

YELLOWHAWK TRIBAL HEALTH CENTER

STRATEGIC PLAN

23
to
25

PRIORITIES FOR 2023-2025



YELLOWHAWK
TRIBAL HEALTH CENTER



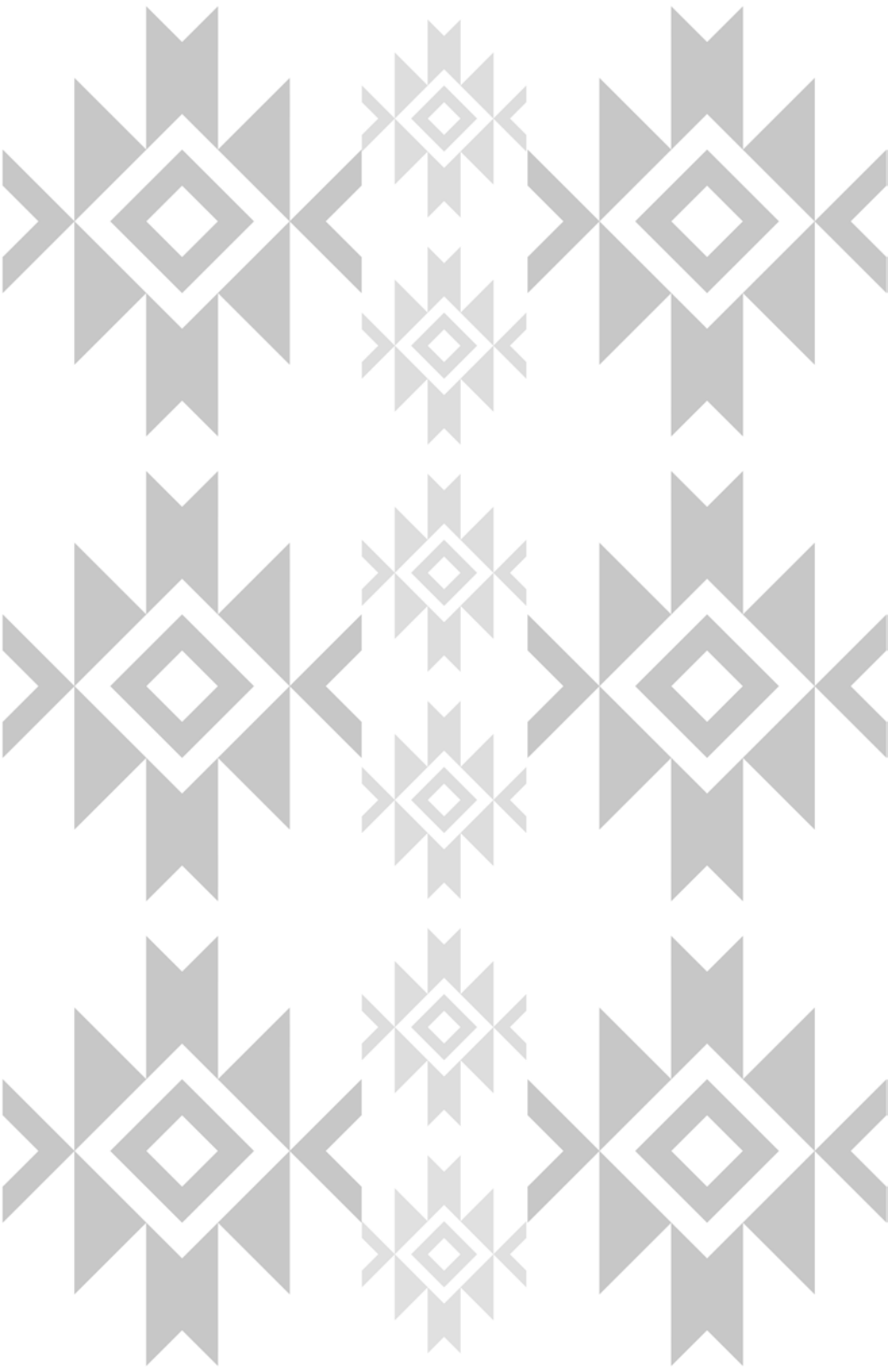


TABLE OF CONTENTS

2 - 3

BACKGROUND, GUIDING DOCUMENTS, & PRIORITIES

4

HEALTH AND HUMAN SERVICES

Achieve a spiritually, emotionally, and physically healthy community through quality, strength-based healthcare with emphasis on equity, culture, and best practices.

5

COMMUNITY DEVELOPMENT

Provide culturally grounded holistic and trauma informed programs that build trusting relationships and empower our community to choose healthy lifestyles for themselves and future generations.

6

WORKFORCE DEVELOPMENT

To employ and develop a sustainable and diversified workforce that supports the long-term goals of Yellowhawk while preserving cultural community values.

7

SOVEREIGN SUSTAINABILITY

We will take a multi-pronged approach to enhance long-term financial stability. All potential funding streams will be explored, cost containment will become standard practice, and technology will be used as a tool to improve efficiency as well as for the betterment of patient care.

8

ORGANIZATIONAL EXCELLENCE

Achieve excellence by advocating and providing comprehensive, high quality services to our Tribal community while improving overall operations, communications and empowering cultural awareness.

BACKGROUND & GUIDING DOCUMENTS

Supporting our community and our culture. Implementing important cultural practices into our quality health care system.

Yellowhawk Tribal Health Center (Yellowhawk), the healthcare provider for the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) completed a 3-year, 2023-2025 strategic plan throughout 2022. Efforts were led by Management Team, Health Commission and staff. Identifying factors within the planning process allowed for the development of strategic objectives that maximized strengths, limited weaknesses, took advantage of opportunities and avoided or reduced threats, while keeping in mind our core values.

The Strategic Plan provides Yellowhawk and its stakeholders a clear understanding of Yellowhawk's priorities over the next three years. The Strategic Plan is not a stand-alone document; an Annual Work Plan is developed each year to outline specific activities related to the objectives in the Strategic Plan. Activities outlined in the Annual Work Plans demonstrate what steps will be taken to achieve the strategic objectives and how progress will be measured and monitored.

The strategic objectives were largely developed based on data available about our community, including resources such as the CTUIR Comprehensive Plan, our Public Health Community Health Assessment and Improvement Plan, and our internal data which helps us determine community health disparities. As such, much of the work within the Strategic Plan align with these documents.

Furthermore, the Strategic Plan contains objectives to develop other major organizational guiding documents including a quality improvement plan and an organizational branding strategy that aligns closely with our mission and vision at Yellowhawk.

These documents work in tandem to move Yellowhawk closer to accomplishing its mission of empowering our Tribal community with opportunities to learn and experience healthy lifestyles.





YELLOWHAWK
TRIBAL HEALTH CENTER

Vision

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

Mission

Empower our Tribal Community with opportunities to learn and experience healthy lifestyles.

2023-2025 STRATEGIC PLAN PRIORITIES

Health & Human Services

01

Priority Definition

To achieve a spiritually, emotionally, and physically healthy community through quality, strength-based healthcare with emphasis on equity, culture, and best practices

Community Development

02

Priority Definition

Provide cultural grounded, holistic, and trauma informed programs that build trusting relationships and empower our community to choose healthy lifestyles for themselves and future generations.

Workforce Development

03

Priority Definition

To employ and develop a sustainable and diversified work force that supports the long-term goals of Yellowhawk while preserving cultural community values.

Sovereign Sustainability

04

Priority Definition

We will take a multi-pronged approach to enhance long-term financial stability. All potential funding streams will be explored, cost containment will become standard practice, and technology will be used as a tool to improve efficiency as well as for the betterment of patient care.

Organizational Excellence

05

Priority Definition

Achieve organizational excellence by advocating and providing comprehensive, high-quality services to our tribal community while improving overall operations, communications, and empowering cultural wellness.

Core Values

**Tamanwít, Balance, Compassion, Integrity,
Equity, Respect, and Excellence**

Health and Human Services

Achieve a spiritually, emotionally, and physically healthy community through quality, strength-based healthcare with emphasis on equity, culture, and best practices.

- Develop a list of initiatives and new medical services to be added prior to budget cycle.
- Improve access and engagement to patient centered, strength-based, trauma informed and culturally grounded services throughout the clinic.
- Maintain compliance with health industry standards, accreditation and technology as required by federal, state, and tribal statutes.
- Adopting Healthy People 2030 (MCH/Prenatal) goals and adopting throughout Yellowhawk.
- Improve health, function and quality of life of enrolled CTUIR members through prevention which addresses modifiable risk factors, unhealthy diet, physical inactivity, and/or tobacco use.
- Implement recommendations and findings from studies, needs assessments and work groups such as development of a residential treatment program.
- Interdepartmental collaboration in order to strengthen prevention, intervention and trainings to address substance abuse, interpersonal violence and sexual abuse.

"Improve access and engagement to patient centered, strength-based, trauma informed and culturally grounded services throughout the clinic."



Community Development

Provide culturally grounded holistic and trauma informed programs that build trusting relationships and empower our community to choose healthy lifestyles for themselves and future generations.

- Develop and foster support services that empower community members to become self and family resilient through health education and prevention.
- Initiate and understand working relationships with other entities.
- Launch a robust health education series to help the community understand what services are and what is provided at Yellowhawk.
- Provide strong prevention resources and activities for all ages, being sure to include culturally grounded agencies and establish working agreements with how to best serve our community members in need.
- Promote wellness, awareness and education toward prevention.
- Offer broader-based prevention programs for all ages.
- Provide supportive environments that encompass all entities of the CTUIR to enhance healthy lifestyles for every community member.
- Develop and implement a Health-In-All policy addressing obesity, the community's top health priority.

"Provide supportive environments that encompass all entities of the CTUIR to enhance healthy lifestyles for every community member."



Workforce Development

To employ and develop a sustainable and diversified workforce that supports the long-term goals of Yellowhawk while preserving cultural community values.

- Promote long-term self-sufficiency through retention.
- Orient new team members on standard operating procedures.
- Increase access and engagement to services specifically for the workforce.
- Develop recruitment and retention strategies to sustain a robust workforce.
- Maximize time to orient new employees to learn and be guided by Yellowhawk core values and culture.
- Provide a management/leadership centered orientation and educational program for employees who are new, transitioning and taking on new responsibilities.
- Strengthening and sustaining employee committee: Together, Everyone Achieves, More (TEAM).
- Develop and implement policies and procedures for protecting employee rights.
- Promote work life balance with outside the box thinking on scheduling and staffing.
- Reduce divisions between employees to promote a better team atmosphere and make each employee feel valued.

"Promote work life balance with outside the box thinking on scheduling and staffing."



Sovereign Sustainability

We will take a multi-pronged approach to enhance long-term financial stability. All potential funding streams will be explored, cost containment will become standard practice, and technology will be used as a tool to improve efficiency as well as for the betterment of patient care.

- Plan for short and long term financial security in the face of changing global environmental and economic conditions.
- Examine climate change effects on services.
- Determine what methods of technology need to be updated for better patient care.
- Continuously review of grant services and determine if goals remain aligned and sustainable.
- Create a system or process for grant funded programs to transition out and become sustainable by the end of the grant cycle.
- Provide education on finance processes and procedures so that staff who manage grants can do so easily.

"Determine what methods of technology need to be updated for better patient care."



Organizational Excellence

Achieve excellence by advocating and providing comprehensive, high quality services to our Tribal community while improving overall operations, communications and empowering cultural awareness.

- Demonstrate leadership excellence in the delivery of Yellowhawk services.
- Standardization of GPRA process.
- Facilitate the understanding of Yellowhawk, CTUIR and community visions and cultivate organized methods to achieve goals with these being integrated and considered in all decisions.
- Exercise the highest level of communication and public relations, not only within the organization and community but also with other businesses and government partners to create a sense of loyalty and respect.
- Foster an environment for staff to feel valued, hold a sense of ownership in their work, and feel empowered to achieve optimum performance.
- Training staff in areas of expertise to bring high quality care and service to every patient.
- Ensure we are utilizing strength-based workflows.

"Foster an environment for staff to feel valued, hold a sense of ownership in their work, and feel empowered to achieve optimum performance."



YELLOWHAWK

TAMÁNWIT

Indian Law – How we live; our lifestyle; our responsibility.

BALANCE

Create and maintain a healthy work-life balance.

INTEGRITY

Work with honesty and honor without compromising the truth.

EQUITY

Exercising fairness and being impartial in decision making.

EXCELLENCE

Working together as a team to create and implement unique strategies to improve workflow.

COMPASSION

Understanding pain or suffering of others and being able to help or do something about it.

RESPECT

Demonstrate high regard for patients and one another. Value differences and allow others to express themselves.

CORE VALUES

YELLOWHAWK TRIBAL HEALTH CENTER
46314 TIMÍNE WAY
PO BOX 160
PENDLETON, OR 97801



YELLOWHAWK
TRIBAL HEALTH CENTER

541.966.9830
1.888.935.4295
YELLOWHAWK.ORG