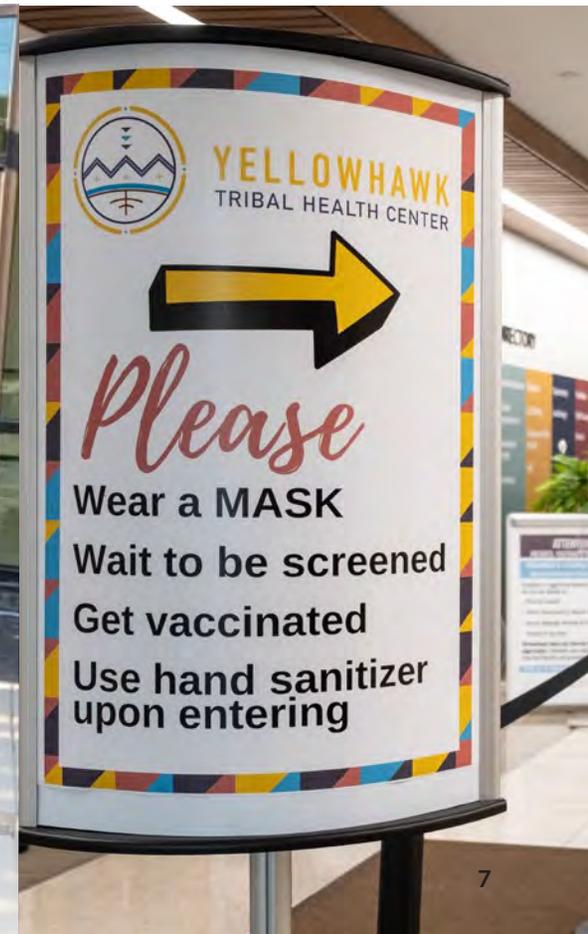
The CTUIR declared a public health emergency on March 2, 2020, six weeks prior to the State of Oregon and Umatilla County. As the pandemic unfolded Yellowhawk's Public Health Department served as the local public health authority to provide direction on guidelines and mitigation strategies within the community, lead the vaccination and testing efforts and provide education to the community. The Public Health Department's Communicable Disease team trained via John-Hopkins Tracer Training which aided the team in successfully developing a data tracking system and the infrastructure to support future COVID-19 cases within the community.

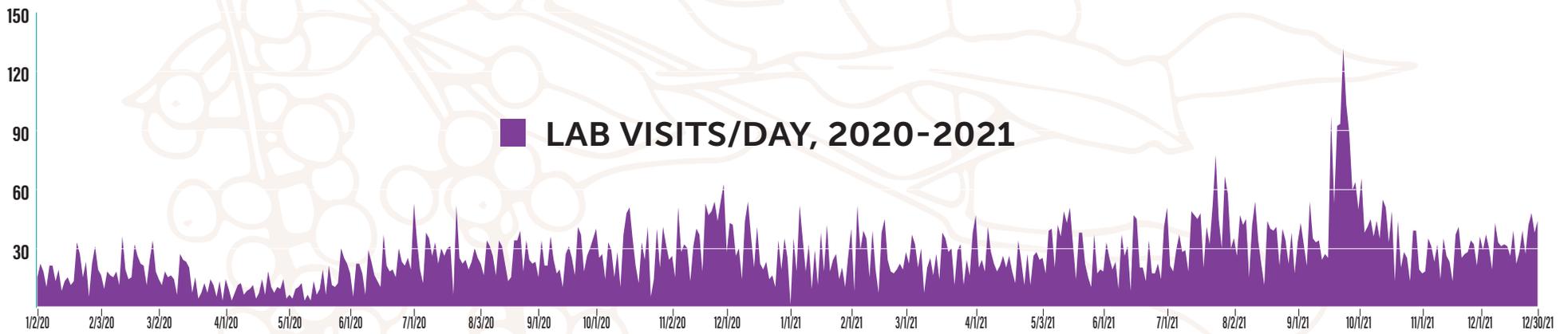
Yellowhawk's Public Health Department was firmly integrated within the medical and laboratory departments allowing a 30-90 minute initiation of case investigations and contact notification. Internally the Public Health Department collaborated with WIC, pharmacy, chronic disease

management, medical and behavioral health services allowing persons in isolation or quarantine to connect with vital services and provide continuity of care. Additionally, collaboration with CTUIR Department of Children and Family Services allowed contact tracers to allocate groceries and supplies for patients.

Working relationships were deepened with Wildhorse Resort and Casino, Nixyáawii Community School and the Nixyáawii Governance Center by providing offsite testing opportunities and a reliable reporting system to ensure positive cases were investigated immediately. This potentially decreased the instances of workplace outbreaks.

In mid-December, 2020, the first doses of the Pfizer vaccine were received. The first group identified for vaccinations were "high risk individuals," healthcare workers, first responders, and CTUIR elders over 65.



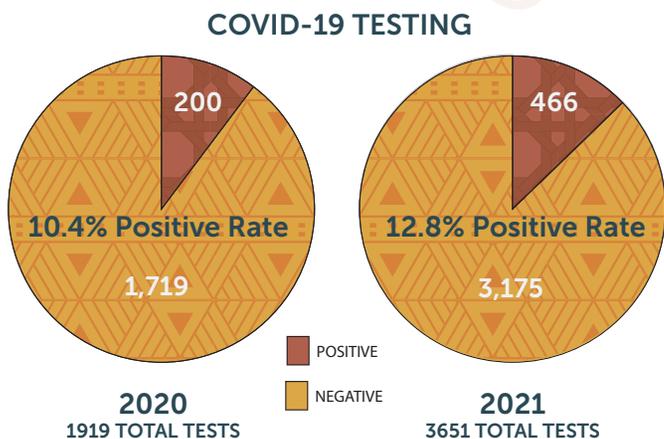


In January 2021, the clinic began vaccinating those 16 and older with underlying health conditions. The Public Health Department collaborated with multiple County, Regional, State and Federal Agencies to address testing and vaccination needs within the community. In January 2021 the CTUIR Interim Executive Director petitioned Governor Brown for utilization of the Oregon Army National Guard (OANG) to assist in mass vaccination clinics. With the assistance of the OANG, vaccination efforts reached over 5000 Tribal members, their families, community members, Tribal entity employees and their families.

Oregon Health Authority assisted on multiple occasions with testing and vaccination events in our community. In September 2021, FEMA and OHA assisted with testing and vaccination in preparation for the post Round-Up surge, CTUIR declared a public health emergency again on September 24, 2021.

The CTUIR vaccination rate lingered in the mid 40th percentile throughout the summer of 2021, after the initial vaccine rollout was over. The percentage included patients from surrounding communities, as our service area includes all of Umatilla and Union counties.

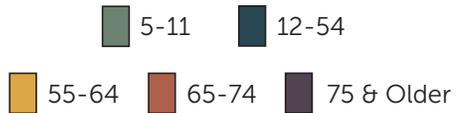
Yellowhawk worked with the the Tribal enrollment and GIS programs to update the vaccination rate for the CTUIR Tribal members on our reservation and after our great teamwork and collaboration, we were able to determine that our vaccination rate for CTUIR Tribal members only, on the reservation is 71.3%.



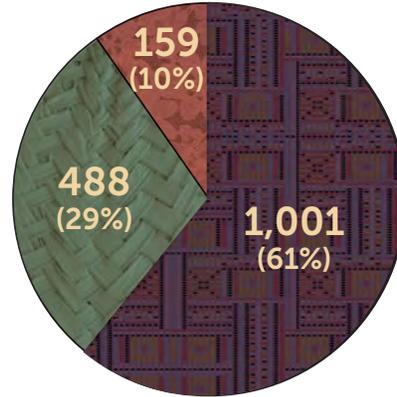
COVID-19 VACCINATIONS

**this data reflects Yellowhawk patients only.*

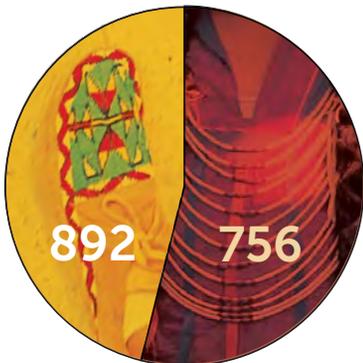
AGE GROUP



TRIBE



GENDER



DOSES ADMINISTERED



SUMMARY OF THE RESULTS

Total Viral Tests Completed: **343**
Positive Viral Tests: **0**
Negative Viral Tests: **343**

Total Antibody Tests Completed: . . . **343**
Positive Antibody Tests: **3**
Negative Antibody Tests: **340**



2020 COVID-19 SURVEILLANCE STUDY

PURPOSE

- Collect data from CTUIR community to estimate incidence and prevalence of COVID-19 in CTUIR community
- Provide data to support decisions of re-opening services
- Three data points of testing to support conclusions of 'trends' in COVID-19 cases (example: downward, upward)
- Comparison of CTUIR trends with Umatilla and Walla Walla counties, and Oregon and Washington states (# of new cases)
- COVID positive workers without symptoms can be identified and quarantined effectively to reduce 'silent' spread in the community
- Potential to describe previous infections and immunity with antibody testing

METHODS

- 100 volunteer participants that are currently working in frontline roles for CTUIR entities in healthcare, retail, EMS, police, and social service.
- Two types of tests used: Viral test (nose swab) and antibody test (fingerstick)
- All participants were tested a total of three times at two week intervals – this allowed for a baseline, midpoint and endpoint for trends.
- Drive-thru only: participants could not leave their vehicles.

COVID-19 TESTING SUMMARY

There were 113 participants in total. Yellowhawk staff began testing in April 2020. In our initial larger surveillance study we collected samples the weeks of 5/10, 5/24, and 6/7 to help determine prevalence and incidence rate in CTUIR community. Study revealed ZERO prevalence and incidence at that time. Yellowhawk had our first positive case of COVID-19 on June 15, 2020. Immediate contact tracing identified two associated positive cases. Conducting smaller surveillance testing at Wildhorse Resort and Casino on 6/23 produced zero new cases. Following initial study, the week of 6/28 we saw a surge of new cases that were linked to a large gathering.

We continuously offered COVID-19 testing to patients with symptoms and/or exposure to someone that has tested positive for COVID-19 throughout 2020 and into 2021.



“We must shift our thinking away from short-term gain toward long-term investment and sustainability, and always have the next generations in mind with every decision we make.”

— Deb Haaland, U.S. Secretary of the Interior



STRONGER TOGETHER

Throughout the region our Tribes helped one another with supplies, vaccinations and sharing of information. Our collaborative efforts with various Tribes made us stronger together to fight the pandemic. A couple of those examples: The Lummi Tribe was able to share extra vaccines when we were running low. That extra supply was valuable to ensure safety of our community. Interim CEO, Aaron Hines made a drive to Salem hauling a horse trailer full of medical and other supplies to help out the Cow Creek Band of Umpqua Tribe of Indians, in southern Oregon. They were forced to set up a field hospital in August 2021 due to the low number of hospital beds in their region and increased need for beds. Yellowhawk was able to supply the following PPE:

Face Shields	175
Gowns	30
Gloves	11,800
Goggles	80
N95 Masks	1,000



NATIONAL INDIAN HEALTH BOARD PUBLIC HEALTH INNOVATION REGIONAL WINNER

The past two years have been difficult, but in the midst of chaos, Yellowhawk Tribal Health Center was nominated and received this prestigious award from the National Indian Health Board. Here is our story.

Nestled in the heart of the Umatilla Indian Reservation (UIR) is the Yellowhawk Tribal Health Center (Yellowhawk). This rural Tribal health center has been operated by the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) since 1996 when the Tribe took over ownership and management of the Umatilla Service Unit. Over the last few decades the Tribe has grown immensely, as has the needs for services. Yellowhawk has continued to innovate and grow along with the rest of the Tribe.

When crisis arrived on the reservation Yellowhawk stepped up to the plate in a huge way. First during the historic flood of February 2020 and then during the global COVID-19 pandemic.

During the Umatilla River flood, Yellowhawk provided support to the Tribal government and first responders by helping with services for displaced community members. The clinic provided manpower for flood response, material donations for those who lost their homes and placement support for homeless families.

Just a month later the region was rocked by the arrival of COVID-19 in the northwest. CTUIR was the first Tribe in the U.S. to have a presumptive positive within their workforce. In response, and under the guidance of Yellowhawk, the CTUIR government leapt into prevention mode and declared a state of emergency much sooner than the State of Oregon and well before local governments.

Yellowhawk played a central role on the Incident Command Team (ICT) for CTUIR. The ICT was responsible for making decisions regarding public health and setting guidelines for UIR residents. A mask mandate for all CTUIR entities, thermal detection cameras and stringent sanitation routines were all launched immediately as recommended by public health officials and medical staff from the clinic.

These measures, which were driven by guidance gleaned from the Center for Disease Control and research on infectious diseases by Yellowhawk staff, kept the UIR from having its first presumptive positive amongst the community until June. The first presumptive positive was that of a CTUIR employee, however, this employee did not live on the reservation and was not a CTUIR member.

While the pandemic progressed, mass testing events took place, but Yellowhawk continued to provide routine services under an altered schedule and with increased screening requirements for patients. The Health Commission, which serves as





a regulatory commission above the Yellowhawk CEO, continued their meetings and patient care remained a priority. Another measure that helped prevent the spread was the clinic's creation of an entire team to focus solely on contact tracing.

One of the primary concerns of clinic staff was to respond to the pandemic while not neglecting to get patients the care they needed to improve, preserve and maintain their physical and mental health. During this time Yellowhawk was also able to achieve their Public Health Accreditation and renewed their Accreditation Association for Ambulatory Health Care in November of 2020. Yellowhawk was also able to recertify our Patient Centered Primary Care Home accreditation as well.

The ICT of CTUIR was swift in setting their phases for inoculation. By moving so quickly the clinic was able to advise the opening of eligibility. Bordering communities were not as fortunate in receiving large shipments of vaccines doses as Yellowhawk was. Oregon ranked in the mid to high 30's of doses administered and percentages of distributed vaccines administered since inoculation began. This ranking is out of all 50 states and Oregon has remained in the bottom half of state rankings.

The first doses of the Pfizer vaccine made their way to the UIR before Christmas of 2020 and because the clinic has built such a close working relationship with Tribal departments, the use of a subzero freezer was procured. The response to the pandemic on the UIR has made national

headlines several times and continues to provide guidance for regional Tribes.

After receiving CARES Act appropriations the Tribe allocated funds to Yellowhawk to build a drive-through pharmacy for patients to avoid further in-person contact and mitigate the risk of spread. This project was expedited and was complete before the close of the first CARES Act funding deadline.

All of the responses to the pandemic Yellowhawk has made since the beginning of the spread in Indian Country has made this small rural clinic one of the driving forces of prevention in Eastern Oregon. The local and state governments have expressed their gratitude to the Tribe and Yellowhawk publicly and privately.

The CTUIR is one of the largest employers in Eastern Oregon and because Yellowhawk Tribal Health Center has been at the helm, we have been able to keep our workforce employed for the majority of the past two years and offered them, and their families, great comfort in remaining safe.

Sadly, five Tribal members have passed away due to COVID-19 complications since the beginning of the pandemic but the Tribe has remained grateful for not having more. The Tribal elders of CTUIR have always shared the importance of approaching every obstacle with One Heart and One Mind, Yellowhawk has taken this teaching and put it to use in their everyday operations. By preserving the health of the community and protecting them from this invisible enemy, Yellowhawk has helped ensure the preservation of culture, life and future of the CTUIR.



PUBLIC HEALTH

(FORMERLY KNOWN AS COMMUNITY WELLNESS)

Yellowhawk's Public Health Department (PHD) earned a 5-year accreditation by the Public Health Accreditation Board (PHAB) in September of 2020. This was a multi-year process that included extensive reporting and program development. In obtaining accreditation the PHD was one of only five tribal health systems to do so nationally, has shown that it is prepared to provide the highest level of public health services to the CTUIR. These services include disease prevention, health promotion, maternal/child wellness programs, elder care services including Senior Center and case management, communicable disease control, and health equity and culturally appropriate outreach programs.

We received our 2021 Oregon Tribal Public Health Modernization Assessment Report from the Northwest Portland Area Indian Health Board and the Oregon Health Authority. This was a 2 year process culminating in a quantitative report scoring the capabilities, capacity, and expertise of the PHD in providing the core public health system functions and foundational programs. We will use this report to guide our development of future programs, action plans, and resource allocation.

Currently, the PHD is planning and developing COVID-19 recovery policy and processes. These policies and procedures are aimed to be written using evidence-based strategies and protocols in order to maintain safety while also allowing for the reopening of public health programs previously paused due to Covid-19.

PUBLIC HEALTH OPERATIONS

Yellowhawk's Public Health Nurses and Community Health Representatives serve as a link between patients, families and medical providers to create a community of wellness.

What does the Public Health Nurse and Community Health Representative team do?

- Health promotion, chronic disease and cancer prevention outreach services.
- Communicable Disease: Disease prevention and promotional outreach. Case investigation, treatment and management of exposures.
- Sexually Transmitted Infection prevention and community outreach.
- COVID-19 Response: Case investigation, connection to resources to quarantine/isolate safely.
- Emergency Preparedness and Disaster Response.
- Provide linkage to care and services for Elders.
- Influenza and COVID-19 vaccination clinics.

HIGHLIGHTS

- CHR's completed 4 informational toolkits for the community in 2021:
 - Wildfire Emergency Preparedness
 - Summer Safety
 - Fall Prevention
 - Winter preparedness
- Tobacco Prevention & Education Program (TPEP): Great American Smokeout was successful with 117 participants. 12 persons committed to quit commercial tobacco for at least 24 hours.
- Much of the PHD clinical staff were focused on COVID-19 care, contact tracing, and interviewing for 2020/21.



NICHT-YOW-WAY SENIOR CENTER

The Senior Center staff provide dine-in meals, meal delivery services to those homebound and disabled, and case management. The amazing staff strives to create a warm and welcoming gathering place for all Tribal elders.

Record number of meal deliveries occurred in 2021, with an average of 715 being delivered per month.

The Senior Services Coordinator, Michael Ray Johnson, provided case management which includes home safety, coordination of elder health benefits, and a multidisciplinary team meeting monthly that coordinates overall elder care services.

HIGHLIGHTS

The Senior Center was remodeled in 2021 with improvements including new flooring, paint, chairs, tables, lighting, and a new 82-inch television! In 2021 the Senior Center provided 16,403 meals to elders and family members. These meals were provided in person, as take-out, and many were hand delivered by staff. The Senior Center is active with the Native American Commodity Food Program, Pendleton Community Action Coalition, and in providing food boxes through the American Military Encouragement Network.

HEALTH EDUCATION / GARDEN

These programs work in conjunction with the other Yellowhawk programs and departments including the health promotions group named Pamanaknuwit. Pamanaknuwit means "Taking Care of Ourselves."

It is currently funded by the Good Health & Wellness in Indian Country (GHWIC) grant which has just entered year 3 of a 5-year grant. This grant funds Tlawmamiyay (Community Garden Project) and the Health Promotion and Education activities and staff. This program has spent a great deal of time preparing to launch a chronic disease management program with a focus on high blood pressure and high cholesterol as the COVID-19 recovery plan is rolled out. The Food Systems and Community Garden Project has been preparing to expand to include garden space on the Yellowhawk campus.

HIGHLIGHTS

The Pamanaknúwit "Everyone taking care of themselves" Program - facilitates the implementation of the Good Health and Wellness in Indian Country (GHWIC) grant for the CTUIR. The purpose of the Pamanaknúwit Program is to develop culturally responsive health promotion strategies to reduce rates of death and disability from obesity, diabetes, heart disease, and stroke, and to reduce the prevalence of obesity and chronic disease risk factors among CTUIR community members.

In Spring of 2021, Pamanaknúwit began a social media campaign on Facebook and TikTok to get the community moving. The initial event, a "Superhero Fun Run," reached 1,648 people through Facebook, a promising start to the campaign despite having to cancel the run itself due to social distancing and COVID-19 concerns. May brought on four TikTok Challenges, one of which had the farthest reach of any post at 1,714 people. Men's health month activities included a men's self-care kit, guided meditation event, and a 3 point competition.

First Foods programming and opportunities were delivered in person when COVID-19 numbers were low, but classes were converted to virtual delivery when possible. Huckleberry Jam, Sáplil, Pemmican, Elderberry Syrup, and Qawšqáwš soap making were among the offerings. The Tlawmamiyay Garden provided the community with fresh produce, backyard garden boxes, plant starts and seeds.



YELLOWHAWK COVID-19 TIMELINE



20
20

MARCH 2

WRC announced first presumptive positive case of novel coronavirus.
CTUIR BOT declares Public Health emergency with Resolution 20-019. CTUIR shuts down UIR until all facilities have been fully sanitized.

EARLY MARCH

CTUIR shuts down - travel advisory & in person meetings cancelled. Yellowhawk moves into work-from-home model. State of Oregon declared an emergency. World Health Organization declared a COVID-19 pandemic.

MID-MARCH

State of Oregon issued an order prohibiting gatherings of 250 or more people and closing Oregon K-12 schools. BOT passes Public Health and Quarantine Law, Resolution 20-022. Yellowhawk Clinic began providing essential services only.

LATE MARCH

CTUIR Board of Trustees approved Resolution 20-028 implementing a Level 3 Response Stay-at-Home Order through 4/28/20 and funeral guidance. ICT issues a no sweat order.

20
21

JAN - FEB

Yellowhawk plans C-19 vaccination clinics every Tuesday & Thursday. Oregon Army National Guard assists in mass vaccination events for entity employees, contractors, vendors, & families. 75 mile travel restriction lifted.

DECEMBER

Vaccinations begin with Yellowhawk staff & Elders. Soft opening for pharmacy drive-thru. Resolution 20-116, CARES Act Appropriations to Respond to C-19 pandemic.

DECEMBER

Pfizer-BioNTech C-19 Vaccine available under emergency use. Yellowhawk organizes mass testing at WRC. Installation of ultra cold storage freezer in preparation for the Pfizer vaccine arrival.

NOVEMBER

ICT adopts Public Health recommendations from Yellowhawk. Yellowhawk develops Vaccine Administration Management System program team for vaccination distribution. BOT extends C-19 Public Health Emergency to 3/30/21 via resolution 20-108.

MARCH

Resolution 21-023, OR C-19 Response Grant Agreement. Vaccination event for students 16+. J&J vaccine available at Yellowhawk.

APRIL

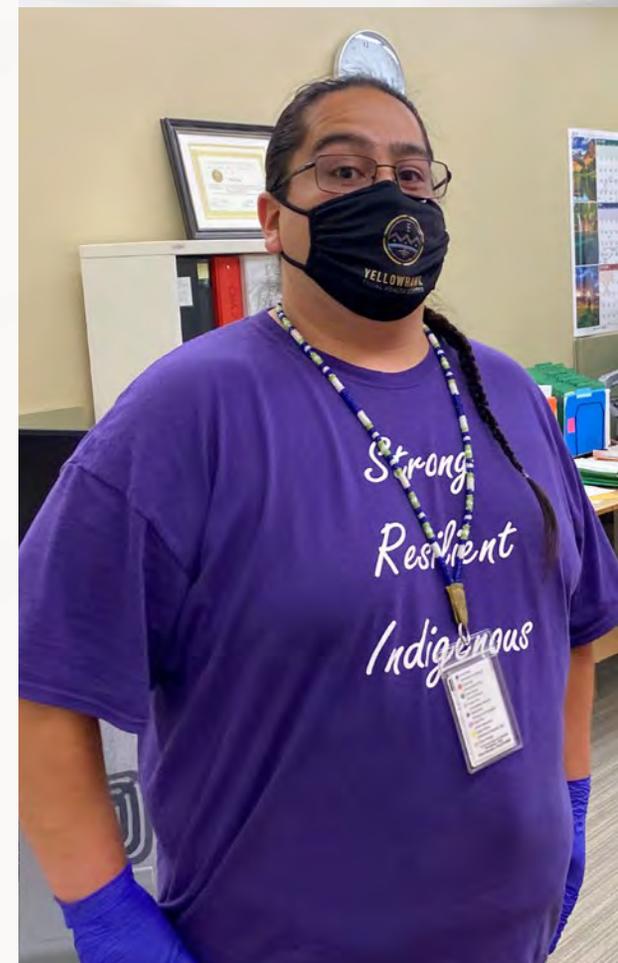
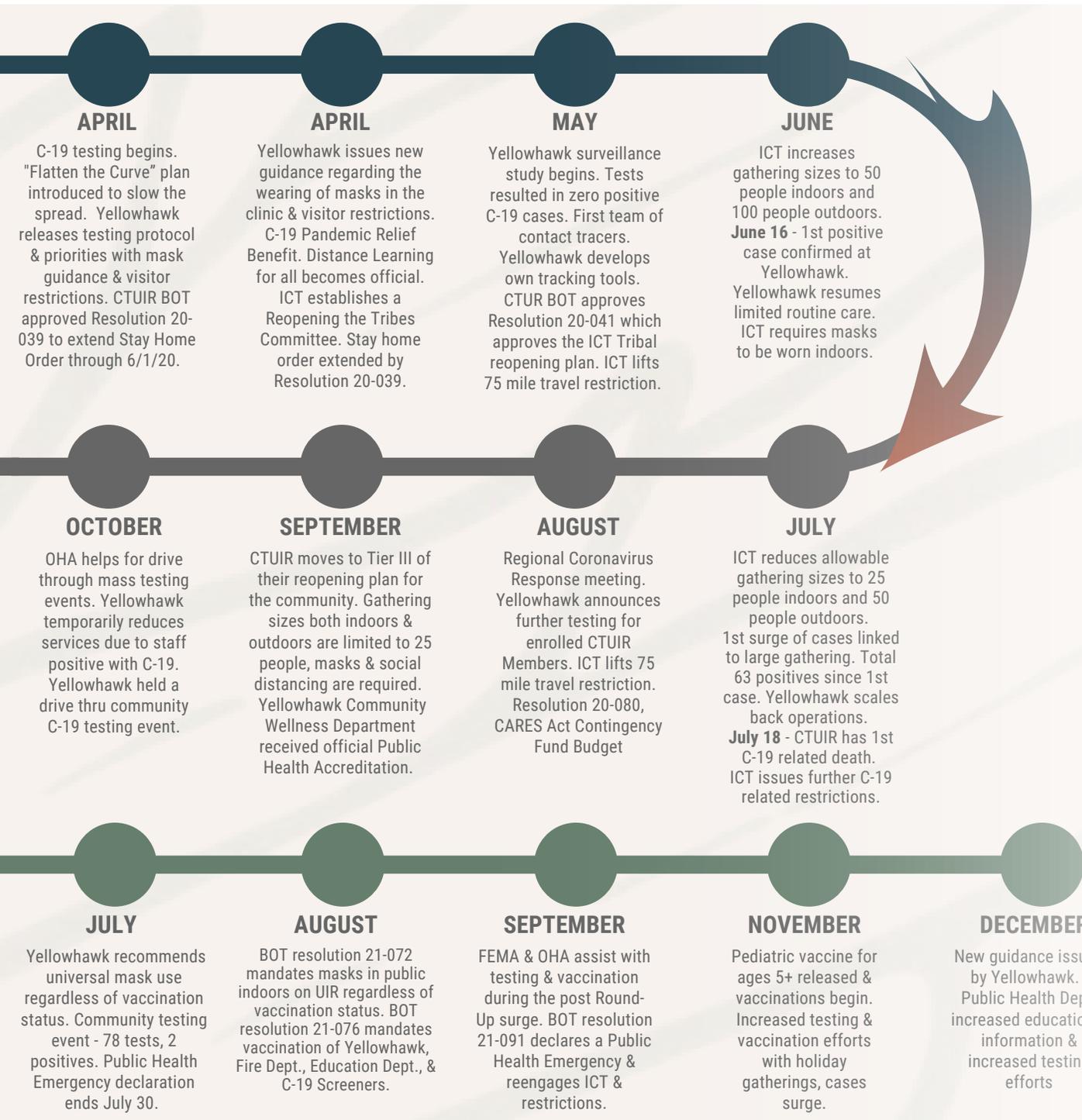
Mass vaccination open to all of Umatilla Co. residents. Yellowhawk receives a 2021 Regional Tribal Public Health Innovation Award from NIH. Yellowhawk stops using J&J vaccine.

MAY

Cases begin to surge on CTUIR. Pfizer vaccination approved for 12-15 year olds, vaccinations for CTUIR members & eligible patients begin. Public Health Emergency extended through July.

JUNE

Vaccination rate for UIR is 40%. 1st confirmed case of Delta Variant. 1st breakthrough C-19 case for a vaccinated individual. BOT approves vaccination incentive plan for Tribal members & entity employees.



WIC / DIABETES PROGRAM / NUTRITION

This team includes WIC, Nutrition and the Special Diabetes Program for Indians (SDPI). The Diabetes Program is a service geared toward prevention, education and support.

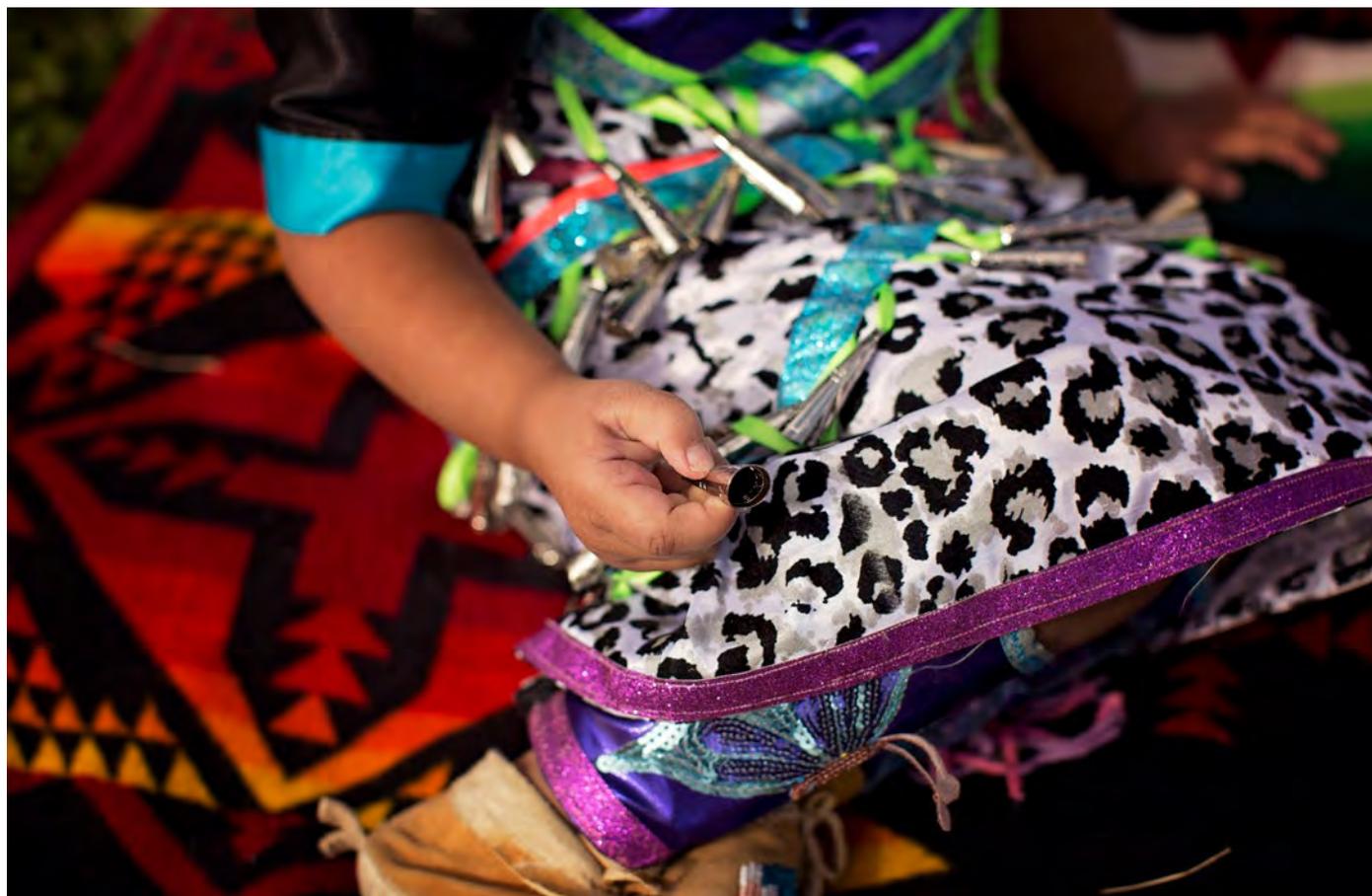
Women, Infants and Children (WIC) is an income based nutrition program. WIC provides healthy foods, nutrition education, and breastfeeding education. Under current review by legislation, is work to permanently increase the cash value benefit for fruits and vegetables for eligible participants.

Our clinic Registered Dietitian Nutritionist works with nearly all of our patient outreach and education programs, including medical department, Senior Center and community to provide support and guidance. Reviews the Senior Center's menu monthly and provides guidance to ensure menus meet nutrient composition parameters for congregate meals. Pre-pandemic and hoping to restart, this program also provided cooking classes, menu demonstration and outreach to encourage healthy intake for all age groups.

The Diabetes Program collaborates with the Medical and Pharmacy Departments to provide patients with diabetes and those at risk with educational opportunities and improved access. This team utilizes the National Diabetes Prevention Program to provide evidence-based interventions and courses to help prevent Type 2 diabetes in the CTUIR community. This program focuses on lifestyle changes including healthy eating and physical exercise to help those with prediabetes reduce their risks of developing Type 2 diabetes.

HIGHLIGHTS

- WIC completed their biennial review in 2021 with Oregon Health Authority (OHA). It was noted in their review, that "Yellowhawk Tribal Health Center has comprehensive and robust internal controls to adequately safeguard assets and prevent errors in a timely manner. The operation is well organized, monitored, and efficient with a commitment to quality, fairness, and accuracy." In 2021 there were 82 families and 130 participants in the CTUIR WIC program.
- Diabetes Program completed two virtual cohorts of the Diabetes Prevention Program 16-week course after having sessions postponed and cancelled due to the COVID-19 pandemic. In 2021 the Yellowhawk Diabetes Program received reaccreditation by the Association of Diabetes Care & Education Specialists (ADCES) through 2025. The Special Diabetes Program for Indians (SDPI) grant was awarded for continuation into 2022. SDPI focuses on glycemic control. At the end of 2021 the target group of patients had a 24% increase in the number of participants whose A1C was less than 8%.





PHYSICAL THERAPY

We are delighted to announce the addition of Physical Therapy to the services we provide here at Yellowhawk! As always, we are committed to the quality of services we provide and the way we care for Tribal members, effectively making the difference in their recovery.

The new service will provide examination, evaluation, diagnosis, prognosis, intervention, and care management for a wide variety of physical conditions including musculoskeletal, neuromuscular, cardiovascular/pulmonary, and integumentary. PTs interact and collaborate with a variety of professionals; as well as directly with patients to address risk factors, provide consultation and education.

YELLOWHAWK INDIGENOUS PROJECT LAUNCH (ILAUNCH) AKA ÁTAWIŠAMATAŠ HOME VISITING PROGRAM

Yellowhawk's Indigenous Linking Actions for Unmet Needs in Children's Health (ILAUNCH) is a program to promote the wellness of Tribal families and children from birth to age 8 by addressing the behavioral, cognitive, emotional, physical and social aspects of their development. The program focuses on connecting patients to all available resources and programs to achieve personal goals. ILAUNCH welcomes first time moms and families with young children, offering one-on-one parenting education, support and classes.

- The ILAUNCH home visiting program uses the Family Spirit curriculum for birth to 3 years of age.
- Positive Parenting Program (Triple P) is taught to parents with children 4-8 years of age.
- ILAUNCH was formerly known as the Átawišamataš Home Visiting Program.

HIGHLIGHTS

- The ILAUNCH Home Visiting Program, like many others, had to convert their outreach plans to a virtual platform for most of 2020 and 2021.
- Healthy Kids virtual competition was completed in the summer of 2021 reaching 323 people.



MEDICAL

Yellowhawk's Medical Department had the greatest percentage of resources in years 2020 and 2021 devoted towards coronavirus detection, vaccination and monitoring. Our department worked continuously with our Public Health Department and the local hospital to provide immunization services and even monoclonal antibody treatment recommendations. Our medical team pivoted into various roles as needed to provide the quality of service to our patients during the pandemic and maintained a timely educational process to keep all members of the Executive Management Team and medical staff educated on current best practices, chronic disease medicine and coronavirus protection.

Yellowhawk medical staff continued to provide direction on infectious disease and chronic disease management while our team also found new and innovative ways to reach our patients as many were not able to be physically seen in our clinic.

While much of the last two years focused on pandemic struggles, here are some of the non-pandemic highlights implemented at Yellowhawk by the medical team.

- Initiated programs for continuation of patient centered medical home. This is a robust program that few clinics have been able to support. We were also able to continue to integrate different programs into primary care treatment protocols including Mental Health, Chemical Dependency, Optometry and Audiology services.

SMARTER CRC

Many of our community members were mailed fitkits which aligned with our new program called, SMARTER CRC. This program is a partnership to improve colorectal cancer screenings which includes case management training for our RNs which will allow for our nursing staff to reach out to those with a need for further evaluation once they submit their kits back to the clinic. With samples that were returned to our clinic, we were fortunately not able to complete the case management training as the samples did not need further evaluation.

SMARTER CRC seeks to support rural clinics to deliver successful screening outreach in rural settings. Compared to adults living in urban centers, adults living in rural and frontier communities have lower colorectal cancer (CRC) screening and follow-up rates. Within rural communities, individuals enrolled in Medicaid or who are members of underrepresented racial/ethnic groups have particularly low rates. Yellowhawk continues working diligently to have our community utilizing the best resources available.

Identifying cancer at an earlier stage provides important information to better treat our patients and prevent secondary cancers. Our staff our continuously looking for new and innovate screening options and have partnered with Myriad Genetics to offer genetic testing, specifically for cancer screening for high-risk patients. This program also comes with specialist support system for follow-up care. While we have primarily began with breast cancer, the potential has endless screening options for our eligible patients. Specifically for breast cancer, this is the only test of its kind for women of all ancestries.

BENEFITS OF HEREDITARY CANCER TESTING:

- Know the cause of your cancer diagnosis
- Understand your treatment options including new advanced treatments approved by the FDA
- Risk of developing additional cancers
- Family's risk of developing certain cancers
- Preventive surgeries to lower your risk of developing certain cancers

- Within our OB/GYN service we were able to hire a full time nurse due to an increase of birth rates in our community which required a higher level of management and care. With a full time nurse this allowed us to be able to offer an increase in OB/ GYN case management and assisting with questions during daily business hours.
- We were excited to update our contract with OHSU School of Nursing, working with our partner school for both La Grande and Portland campus. We have hosted 2 students and are looking forward to future students. We are also discussed options for a rural grant opportunity for current staff RNs to apply for Family Nurse Practitioner (FNP) program and have invited the school to attend our annual career fair to encourage Native American students to pursue nursing careers.
- Our Optometry and Audiology services both took hard hits due to the pandemic. Our Optometry staff were reallocated due to pandemic management needs, which limited our ability to hold appointments. The staff assisted with contact tracing, filled in due to staffing shortages in other departments and aided the teams with the COVID vaccination clinics. Our staff continued care management and access to emergency services when needed during this time.
- Our Audiology service was able to have testing equipment installed and provided expanded and improved hearing aid services. We also were able to purchase pediatric hearing assessment devices. Due to our audiologist retiring this service has been at a standstill and we have been referring patients to other sources while we await a permanent provider.



LAB & X-RAY

The Yellowhawk laboratory has been busy managing and providing testing for the Tribal entities for the two years included in the Coronavirus pandemic. We have been fortunate to maintain a high level of patient service and quality care throughout this trying time, and especially considering supply shortages, employee workforce and illness.

The Lab expanded its capabilities by acquiring Abbott and Cepheid machines which allows our team to test for not only COVID-19, but other respiratory viruses including influenza and RSV. The machines will also allow us to test for chlamydia. These new machines increase our testing capacity and range of testing options.

In an effort to share our unique healthcare clinic we were able to host lab students from Heritage University and encouraged the students to work in rural healthcare.



PHARMACY

In 2020, our clinical pharmacy program expanded on our 2019 program for chronic diseases like diabetes and hypertension. Patients received tools and education to aid in self-monitoring their chronic diseases.

Continuous glucose monitoring devices, such as the FreeStyle Libre, helped reduce the need for painful fingersticks and improve overall diabetes control. Pharmacists provided real-time recommendations for medication adjustment to improve blood pressure, blood glucose, cholesterol, weight loss and more.

Pharmacists provided real-time recommendations for medication adjustment to improve blood pressure, blood glucose, cholesterol, weight loss and more.

In March 2020, when the first COVID-19 case was confirmed in Umatilla County, the pharmacy team strategized to reduce COVID-19 exposures within the clinic building and began a parking lot delivery service for safe and convenient medication pick up. This continued throughout the year.

In September 2020, the Pharmacy received funding from the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) for the purpose of constructing a new drive-thru window. Construction began in October 2020 and was completed in December 2020.

In November 2020, the Pharmacy hosted a pharmacy student from Oregon State University to provide clinical experience in our Tribal health setting. Yellowhawk provides an exceptional public health training experience to students of all health disciplines.

2020 Prescriptions filled: 72,411

In 2021, COVID-19 vaccines were finally available and our Pharmacy staff coordinated with state and federal agencies to obtain vaccine supplies. We collaborated with the CTUIR DNR Lamprey Project to borrow a special freezer for vaccine storage. Pharmacy staff, in conjunction with other departments, provided vaccinations, education, monitoring and other assistance for two mass vaccination clinics in February and March.

In May, our pharmacists provided vaccines to teens at another mass clinic.

Additional COVID-19 funding was approved for construction of a portico over the drive-thru lanes. This was completed in December 2021.

This special funding was also used to purchase Yellowhawk's own ultra-low temperature freezer to store our supply of Pfizer vaccine.

2021 Prescriptions filled: 72,798

CHRONIC DISEASE CLINIC APPOINTMENTS

- 341 visits in 2019
- 650 visits in 2020
- 934 visits in 2021



DENTAL

Over the course of 2020 and 2021, the Yellowhawk Dental team continued quality care improvement while updating our facility with state of the art sterilization, materials, and equipment. During and continuing through the COVID-19 pandemic we have continued treating patients responsibly and safely according to the COVID guidelines. We were able to add new staff to be able to reach our patients more effectively. We also were able to participate in some community and clinic events to promote outreach. Staff participated in Yellowhawk's 1st career fair; exposing our youth to careers in the dental field. We were also able to work with other departments providing approximately 600 toothbrushes and oral hygiene supplies to Public Health Department for distribution events..

Most importantly, through this pandemic we were able to continue quality care to our community!

Our annual Orthodontic Program served 10 qualifying patients in 2020 and 20 in 2021. We are able to offer sedation and nitrous to our patients which makes long procedures more tolerable, and helps patients with trauma/phobia of the dentist.

Air filtration throughout the department was improved by getting magnetic air filtration screens added to all the intake rooms over the department. This helped to filter out the bad particles, improving patient care and ensuring the health and safety of patients and staff.

Staff received advanced training in root canals and oral surgery in order to serve patients in house and minimize referrals to Tri-Cities or Walla Walla. The increase in production by restructuring workflow, we dedicated one room only for root canal treatment, ensuring higher efficiency and quality of care. Internal upgrades for staff were implemented by installing a computer monitor in our team room to enhance communication capabilities leading to better patient care.

We are excited about the digital scanner ordered in 2021. This will reduce cost and turnaround time needed from crowns, and at the same time increase quality, means no more mailing physical impressions. From now on, staff scan it digitally and send them electronically to the lab, receiving it the same day. This new scanner allows for increased service to our patients and less wait time.

Dental also purchased a new cone beam imaging machine for 3D diagnostics which will help in implant placement, wisdom teeth extraction and orthodontic evaluation.



INTEGRATION & COMMUNITY OUTREACH

- Behavioral Health Integration Initiative (BH2I) - the goal of this initiative is to reduce obstacles by embedding staff in the medical department to decrease any barriers to treatment by being available for a warm hand-off; thus increasing access to care to treatment.
- Developed an "Awareness Calendar" for events and opportunities for the year like American Heart Month, Mental Health Month, Men's Health Month, Treaty Day, Great American Smokeout, and Community Picnic.
- Utilized digital platforms like the Yellowhawk lobby monitors for messaging to patients, staff and community.
- Utilizing social media through the Yellowhawk Facebook and Instagram platforms. Sharing messaging about self-care, opioid addiction, programming, and affirmations to share a positive messaging.
- Used traditional advertising on a local billboard on HWY 331 - "NARCAN Saves Lives"
- Updated physical educational materials like our department brochure.

BEHAVIORAL HEALTH

2020 may have brought challenges in our traditional programming across the Behavioral Health Department; however, our team quickly pivoted to help our patients in new and innovative ways. Behavioral Health continues collaboration with CTUIR Child Protection Services and Family Violence Services to ensure needs are being met. Despite being in the midst of a pandemic, new programs opened up in our department! Behavioral Health expanded services to include programs like Problem Gambling, K'usiinmí Tawtnúkt "Horse Medicine" and Pinánaykukt "Gathering Oneself Together." In February of 2020 our Pinánaykukt Sober Transitional House (STH) renovation was completed to offer a friendly home environment for patients in the program.

CHEMICAL DEPENDENCY PROGRAM HIGHLIGHTS

2020

- 220 CD referrals to Yellowhawk due to increased access to services
- Provided 3,139 services (2,721 in 2019)
- Referred 32 clients to Inpatient Treatment (18 in 2019)
- 37 boxes of NARCAN distributed
- Telehealth Services and CHES Health implemented for everyone's safety due to pandemic
- Prevention utilized social media and Zoom to reach the CTUIR Community
- Sober Transitional Housing developed and started offering client services
- Problem Gambling launched in June of 2020 providing services and community education and collaborating with Wildhorse to identify areas to post problem gambling information.
- 21 clients completed Outpatient Treatment



2021

- 283 CD referrals to Yellowhawk due to increased access to services
- Provided 3,316 services
- Referred 27 clients to Inpatient Treatment
- 116 boxes of NARCAN distributed
- Telehealth Services and CHES Health continued for safety due to the pandemic
- Prevention utilized virtual platforms such as Zoom to reach the CTUIR Community
- K'usiinmi Tawtnukt "Horse Medicine" Program started in August 2021
- 22 clients completed Outpatient Treatment
- Pinánaykukt "Gathering Oneself Together" Program, also known as the Sober Transitional House (STH) served 5 participants.

PINÁNAYKUKT "GATHERING ONESELF TOGETHER"

- Soft opening January 15, 2021
- Services assist adults who experience Substance Use Disorder in making a successful re-entry into community.
- Work in conjunction with other Tribal/community programs and services to provide wrap-around care.
- STH replicates a home environment with normal everyday life situations while instilling healthy habits. It helps reduce the risk of relapse while transitioning back into the community.

SOBER TRANSITIONAL HOUSING:

- Male & Female Homes
- Capacity = 6 Men and 6 Women
- Women's House welcomed participants February 1, 2021; Men's House opened March 15, 2021
- Staff consists of Certified Recovery Mentors, House Monitors, and a Certified Alcohol & Drug Counselor at Yellowhawk.
- 24-hour peer support & monitoring



K'USIINMÍ TAWTNÚKT "HORSE MEDICINE"

- Opened to serve eligible clients in August 2021.
- Equine therapy is a unique form of therapy that allows people to seek relief from mental health and recovery by spending time interacting and communicating with horses while preserving horse tradition and culture.
- Proven to be helpful for managing conditions such as anxiety, depression, stress, trauma and substance use.

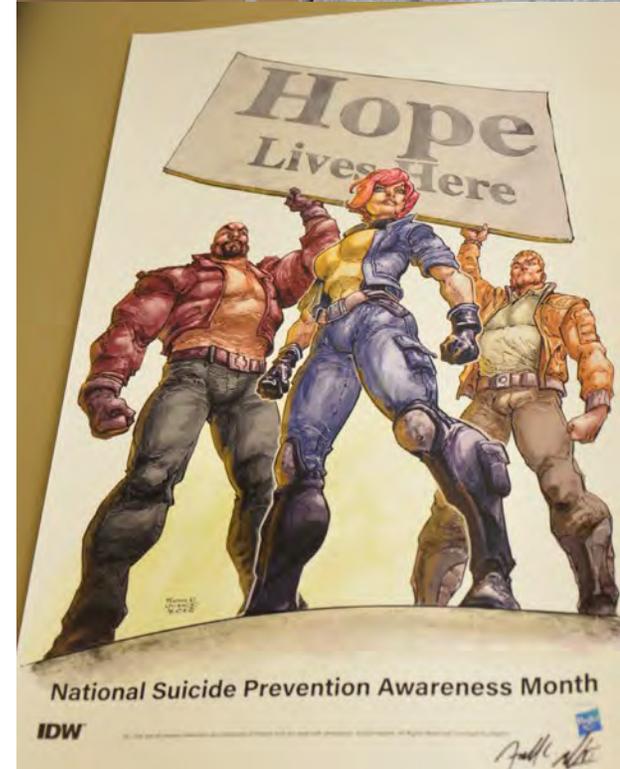
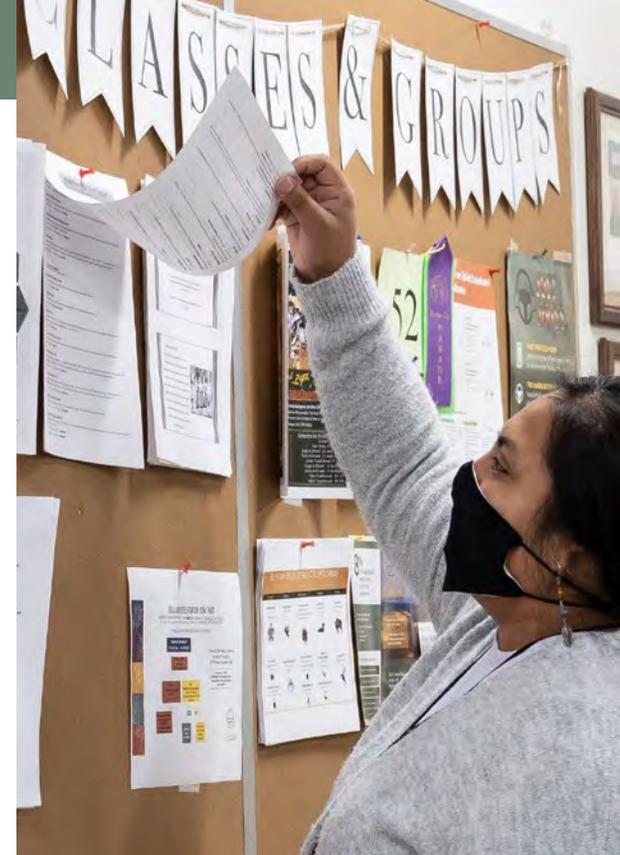


MENTAL HEALTH HIGHLIGHTS 2020

- 4,090 total MH visits (4,030 in 2019)
- Crisis coordination and planning with Greater Oregon Behavioral Health Inc. (GOBHI) and Lifeways due to flooding, fires and pandemic.
- Clinical staff were granted permission through, Indian Health Services (IHS) and Oregon Healthy Authority (OHA) to utilize virtual platforms due to pandemic including; Google Meets, FaceTime and Zoom to reach our clients and continue to provide crucial services to those that were unable to be in school or in clinic due to shutdowns or limited capacities.
- Neqce?éce Qapšqapšnáawit "Family Strength" Program team provided Grab-N-Go kits to continue to engage youth and their families in prosocial behaviors as well as self-care while youth were out of school and at home during the pandemic. Examples of Grab-N-Go kits were; learning stations for online schooling, family engagement kits like movie night supplies and mask/hand sanitizer supplies.
- Family Strength Mentors pitched in helping our community and public health team, serving as COVID-19 contact tracers and investigators in the midst of the pandemic, helping our Public Health Department and community.
- Auricular Acupuncture (Acudetox) services were halted due to pandemic. Auricular Acupuncture is a procedure that involves the insertion of filiform needles into five specific locations on each ear. Auricular Acupuncture is used worldwide for the prevention, treatment and harm reduction of substance use (including nicotine dependence) by reducing symptoms of anxiety, depression, insomnia, cravings, body pains and other symptoms related to withdrawal. Yellowhawk Behavioral Health had four staff members who were trained to provide this service.

MENTAL HEALTH HIGHLIGHTS 2021

- Provided 3,116 visits, a reduction from the previous year we correlate this with an increased availability of outside resources, such as school services that were previously shut down.
- Partnering and building rapport with the Umatilla County new health authority, Community Counseling Solutions (CCS), as well as GOBHI.
- Employed one Clinical Program Manager, one youth and adolescent Psychiatrist, one PA-C (Physician Assistant-Certified) for adult medication management needs, four full time therapists (1.5 school based, 2.5 office based), three traditional health workers and peer mentors and one office manager.
- Clinical staff continued to utilize virtual platforms including; Google Meets, FaceTime and Zoom to reach our clients and continue to provide crucial services to those that were unable to be in school or in clinic due to COVID-19 restrictions.
- Neqce?éce Qapšqapšnáawit "Family Strength" Program provided Grab-N-Go kits as well as hosted several activities throughout the year practicing social distancing and following COVID-19 guidelines to continue to engage youth and their families in prosocial behaviors as well as self-care. Staff provided Tribal Family Preservation Training in March and November 2021. The team also lead community smudge on several occasions.
- Family Strength Mentors continued to pitch in, serving as COVID-19 contact tracers and investigators in the midst of the pandemic, continuing to help our Public Health Department and community.
- K'usiimí Tawtnúkt "Horse Medicine" Program has been proven to be helpful for managing conditions such as anxiety, depression, stress, and trauma.
- Auricular Acupuncture services were approved in late 2021 to restart with use of full PPE for all staff providing services.



ACCREDITED VIA



Yellowhawk Tribal Health Center is one of only five – out of more than one hundred – self-governed tribal health centers in the U.S. to receive national accreditation from the U.S. Public Health Accreditation Board (PHAB). Awarded late summer 2020, the clinic went through a multifaceted peer review assessment to prove it meets and or exceeds nationally-set standards and best practices.

PERFORMANCE STANDARDS

Yellowhawk is accredited via the Accreditation Association for Ambulatory Health Care. Furthermore, it is the leader in the Government Performance and Results Act (GPRA) measurements for Portland and the surrounding area. This program measures how well health organizations perform with respect to clinical quality by evaluating the following areas: diabetes, dental services, immunizations, cancer screening, behavioral health, cardiovascular screenings, childhood weight control and HIV screenings.

TRIBAL AFFILIATIONS

Yellowhawk provides high-quality, primary healthcare for the Confederated Tribes of the Umatilla Indian Reservation and other eligible American Indian and Alaska Natives.

GEOGRAPHY OF PATIENTS

The Confederated Tribes of the **Umatilla Indian Reservation** and the counties of **Umatilla** and **Union**.

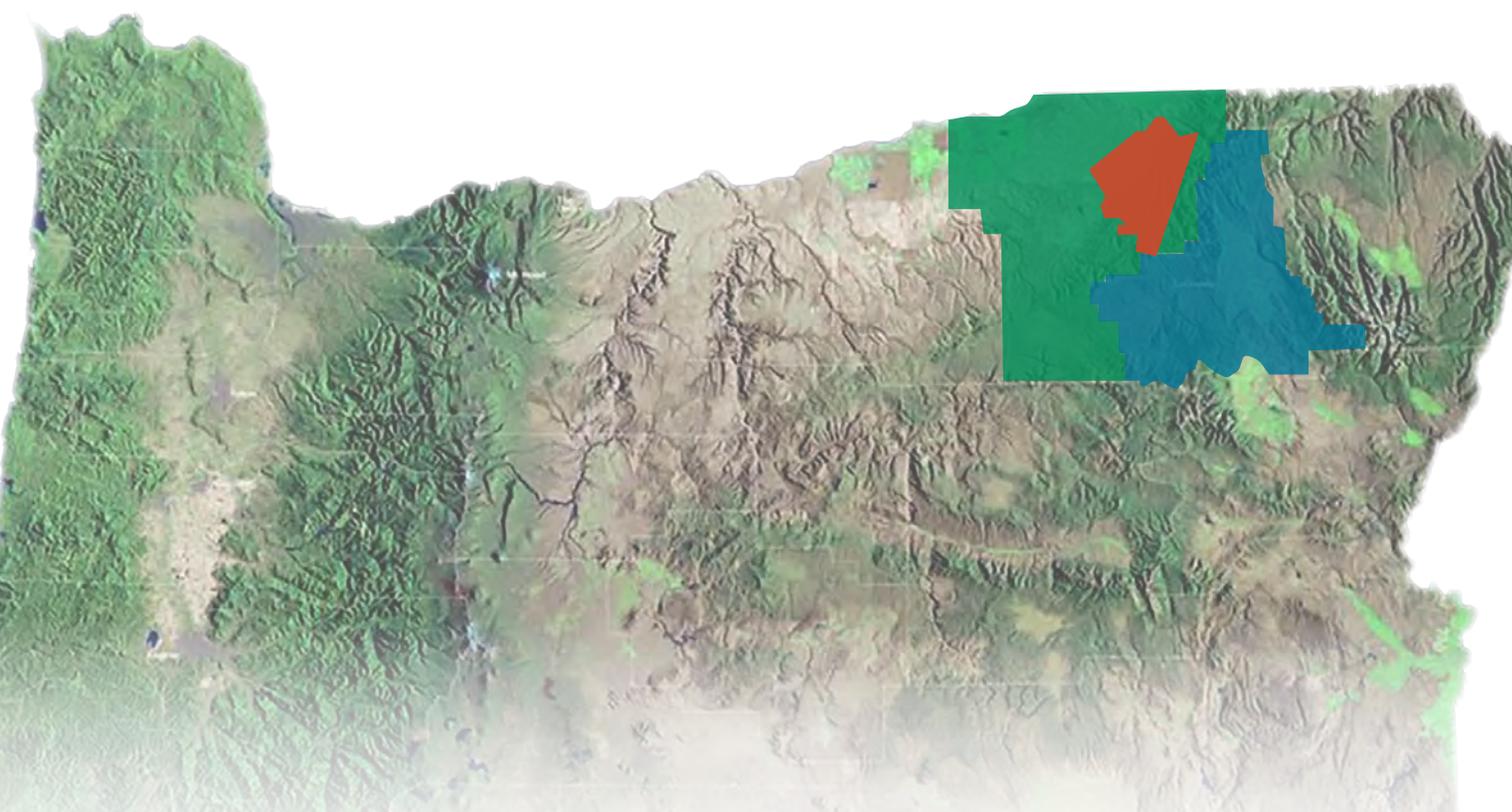
TRANSPORTATION

Transportation services through Yellowhawk have previously been utilized by our patients through our Public Health Department and in 2021 we moved the service under Administration and were able to hire a Transportation Manager. Our transportation services remain the same and can be called upon by eligible Yellowhawk patients after all means of public and private transportation have been exhausted (including family, friends and outside brokerage services if they are Oregon Health Plan participants). Prioritization is given to higher medical needs patients and may be limited by driver availability.

During the pandemic our transportation staff had to halt many operations and transports due to following proper precautions for COVID-19. Transporters were able help in other areas like contact tracing, medication and COVID-19 supply delivery..

FROM 2020 TO 2021 THERE WERE A TOTAL OF:

- 491 Yellowhawk Transports
- 479 Outside transports that were scheduled through Yellowhawk
- 709 Medication Deliveries

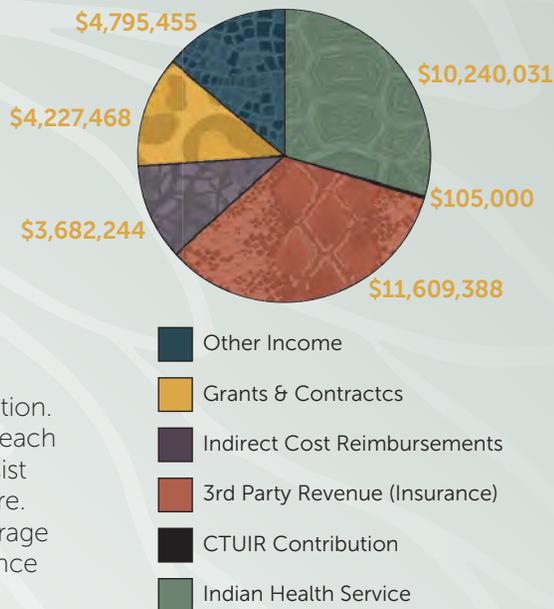


FINANCE

The past two years, 2020 and 2021, have been unprecedented times in health care. We are very proud of the collaboration between Yellowhawk and our CTUIR community. Together we were able to navigate our way through uncharted territory while continuing to provide services and leading the way in regional COVID response.

The revenue that Yellowhawk receives from billing insurances, also known as 3rd party revenue, is a key component of our clinic funding. This income helps us sustain current services as well as expand services for the community beyond the very basic care that the funding from the Indian Health Service is intended to provide. When patients check in for clinic appointments, our eligibility coordinators will update demographic and insurance information. Yellowhawk is also providing services like our Outstation Outreach Worker (OSOW) and our Tribal Navigator. These programs assist patients with enrolling in the Oregon Health Plan and Medicare. Obtaining current patient information and assisting with coverage enrollment are just two ways that Yellowhawk strives to enhance our 3rd party revenue in order to continue expanding and improving our services to the community.

FUNDING SOURCES 2021



2020 GRANTS:

CDC COVID Preparedness	134,628
CDC Good Health & Wellness in Indian Country	196,834
CTAS	833
CTUIR Food System Collaborative	4,774
CTUIR CARES COVID	762,328
I.H.S. Behavioral Health Integration Grant	623,139
IHS COVID PPPHCEA	140,397
IHS COVID Testing	62,939
MCH Title V Block Grant	21,913
NPAIHB Asthma Project	2,410
NPAIHB COVID Public Health	53,534
NIHB Cancer Project	4,101
NIHB Tribal Accreditation	8,789
OAA Caregiver Grant	43,188
OAA CARES COVID	29,570
OAA Family First COVID	24,826
OAA - Older Americans Act	121,585
ODHS Alcohol and Drug	61,223
ODHS DUII	394
ODHS Prevention	45,956
ODHS School Based Mental Health	199,742
ODHS Tobacco Prevention Grant	38,614

OHA Behavioral Health COVID	88,501
OHA Communicable Disease Response	58,562
OHA FEMA	3,993
OHA Health Preparedness	31,412
OHA Health Preparedness COVID	23,906
OHA NARA COVID Monitoring	157,108
OHA Public Health Modernization	10,134
OHA State Tribal Opioid Grant	51,735
OHA Suicide Prevention	1,007
OHSU Native Stand	429
SAMHSA TBH COVID	6,537
SAMHSA Native Connections	120,916
SAMHSA Project LAUNCH Grant	271,963
SAMHSA Suicide Prevention Grant	58,473
Special Diabetes Program Grant	246,859
State of Oregon Outstation Outreach Worker	85,922
USDA/Senior Meal Program	8,263
Wildhorse Foundation	2,543
Women Infants and Children (WIC)	24,752
**Tribal Opioid Response Grant	275,906

Total **\$4,110,637**

**New grant obtained after budget completion

2021 GRANT EXPENDITURES:

Non-COVID Grants:

OHA Health Emergency Preparedness	32,225
OHA Tribal Opioid	153,798
Wildhorse Foundation	19,373
SAMHSA Behavioral Health to Integration	368,405
OHA Alcohol and Drug	8,079
SAMHSA Tribal Opioid	122,022
CTUIR Wellbriety	33,957
SAMHSA Native Connections	162,837
OHA Prevention	19,496
OHA School Based Mental Health	138,302
OHA Suicide Prevention	165
DOJ CTAS	199,798
OHA Behavioral Health Measure 110	41,028
IHS Special Diabetes Project for Indians (SDPI)	140,733
OHA Maternal Child Health	25,648
SAMHSA LAUNCH	254,895
CDC Good Health & Wellness in Indian Country	233,319
Food Systems Collaborative	4,457
NCPHD Health Equity	1,532
OHSU Native Stand	1,635
OHA Public Health Modernization	7,331
OHA Tobacco Prevention	10,816
OHA WIC	24,922
State of Oregon OSOW	146,325
State of Oregon Tribal Navigator	60,581
AOA Caregiver	46,297
AOA Older Americans	138,914
AOA USDA Senior Commodities	13,699

Total non-COVID grants **\$2,410,589**

COVID Grants:

Indian Health Service (IHS) COVID Vaccine Act.	85,554
IHS COVID Operations	148,803
IHS COVID Operations	7,243
IHS COVID Medical Equipment	91,061
IHS COVID Telehealth	33,523
IHS COVID Testing/Tracing	86,997
IHS COVID Operations	72,866
IHS COVID Test Related	29,118
IHS COVID Workforce	216,255
IHS COVID PPPHCEA	623,755
HRSA Provider Relief	122,711
CDC COVID Preparedness & Response	46,876
OHA NARA COVID Monitoring	24,698
OHA COVID Vaccine	30,000
OHA Behavioral Health COVID	9,242
OHA TPHEEP COVID	15,088
OHA COVID Operations & Testing	47,164
OHA COVID Staffing & Operations	15,990
OHA Monitoring & Vaccine	99,211
OHA COVID Equity	5,163
OAA COVID Sr. Meals	4,570

Total COVID grants **\$1,816,879**

TOTAL GRANTS 2021 \$4,227,468

HUMAN RESOURCES

The Human Resources Department strived to continue daily operations and quickly adapt as Yellowhawk prepared to respond to COVID-19 pandemic. Yellowhawk adopted new leave policies, established telecommuting, categorized employees as essential or non-essential, and monitored compliance with mandatory vaccine requirements for Yellowhawk employees as directed by the Confederated Tribes of the Umatilla Indian Reservation's (CTUIR) Board of Trustees.



Human Resources was called on to fill new positions to enable Yellowhawk to respond to the pandemic. With the new funding available, Yellowhawk was able to fill COVID-19 Registered Nurse, Contact Tracer, and COVID-19 Support Technician positions. As existing employees were required to isolate or quarantine, every department experienced staff shortages at one time or another. Human Resources worked with departments to also provide temporary workers, as appropriate.

ANNUAL LABOR FORCE DATA AS OF 12/31/2021

YELLOWHAWK EMPLOYEES

Women	Men	CTUIR Member	Other Tribe	Non-Indian	2021 Total	2020 Total	Overall Change	% Change
106	44	57	17	76	150	143	+7	5%

CTUIR MEMBER EMPLOYEES

2016	2017	2018	2019	2020	2021	Overall Change	% Change
48	49	55	51	52	57	+5	9%

RECRUITMENT AND RETENTION – WORKFORCE DEVELOPMENT

2021 brought several employee recruitment opportunities as well as retention options. In several sessions over the year the Tribal Health Commission spoke at great lengths with executive staff regarding the morale of their current employees and recruitment of new hires. During those discussions the Commission approved three recruitment and retention items. The first was introduced as an addition to the 2021 budget becoming effective Nov. 23, 2021, as a \$2,000 bonus for new employees. This bonus is paid to new employees upon completing their 90 day orientation, and is contingent upon an agreement to stay with Yellowhawk for at least two years. Those who join Yellowhawk and decided to seek employment elsewhere before the end of that two years, may be required to repay a portion of the bonus.

In the passing of the new-hire bonus it was also decided to adequately compensate staff who have been with the clinic previously, they also received a \$2,000 bonus for their service, when signing a two year employment agreement.

Human Resources staff were critical in moving this forward and proposing the idea of bonuses for our staff to our Health Commission, which was the final approval needed. We were happy to be able to find a way to reward the hard work that our staff have been doing. Our staff have worked tirelessly and have stepped up to the plate every time asked. Many faced extreme work fatigue and we wanted them to know they were appreciated.

The final recruitment item approved was a new minimum wage of \$20 per hour for all full-time, seasonal and temporary employees. This new minimum wage took effect January 1, 2022.

HUMAN RESOURCES

In response to COVID-19 restrictions implemented by the Incident Command Team, the Human Resources staff processed requests for employees to work from home (telecommute). Employees categorized as essential continued to report to work as usual. Employees categorized as non-essential and obtained approval were able to work from home. An approval process was implemented due to a shortage of laptop computers and server capacity for telecommuters.

The vaccine incentive program provided by the CTUIR was useful in determining Yellowhawk's vaccination rate for existing employees. Employees participating in the vaccine incentive program voluntarily provided their vaccination status through a phone call or website monitored by Yellowhawk's Information Technology team. When the vaccine mandate was adopted by the CTUIR Board of Trustees, Yellowhawk was able to quickly determine how many employees were in compliance. Human Resources was identified as the appropriate department to track vaccination status for existing employees and potential candidates for open positions within Yellowhawk, which includes locations outside of the health center such as the Senior Center and Sober Transitional Housing.

The Human Resources team has faced challenges in recruiting new Yellowhawk team members to fill healthcare provider and professional positions requiring degrees, licensing, and vaccination. Human Resources utilizes multiple media outlets to advertise open positions at Yellowhawk. Although Yellowhawk has an excellent benefit package, Human Resources is challenged with remaining competitive in pay rates. Due to nationwide staff shortages, private employers are able to offer higher salaries for those in the medical profession. Yellowhawk's rural location and the lack of housing has also proven to be a factor while engaging with prospective candidates.

When the Human Resources staff is not able to recruit and hire healthcare professionals, we work with outside agencies to obtain locum tenens providers. Our Staff Recruiter works with several agencies to obtain qualified, board certified, locum tenens healthcare providers so that Yellowhawk can continue to provide patient care in Behavioral Health, Dental, and Medical. Unfortunately, locum tenens healthcare providers have short-term contracts with a 3 to 6 month timeframe. Therefore, our Yellowhawk patients may not have a consistent primary care provider.



LOOKING TOWARD THE FUTURE

In regards to the future, there are two feasibility studies Yellowhawk has been developing and will continue to focus on.

Yellowhawk utilized Measure 110 dollars to hire a firm to complete a feasibility study for our Behavioral Health, Residential Treatment Opportunities. Yellowhawk has the opportunity to pursue funding to develop an Inpatient Treatment or Permanent Supportive Housing in 2022. If approved by Health Commission and the CTUIR Board of Trustees this project would become part of Yellowhawk's Strategic Plan for 2023-2025.

With the adoption of the 2022 Annual Budget came funding for the first steps of assessing the feasibility of a Wellness Center on the Umatilla Indian Reservation. A \$1,000,000 allocation to conduct a feasibility study for a Wellness Center that has been a priority for the Health Commission for many years. After achieving many of their previous priorities they are excited to see one more dream on its way to fruition.

"The Wellness Center would be more than a work out facility. It is more than a community hub, it is a path to true change for the foundation of our patients' lives. Our People have long been dedicated to holistic health but due to barriers introduced to our way of life, the values that we hold so dear have been compromised. Providing a physical space to re-center our mental, physical and spiritual health would have a positive generational ripple effect for years to come. Our children's children will reap the benefits of this visionary project. The Health Commission is deeply appreciative of the work staff has put into this decades-old vision and we're excited we were finally able to get the ball rolling."

- Health Commission Chair, Shawna Gavin

"A new clinic and Wellness Center have both been on the radar for our Tribe and recently we found old strategic plans for Yellowhawk from the 1970's. Our elders had a vision for our community. Today we work in a new clinic that took years of persistent planning. Now we get to work on the Wellness Center. We are fulfilling the hopes and dreams of those that came before us. I'm excited that we're able to do this and keep the dream alive," – Aaron Hines, Interim CEO.



DENTAL DEPARTMENT SONICARE PROGRAM

In 2021 our team worked towards a Sonicare program which was approved and is awaiting funding. This program will assist our patients better with their oral hygiene and home care practices. We understand it can be a chore to spend 5 minutes, twice a day taking care of your teeth – but we promise in the long run, it is the most beneficial for overall oral health. Most Dental professionals own an electric tooth brush and/or flosser, it has been proven an electronic tooth brush does a better job of brushing than a person can do manually.

DID YOU KNOW?

Electronic toothbrushes:

- Remove 3x more plaque than regular brushing.
- Completely brush the entire mouth in 2 minutes.
- Are easy to use and help to build a routine.
- Are rechargeable which reduces waste.
- Often last more than 7 years.

Water flossers (using a jet of water to clean)

- 96% of inconsistent flossers continued to use electronic flossers four or more days per week.
- 95% of inconsistent flossers who tried electronic flossers said it was easy to use.
- 89% said it was easier to use than string floss.





YELLOWHAWK

TRIBAL HEALTH CENTER

PO BOX 160 • PENDLETON, OR 97801

PRE-SORT STD.
U.S.
POSTAGE
PAID
PERMIT #57
PENDLETON
OR

Services

See our patient guide to services to learn more about the full range of Yellowhawk services.

MEDICAL

- Family practice medicine
- Patient-centered medical home
- Wellness instruction
- Preventative health screenings
- Chronic disease management
- Well baby and child exams
- Physicals
- Immunizations
- Women's health
- Prenatal/obstetrics
- Podiatry
- Mammogram

PHARMACY

- Medication counseling
- Diabetes education and management
- Anticoagulant management
- Tobacco cessation counseling and management
- Medication reminder services
- Medication take back – disposal site

LAB & X-RAY

- Skilled phlebotomy and blood draws
- EKG
- Infection control and reporting
- Drug therapy monitoring
- Digital x-ray laboratory
- Ultrasound

PUBLIC HEALTH

- Maternal/child health services
- Women, Infants, and Children (WIC)
- Nutrition & diet services
- Diabetes education & support
- Heart health & blood pressure education
- Physical activity promotion and education
- Healthy foods and garden program
- Communicable disease, including COVID-19 programs
- Tobacco Prevention Education Program and Cessation

PHYSICAL THERAPY

- Conservative drug free pain management
- Post-surgical rehabilitation
- Pre/post prosthetic training
- Cardiac rehabilitation
- Geriatric programs
- Fall prevention
- Vestibular rehabilitation
- Therapeutic exercises, neuromuscular re-education, IASTM, thermal agents
- Lymphedema management
- Transcutaneous electrical nerve stimulation, functional/ neuromuscular electrical stimulation
- Therapeutic ultrasound, shock wave therapy/radial pressure wave, class 3B cold laser treatment
- Spinal decompression/traction

SENIOR SERVICES

- Dine in meal service
- Home bound delivery meal service
- Case management

OPTOMETRY

- Vision and medical eye care services
- Advanced diagnostic testing and imaging
- Treatment of acute eye conditions such as injuries or infections
- Management of chronic eye disease such as glaucoma or cataracts
- Diabetic eye exams
- Pediatric eye exams
- Exam and prescription for eye glasses
- Contact exams
- Fitting and repair of quality eye glasses

DENTAL

- Restorative dentistry
- Periodontal therapy
- Implants and orthodontics for PRC eligible patients
- Nitrous to help those with dental fear or trauma
- Laser dentistry
- Occlusal guards for our athletes or patients who grind their teeth

BEHAVIORAL HEALTH

- Outpatient mental health services for children, youth, adults, & families including: walk-in crisis response, pediatric tele-psychiatry, adult psychiatry, counseling & peer support
- School-based mental health counseling for children and youth
- Neqce?éce Qapšqapšnáawit "Family Strength" Program
- Mental health and substance use disorder services
- Problem Gambling support, knowledge, prevention, and education
- Acu-detox
- Substance Use Disorder services
- Trauma-informed awareness, prevention, and outreach
- Peer Recovery Mentoring
- DUII Program licensed by State of Oregon
- Culture based and focused prevention programming, events, activities, and trainings
- K'usiinmí Tawtnúkt "Horse Medicine" Program
- Pinánaykukt "Gathering Oneself Together" Program - Sober Transitional House

OTHER SERVICES OFFERED

- Audiology
- Outstation Outreach Worker
- Tribal Navigator
- Referral Coordination
- Advanced Directive