

Navajo Area Indian Health Service

24th Navajo Nation Council
Report
Summer Session
July 2022



Navajo Area Indian Health Service Navajo Area Office

Leading Change: *This executive core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent in this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.*

- The Navajo Area Indian Health Service (NAIHS) Office of Indian Self-Determination will be renamed and reorganized as the Office of Tribal Partnerships (OTP) by December 2022. The NAIHS strives to continue strengthening our tribal partnerships in providing better quality health care. The OTP will be better positioned to work not only with the Navajo Nation and San Juan Southern Paiute Tribes, but also with 638 contractors and compactors, Urban Indian Organizations and various external entities in raising the health status to the highest possible level. OTP will be a principal advisor to the Navajo Area Director and will serve as the primary source of technical and policy advice on Tribal matters.
- The Office of Indian Self-Determination (OISD) is pleased to announce that Mr. Benjamin Alford has been selected to serve as the Management Analyst for the Office of Indian Self-Determination (OISD) at the Navajo Area Indian Health Service in St. Michaels, Arizona. As Management Analyst, Mr. Alford will work with Navajo Area tribes and tribal organizations contracting/compacting under the Indian Self-Determination and Education Assistance Act (ISDEAA), and will also work with the Urban Indian Organization, Native Americans for Community Action (NACA) in Flagstaff, Arizona.
- The Navajo Area nursing leadership team attended a virtual training session on recruitment, retention, and relocation sponsored by the IHS Headquarters Office of Human Resources. The purpose of the training was to provide in-depth guidance on the roles and responsibilities associated with processing recruitment, retention, and relocation incentives for new and existing IHS staff. Additionally, a direct hiring authority (DHA) training is scheduled for July and August for nursing leadership and nurse recruiters to attend. The DHA provides an efficient process for hiring managers to communicate directly with promising job applicants to initiate the hiring process.
- Participated in the weekly virtual Navajo Nation Community Health Representatives (CHR) meetings, including monthly IHS Headquarters CHR calls. Presently coordinating an eLearning training session for CHR programs with the San Juan Southern Paiute Tribe and Navajo Nation with assistance from Navajo Area Office of Indian Self-Determination.
- The Navajo Area Office and Service Unit Acquisition Team are in the process of reviewing existing policies to update and/or rescind as it pertains to policy changes made within the Federal Acquisition Regulation and the Department of Health and Human Services (DHHS) Supplemental Acquisition Regulations. This is a collaborative effort among the Acquisition team members is to ensure that the Navajo Area Indian Health Service (NAIHS) Acquisition Division extends and creates opportunity for more flexible and streamlined processes according to the Strategic Initiatives set forth by the DHHS and the

Indian Health Service (IHS). The goal is to have a revised set of policies and updated standard operating procedures at the beginning of Fiscal Year 2023. The policy update is aimed at addressing concerns raised by internal customers during an April 2022 NAIHS Strategic Planning session. The major concerns were associated with delayed requests or inconsistent practices across the NAIHS.

- As part of the Navajo Area Office's review of the NAIHS COVID-19 pandemic response, the Navajo Area Office management team initiated a realignment of functions and workforce to assure the provision of comprehensive and quality clinical and public health services and appropriate oversight. The realignment of services resulted in the creation of the Office of Tribal Partnerships and Liaison; the Office of Public Health; and the Office of Quality and Patient Safety. The changes were recorded in the Federal Register, Vol. 7, No. 93 dated May 13, 2022.
- Navajo Area IHS tele-health visits and collections have drastically increased from Fiscal Year 2019. Visits have increased from 137 visits in FY 2019 to 30,021 in Fiscal Year 2022. Collections in Fiscal Year 2019 were \$13,123 and in Fiscal Year 2022 have grown to \$4,709,718.
- Gallup Regional Supply Service Center (GRSSC) aims to enhance the acquisition cycle in support of effective supply management. Multiple suppliers call daily requesting payments for products they shipped to GRSSC. However, seventy percent of the time, we identified that there was no receiving activity for the products or that the staff never resolved the shipping discrepancies. As a result, a change initiative is underway to improve the work culture to address this systemic issue. The GRSSC team understands why a change in the current work process and behaviors are critical to the mission of supporting the IHS. Ninety-five percent of the staff have been working diligently to learn new work processes, become motivated, and are exhibiting a "can-do" attitude.
- The Navajo Area Clinical Applications Coordinator (CAC) and Navajo Area Database Administrator continue to work with Navajo Area Federal, Tribal and Urban sites to enhance Resource Patient Management System (RPMS) applications through Alpha and Beta testing new patches.
- Navajo Area Division of Information Technology (DIT) staff continue technical support for Navajo Area staff teleworking via Virtual Private Network (VPN). In addition, support is provided for staff at the Area Office.

Leading People: *This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent in this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts in OPM leadership development.*

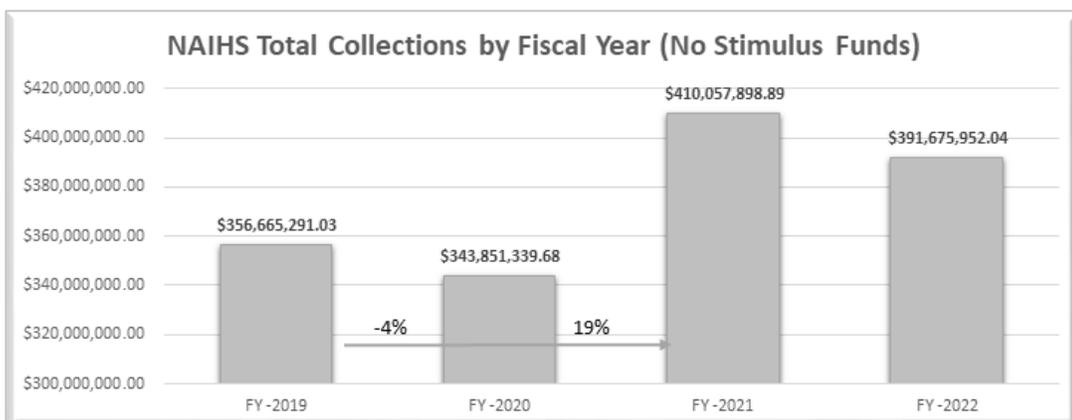
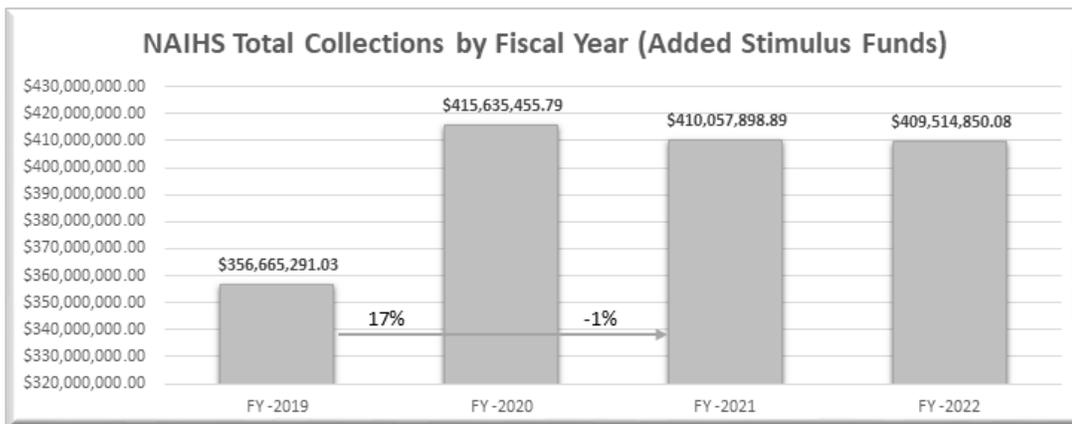
- ISDEAA Technical Assistance Presentations: In an effort to provide education on the Indian Self-Determination and Assistance Act (ISDEAA), the Office of Indian Self-Determination (OISD) provided information to the Navajo Land Nursing Home, Chinle Health Board, Kayenta Service Delivery Chapters, and community members who have expressed interest in learning more about Public Law 93-638, ISDEAA and contracting opportunities. In addition, OISD staff continues to provide continuous learning opportunities to current contractors in meeting ISDEAA regulations.
- NAIHS Region Updates: At the end of June 2022, the Chuska Regional Chapters invited the Office of Indian Self-Determination (OISD) and Division of Sanitation Facilities and Construction (SFC) to provide updates on water, sanitation and health-related projects. Delegate Carl Slater assisted in fostering cooperation to enhance our communications with tribal stakeholders at the chapter level to support informed decision-making as related to IHS initiatives.
- Emergency Medical Treatment and Labor Act (EMTALA) assessments were completed at Crownpoint Service Unit to ensure that the Crownpoint Hospital is in compliance with Centers for Medicare and Medicaid Services (CMS), The Joint Commission, and EMTALA regulatory standards for emergency services. A follow up visit is scheduled in July 2022 to assist the staff on performance improvement measures.
- In preparation for the Kayenta Service Unit to open its In-Patient Unit, virtual trainings sessions were conducted by HIS Headquarters – Office of Information Technology (OIT) to test Electronic Health Record processes for the In-Patient Unit. Training sessions focused on Admission, Discharge, and Transfer (ADT) processes, Bar Code Medication Administration (BCMA), and nursing and medical provider documentation. The opening date is targeted for July 31, 2022.
- The NAIHS Acquisition team continues to work to recruit local community members into the Acquisition Contract Specialist Intern Program. The Intern Program is made available to all facilities within the NAIHS. The program allows the opportunity for recent college graduates to begin a career in the Federal Procurement Contract Specialist series. The Gallup Service Unit recently hired one new Contract Specialist under the intern program, and the Chinle Service Unit hired three new Contract Specialist under the program.
- From April to June 2022, Navajo Area Human Resources Employee Relations staff conducted 12 supervisory training sessions on overtime administration, employee relations in the federal sector, applying new HHS policy on Workplace Flexibility, and Reasonable Accommodation. Training materials developed by Navajo Area HR staff have been cleared through IHS Headquarters Office of Human Resources in accordance with Special General Memorandum 22-03, Headquarters Oversight of Area Office Misconduct or Substandard Performance Trainings. Training materials were made available to all other IHS Human Resources offices throughout the U.S. for their use.

- An employee with Navajo Area Division of Finance took the initiative in decreasing unreconciled collection schedules during the 2nd quarter of FY-2022. The collections schedules were from previous fiscal years (FY 2019 - FY 2021) and remained open. In addition, the employee also worked with Office of Information Technology to re-queue reports in the Resource Patient Management System (RPMS). In certain cases, this activity resulted in increased collections for NAIHS service units. Weekly reports were shared with the service units, monitored each service units' progress, and provided technical assistance. By closely monitoring the service units, the unreconciled schedules decreased by \$370,320 (January amount was \$1,125,659, compared to March amount \$755,339).
- The newly hired director for the Gallup Regional Supply Service Center (GRSSC) worked diligently to create a work environment where each team member is comfortable presenting their concerns and opinions. Staff are encouraged to avoid working in silos and enhance knowledge sharing. Several in-service sessions were held on managing workload, tracking work progress, and project implementation using continuous improvement and assessment tools.
- Navajo Area Information Security Systems Officer (ISSO) continuously provides support to Federal Service Units to mitigate on-going information technology security vulnerabilities. Pursuant to Binding Operational Directive BOD-22-01, IHS is required to remediate these vulnerabilities before the specified due date.
- The Navajo Area ISSO supports Service Units with transitioning to the new Integrated Access Management system for all current and new employees.

Business Acumen: *This core qualification involves the ability to manage human, financial, and information resources strategically.*

- Navajo Nation EMS Pharmaceutical Support: In an effort to improve patient safety and meet federal and state mandates regarding distribution of pharmaceuticals, the Office of Indian Self-Determination (OISD) worked with the NAIHS Division of Finance, the NAIHS Pharmacy Consultant and Federal Service Unit Leadership to create a new internal process for dispensing medicines to Navajo Nation Emergency Medical Service (EMS) staff. The new protocol is designed to ensure that pharmaceuticals are both properly tracked and issued by providers with appropriate training.
- 2023 Negotiations: Each year the Office of Indian Self-Determination (OISD) collaborates with Title I contractors and Title V compactors to review and update contracts, funding allocations, contracts support costs, and other agreements before the end of the fiscal year (FY). OISD, in partnership with the NAIHS Division of Finance, communicate the most up-to-dated information regarding projected FY 2023 allocations.
- Participated in two interviews for the supervisory clinical nurse position at Inscription House Health Center (IHHC). Recruiting nursing personnel is a major challenge in the Navajo Area. Navajo Area IHS nurse recruiters have been collaborating on recruitment activities for the NAIHS. The recruiters attended three national nursing conferences and two job fairs to address local nurse position vacancies.

- Participated in the monthly Gallup Indian Medical Center Purchased and Referred Care (PRC) Work Group which consists of the Chief Medical Officer, Chief Nurse Executive, Nurse Case Manager, and PRC staff. The participants worked on development of a performance improvement plan to address PRC referrals and solidify roles of nurse case managers. On-going PRC audits are conducted by the Area PRC Consultant.
- The NAIHS Acquisition Team continues to work on awarding Area-wide consolidated contracts to streamline acquisition processes when procuring similar needs of two or more Service Units. This allows for the Acquisition team to immediately acquire the service unit's needs in a timely manner while meeting critical Federal Acquisition Regulations statutes. The Acquisition team is currently working on two large Area-wide contracts, one for revenue cycle management and another for professional nursing services. The goal is to have these two critical contracts awarded at the beginning of FY-2023.
- All IHS employees are required to complete Annual Ethics Training (AET). IHS Special General Memorandum (SGM) 15-05 was issued to ensure we maintain compliance of completing the HHS AET. Ninety-four percent of Navajo Area employees have completed the mandatory training.
- Third Party Collections with Stimulus Funds are \$409,514,850. Actual Third Party Total collections without stimulus funds as of June 27th, 2022 are \$391,675,952. Third Party Total collections for FY 2021 were \$298,998,052. This is an increase of \$92,677,900 or 31% from Fiscal Year 2021.



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- The Gallup Regional Supply Service Center (GRSSC) has recently focused on team building which includes on-the-job training, and staff are encouraged to learn from their mistakes. From management's perspective, providing on-the-job training, being accessible to the team, and listening have produced positive outcomes.
- The Navajo Area Information Technology (IT) Project Manager continues to work with streamlining IT Acquisitions for Navajo Area Federal Service Units. In addition, works is being performed to standardize IT equipment at Navajo Area Office and Federal Service Units.

Results Driven: *This core qualification involves the ability to meet organizational goals and customer expectations. Inherent in this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.*

- Research, develop and streamline internal processes: The Office of Indian Self-Determination (OISD) has received inquiries related to supplies, facilities/quarters use and patient transportation, which resulted in an internal review of our payment processes and procedures. Together with various Area Office divisions and federal service units, we continue to analyze and modify operating standards to better support our clients for overall improvement and management.
- Bilateral Modifications: When additional COVID-19 funding was authorized, the Office of Indian-Self Determination communicated closely with Navajo Area Title I contractors and Title V compactors to fully execute Bilateral modifications/amendments to immediately distribute the funds. Most Navajo Area ISDEAA entities have received all COVID-19 and American Rescue Plan Act (ARPA) supplemental funding allocations and associated contract support costs entitled under the ISDEAA.
- The Area Quality Manager and Area Nurse Consultant continue to provide support to Gallup Indian Medical Center, Kayenta and Crownpoint Service Units with Patient Centered Medical Home (PMCH) certification processes. The collaboration also includes assisting service units in preparation for Joint Commission accreditation surveys. Gallup Indian Medical Center achieved its Patient Centered Medical Home (PCMH) certification during the recent triennial accreditation survey.
- The Tohatchi Health Center Public Health Nursing Department will be receiving Public Health Nursing funds from IHS Headquarters -Division of Nursing/Public Health Nursing for a PHN intern for one year. Although this is only a temporary position, it promotes excellence and quality through innovation of the Indian health system into an optimally performing organization and strengthens IHS program management and operations.

- The NAIHS Acquisition team continues to work towards meeting its small business goals as required by the Federal Acquisition Regulations. This also includes awarding contracts to Indian Owned Small Business firms. For the third quarter:

Small Business Goals Report as of July 11, 2022

Goals	Actions	Dollars	Percentage	IHS Established Goals
Small Disadvantaged Business Program	560	\$ 24,662,384.11	13.29%	5.00%
Hubzone Program	99	\$ 3,394,515.40	1.83%	3.00%
Women Owned Small Business	381	\$ 13,967,186.11	7.53%	5.00%
Service Disabled Veteran Owned Small Business	136	\$ 4,005,912.26	2.16%	3.00%
Small Business	1681	\$ 70,083,293.78	37.77%	32.50%
8(a)	7	\$ 651,001.21	0.35%	
Total Small Business Eligible Actions	2864	\$ 116,764,292.87		
Buy Indian Obligations	40	\$2,527,743.66	2.16%	(% of Small Business Total Obligations)

- The NAIHS Acquisition team continues to meet competition requirements as required by the Competition Act despite the continued challenges presented by the COVID-19 pandemic. Current competition is 2,558 actions at 71% and noncompetition is at 1,042 actions at 29% of all NAIHS reported contracts. For the remainder of FY2022, NAIHS will continue to work on meeting the 86% competition goal for the Indian Health Service.

Extent Competed and Non-Competed Report as of July 11, 2022

	# Actions	% Actions	Dollars	% Dollars
Competition	2558	71%	\$ 159,145,462.02	86%
Non-Competition	1042	29%	\$ 26,238,445.16	14%

- The NAIHS Acquisition Team recently participated in a Small Business Outreach, sponsored by the Department of Health and Human Services. This included matchmaking sessions with various small business owners that wanted more information on conducting business with the Navajo Area Indian Health Service. The sessions were successful and Navajo Area Office was able to attain a listing of several local vendors who are Indian Owned, businesses located in the border towns of Gallup, New Mexico and Farmington, New Mexico. These sessions represent continued efforts by HHS and IHS that aim to increase opportunity to award federal dollars to small businesses.

- 262 Federal employee hiring personnel actions were processed between April 1 and June 30, 2022. Of that amount there were 54 temporary hire actions using COVID-19 hiring authorities. The COVID-19 Schedule A hiring authority has been extended until March 1, 2023. Agencies may continue to use this authority to fill positions on a temporary basis for up to 1 year as needed in response to, or as a result of COVID-19. These appointments may be extended up to 1 additional year. No new appointments may be made under this authority after March 1, 2023, or upon termination of the National Emergency Concerning the COVID-19 pandemic, whichever comes first. Appointments are limited to individuals needed in direct response to the effects of COVID-19. The Navajo IHS Facebook page lists these vacancies and applicants can email resumes to NAVAJO-JOBS@IHS.GOV
- The Human Resource program completed 693 Pre-security background determinations between April 1 and June 30, 2022. The Navajo Area Personnel Security team makes determinations for all Federal civilian, USPHS Commissioned Corp, Contractors, and Volunteers who will be working for the Navajo Area IHS. About half of the pre-security workload is clearing contractors and volunteers.
- Tele-Behavioral Health visits and collections have drastically increased since Fiscal Year 2019.
 - Visits have increased from 463 visits in FY 2019 to 3,833 as of July 1, 2022.
 - Collections in Fiscal Year 2019 were \$82,340 and as of June 25th, 2022, \$1,609,551 has been collected. (There are still 2 months left to report on visits and collections in Fiscal Year 2022.)
- The Navajo Area processed and sent \$247,824.94 in debt to Program Support Center Debt Management (PSCDM) for further collection. The PSCDM will refer these debts to U.S. Treasury for garnishment and further collection. These debts include private insurance and non-beneficiary patient accounts. So far, the Navajo Area has received \$196,185 in collections from garnishment.
- A significant challenge is stocking the Gallup Regional Supply Service Center with products that our customers need. A variety of factors affect acquiring and purchasing supplies. Instead of focusing on barriers and issues beyond the control of GRSSC staff, the GRSSC team was redirected to evaluate how they currently conduct business and assess work processes, methods, and the systems used. After completing the assessment, two changes occurred which include: during the past year, the warehouse stopped stocking IV solutions because staff was told they could not purchase them. A phone conference with the vendor produced positive results. Within the past month, we have restocked several IV solutions for the facilities. Although the allocations are still relatively low, we can order the supplies weekly. Secondly, monitoring the supply inventory system has been challenging. The backorder list of supplies increased daily, and there was no follow-up on supply orders. Several supplies were identified as obsolete and manufacturer backorders. Also, following up on orders has increased the receiving activities resulting in closing forty-six purchase orders within the past three months valued at \$1,543,283.13. The team has a better understanding of timely and accurate data to improve work processes and the capability to make sound work decisions.

- New laptops were purchased for Gallup Regional Supply Service Center (GRSSC) and Navajo Area DIT staff assisted with imaging and configuring the laptops.
- Navajo Area DIT conducted an IT network assessment for GRSSC in anticipation of additional new hires. Network routers and switches will be replaced with newer technology.
- The Gallup Indian Medical Center (GIMC) Emergency Department Expansion and Renovation project design was awarded September 10, 2021. Notice to proceed was issued on October 4, 2021 and a kick off on-site workshop was held on October 7, 2021. The project is designed to incorporate this project with the new Emergency Department Modular building project to ensure both buildings function well together. The updated design will meet current codes and meet suggested changes to the layout per GIMC Emergency Department (ED) staff. The new completion date for the design is October 2022.
- The Emergency Department project design includes renovating approximately 6,060 building gross square feet (BGSF) and expansion of 2,282 BGSF of new space. The new ED will be approximately 8,342 BGSF. This new renovated and expanded space will help alleviate space deficiencies, as they exist today with the ED, Observation Unit, and the Urgent Care Clinic. The renovation /expansion project will increase patient capacity and enhance patient care services.
- The Crownpoint South Quarters Repair-by-Replacement Design was awarded in August 2021. The design kickoff meeting was held on September 23, 2021. The scope of work for this project is to complete a design for the replacement of 33 quarters units. The current Longmark units were built in the 1950s and are beyond their useful life. The new quarters will be energy efficient and bring the quarters into the current century. The project design will include evaluation of the existing infrastructure, replacement of infrastructure if needed, and a complete design package for the construction of 33 new quarters units. These new units will help with recruitment and retention of staff for the Crownpoint Hospital. During the design process, the Service Unit collaborated with the local Crownpoint Land Use Planning Committee to make decisions on building color schemes for the updated look of the community. The Crownpoint Service Unit is building coalitions to help incorporate stronger relationships with the community. The project has reached the 100% Construction Document review milestone. The design is projected, and currently on schedule to be completed July 2022. In conjunction with the IHS A/E Design Guideline, the review of design has highlighted the energy efficiency and long-term sustainability of the updated Government Quarters subdivision. With the availability of full project funding, we anticipate construction to begin in the fall of 2022.
- The Tsaille Quarters Project was selected to receive \$21,500,000.00 in non-recurring expense funds (NEF) to construct approximately 30 new quarters units and all required infrastructure. The Program Justification Document for Quarters (PJDQ) and the Program of Requirement for Quarters (PORQ) show a total need of 98 new quarters to house staff of the Tsaille Health Center. This first phase of the project will design and construct approximately 30 new quarters. This project will help in the recruitment and retention of health professionals for the Tsaille Health Center.

The PJDQ and PORQ are being amended to adjust the type of quarters, from single family homes to apartment buildings, multiplex homes, and a quarters warehouse/work building. The project is proceeding and the mixture of homes has been decided upon. The PJDQ/PORQ amendment is being drafted and will be submitted to IHS Headquarters by July 22, 2022. The project will be set up in phases and with options, given the escalation costs of construction.

- The Division of Sanitation Facilities and Construction (DSFC) Sanitation Deficiency System (SDS) listing of projects is reported to the Navajo Nation annually. This past year, the SDS listed 349 water and wastewater infrastructure projects totaling approximately \$543.3 million. The DSFC staff completed construction project documents for Fiscal Year 2021 funds which includes \$6.4 million in Housing Support and \$29.6 million in Regular Funds; in addition, the DSFC completed construction project documents for Fiscal Year 2021 IHS ARPA funds which includes \$1.7 million in Housing Support and \$35.9 million in Regular Funds. The DSFC received \$2.69 million for the Fiscal Year 2021 IHS ARPA for the “delivery of potable water” in which the DSFC staff are working on completing construction project documents. Lastly, the DSFC staff is working on completing project documents for Fiscal Year 2022 Investment Infrastructure and Jobs Act (PL 117-58) budgets that include \$128 million for Tier 1 Project Funding; \$19 million for Tier 1 Design & Construction; and \$4.2 million for Tier 2 & Tier 3 Planning, Design, & Construction, for a total of \$152 million.

Building Coalitions: *This core qualification involves the ability to build coalitions internally and with other federal agencies, state and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.*

- DSTAC Planning Committee: The 17th annual Direct Service Tribes Advisory Committee (DSTC) national hybrid meeting will be held virtually and in-person August 9-11, 2022 in Flagstaff, Arizona. The Office of Indian Self Determination (OISD) have been a part of the planning efforts with IHS-Headquarters and OISD will provide final meeting logistics.
- The Sanitation Facility Construction (SFC) Team Participation: With the most recent approval and distribution of the Infrastructure Investment and Jobs Act (IIJA) funds, the Indian Health Services (IHS) will annually allocate \$700 million for Tier I, II, and III projects and planning/design initiatives for fiscal years 2022–2026 for the national SFC program. The Office of Indian Self-Determination is working with inter-department offices – Human Resources, Acquisitions, and Information technology in hiring personnel to complete the Sanitation Deficiency System (SDS) project listing for the Navajo Area.
- IHS Director’s Workgroup on Tribal Consultation: Navajo Area Indian Health Service (NAIHS) continues to work with the federal and tribal workgroup in reviewing and revising the IHS Tribal Consultation policy and developing recommendations for improving the consultation process.

- Navajo Nation Diné Action Plan: With the passage of the Navajo Nation Diné Action Plan, the Navajo Area Indian Health Service (NAIHS) continues to provide support and contribute to fully implement the plan. The NAIHS has identified Ms. Yvonne Kee-Billison to serve as a liaison between tribal and federal entities.
- The Navajo Area Nurse Consultant continues to participate in monthly Nurse leadership calls to receive updates on IHS initiatives presented by Headquarters Office of Clinical and Preventive Services and IHS Chief Medical Officer. Information is communicated to the six (6) NAIHS Nursing Chief Nurse Executives and Directors of Public Health (DPHN) Nursing during monthly Dine Nurse Leadership Council (DNLC) and DPHN calls.
- Collaborating with the IHS Headquarters Division of Nursing, New Mexico Department of Health and Arizona Department of Health in developing a policy and procedure for the treatment of Sexually Transmitted Infections (STI) for high risk patients. The policy will guide the federal Public Health Nurses in addressing the current Public Health outbreak in local tribal communities. A charter has been developed for this project with assistance from IHS Headquarters Office of Quality.
- Navajo Human Resources payroll staff conducted two nationwide training sessions with payroll coordinators of all other IHS Areas. Navajo HR payroll staff presented two different ways in reviewing hazard pay payroll data and documenting errors to be corrected. Navajo HR payroll staff then worked with attendees one on one to provide further information and guidance.
- The Navajo Area Indian Health Service continues to develop partnerships with various educational institutions, state and federal entities to continue to support the shortage in professional health care staffing in various forms, including volunteers, interagency agreements and residency programs. For Fiscal Year 2022, we have established a total of 76 agreements which are all aimed at supporting the mission of IHS.
- The Navajo Area Office continues to work with NAIHS Service Units to ensure support is provided regarding meeting patient care. This includes offering purchasing assistance and agreement establishments.
- The Department of Health and Human Services (HHS) has implemented a Department-wide E-Invoicing solution to modernize and automat Invoice processing of goods and services. HHS is using Treasury's Invoice Processing Platform (IPP) as our E-Invoicing solution. IPP is to streamline the Procure-to-Pay lifecycle within UFMS, reduce operational costs, improve data quality and financial information access, and provide self-service capabilities to vendors online. Web based virtual office hour meetings are conducted bi-weekly with IHS Headquarters and all Area Offices. The Navajo Area Finance also began hosting its own bi-weekly virtual office hour meetings. Attendees include Navajo Area Finance team, each Service Units' Finance team, Acquisitions, and Receiving Agents. The purpose of the calls is to resolve issues and share best practices among the service units. The number of invoices processed and paid have increased since IPP implementation.

- Ensuring a positive supplier relationship is essential to the success of the Gallup Regional Supply Service Center (GRSSC). Over the past three months, GRSSC held several phone conferences with critical suppliers and vendors to discuss concerns and improve the workflow on both sides. As a result, we improved an understanding of one another's expectations and are resolving issues with orders, backorders, invoicing, and timely payments. For example, two Indian Owned distributors, Zee Technologies and NativeVet Material have been directed to provide the packing list for every freight. The packing list helps to reconcile the products shipped versus what is received. In addition, both companies provide invoices within five days of receiving the shipments. Having the proper documents has decreased the number of shipping issues by 85%.
- IHS Service Now ticketing system is utilized by the Federal, Tribal and Urban facilities to submit tickets for RPMS, Network, and software and hardware issues.
- Navajo Area DIT staff and Office of Environmental Health and Engineering (OEHE) IT staff collaborated on a network assessment for two OEHE field sites. Additional sites will be assessed due to increases in staffing.
- The new Pueblo Pintado Health Care Center design was awarded on April 20, 2021. The conceptual, schematic, and the design development phase (the internal layout) of the design is complete. The 65% design phase was completed in June 2022. The project is now beginning the 95% design construction phase. The 95% phase is schedule for completion September 2022. The design completion date is estimated for November of 2022. The Pueblo Pintado Health Center project estimate was updated in April 2022 from \$122,400,000.00 to \$171,400,000.00.
- The Navajo Area Indian Health Service has included the Pueblo Pintado Steering Committee, the Navajo Nation Department of Health, and the Navajo Nation Health Programs in the Pueblo Pintado Health Center design development. The Pueblo Pintado Steering Committee includes members from the communities of Canoncito, Whitehorse Lake, Torreon, Ojo Encino, and Pueblo Pintado. The participation of the NAIHS, the Navajo Nation Health Programs, and community members will help design a state of the art health center that is both functional and respectful of the community and its cultural beliefs.
- The Navajo Area completed planning documents for a new health facility to be located in Bodaway-Gap, Arizona. The New Bodaway-Gap Health Center project cost estimate was updated in April 2022. The new health facility is projected to be 123,565 square feet in size with 92 Staff Quarters and a budget of \$238,700,000.00. The Program Justification Document (PJD) for the Bodaway project was approved in January 2008 and included basic health services for the projected population and service area. A PJD Amendment #1 which reflects updates to the user population, scope of services, staffing, and space in addition to inclusion of space for Navajo Nation tribal health programs, was completed and approved by IHS Headquarters (HQ) on May 18, 2021. The Program of Requirements (POR) Amendment #1, which details the required space for each department, was approved by HQ April 22, 2022. Tuba City Regional Health Care Corporation has received approval from the Navajo Nation (a letter dated May 16, 2022 from Navajo Nation President Jonathan Nez, to enter into a Title V Construction Project Agreement (TVCPA) for the design of the health center.

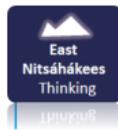
The TVCPA negotiations took place June 29, 2022 in Tuba City, Arizona. The final TVCPA has been agreed to and will proceed with signature to finalize.

- Navajo Area continues the support of the Transitional Watering Points Project, which includes increasing access to safe drinking water and the safe water storage program during COVID-19. Staff continue to support activities with the Navajo Nation, federal partners, universities, and others through the Water Access Coordination Group meetings. At this point, the Navajo Area IHS OEHE, continues triaging inquires and responding to mission activities associated with this project and HQ IHS is still engaged in managing this effort.

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- On May 9, 2022, the Gallup Service Unit Division of Community Health hired an Immunization Coordinator to assist with the coordination of various immunizations, including COVID-19 vaccination events. A streamlined approach, with training and planning is key to coordinating with all stakeholders as well as the community we serve.
- The Gallup Service Unit Clinical Division has maintained weekday access to Car Based Testing for beneficiaries concerned about exposure to or symptoms of COVID-19 virus; Gallup Service Unit is also providing home test kits, and treatments for patients suffering from the COVID-19 virus.
- The Crownpoint Nursing division continues to support the Patient Centered Medical Home (PCMH) model with identified areas for initial model implementation in the ambulatory care clinics. Accomplishments in the third quarter include identification of division of team names: turquoise, silver, and coral. Finalization of the PCMH brochure was completed in May with printing completed for distribution in clinics in June. The nursing supervisors visited Gallup Indian Medical Center in May for input on health literacy education and how to implement/document within the electronic health record.
- The Crownpoint Service Unit Division of Public Health Services staff took the lead to establish a Wellness Program for service unit employees. The new Wellness Program was approved by the Hospital Executive Committee (HEC) and will roll-out in July 2022.
- The Chinle Primary Care Department continues to track and respond to data regarding patient wait times and outpatient appointment availability. Provider staffing in Internal Medicine, Pediatrics, and Family Practice is increased by 25% over last quarter. We also continue to provide same or next-day treatment options for COVID-19 via telephone visits.
- The Chinle asynchronous tele-dermatology consultation program in coordination with the Alaska Native Health Program has begun, giving providers the ability to obtain consultations with an off-site dermatologist via a secure data transfer. This prevents patients from having to travel for dermatologic consultation in many circumstances. The Service Unit continues to work with Human Resources to onboard our cardiologist, who is anticipated to start in September 2022.

- The Chinle Service Unit continues to maintain its Patient Centered Medical Home Certification and participated in the 2022 Arizona Health Care Cost Containment System (AHCCCS) Summit on American Indian Medical Home Certification to share experiences and lessons learned in acquiring and maintaining certifications for both Patient Centered Medical Home and American Indian Medical Home.
- The Chinle Service Unit Primary Care Department launched its GPRA Provider Report Card for monitoring compliance with depression screenings, modeled after the “report card” used by the Diabetes Program. Data are being refined, but we anticipate that this will provide real-time feedback to providers on their GPRA targets.
- The Chinle Service Unit Family Practice, Internal Medicine, and Pediatrics continue to perform surveys by telephone, with excellent comments and feedback from patients. The information is reviewed at monthly Primary Care Leadership meetings.
- The Chinle Service Unit Cultural, Quality Improvement, and Customer Service Interpreter Ms. Rosella Chee and Cultural Liaison Ms. Ursula Knoki-Wilson are providing biweekly “Interpreter Huddles” to educate staff on interpreting practices, cultural considerations, and vocabulary.
- Tsale Health Center (THC) acquired two FEMA office trailers. THC intends to use one as an enhanced Maternal Health and Pediatric Department. This will offer a sanctuary for these patients with their own, isolated, department. The other trailer will be used for the new Business Office.
- Pinon Health Center (PHC) continues to provide daily Drive-Thru COVID -19 Vaccination and Testing. Home Test kits are available through the Drive-Thru as well. Screening continues for COVID -19 symptoms for all patients entering the facility. Home isolation kits are provided by referral.
- Contact phone number has been established for Chinle Service Unit home bound residents to receive COVID-19 Vaccination: (928) 674-7998.
- Pinon Health Center (PHC) held IPC (Improving Patient Care) presentations on improvement work on June 2, 2022 to the Pinon Health Center staff. There were (7) Departments who provided presentations, see below. It was a successful event. The next scheduled PHC IPC presentations to the Chinle Service Unit (CSU) staff will be August 25, 2022.



PHC IPC COLLABORATIVE

JUNE 2ND 2022

IPC Coach Update - Clinical Services

Improving Access to Care - Speech Therapy

Improving Medication Compliance – Primary Care & Pharmacy

Collaboration and Coordination Lab Results – Primary Care

Tenants Check-in Process – Housing and Security

Reducing Unauthorized Referrals – PRC and Clinical Services

Return to Return to Stock - Pharmacy

Q&A

- The Northern Navajo Medical Center Sih Hasin Street Medicine Clinic is an innovative practice to reach the homeless in their own environment – street life, shelters, parks, etc. Each Tuesday, the Sih Hasin Street Medicine Clinic visits the Shiprock area and on Wednesdays, they visit downtown Farmington, NM. They perform physical exams, wound care, and acute and chronic treatments. The chronic conditions may include high blood pressure, diabetes, asthma, and HIV. The team also provides COVID-19 testing, COVID-19 vaccines, and flu vaccines. After only 9 months of operation, this clinic is following over 160 active patients in Shiprock, and more than 280 active patients in Farmington.
- On June 23, 2022, the American College of Emergency Physicians (ACEP) announced that the Northern Navajo Medical Center Emergency Department achieved the bronze standard — Level 3 Geriatric Emergency Department Accreditation (GEDA). They will be joining a group of over 300 GEDA-designated facilities nationwide. Throughout the past year, the Indian Health Service (IHS) partnered with ACEP to support eight IHS and Tribal emergency departments (ED) to achieve Level 3 accreditation as designated Geriatric Emergency Departments. The GEDA program encourages emergency departments to improve care for older adults and recognizes emergency departments that do so. The Division of Nursing Services is the business owner and collaborates with the Chief Clinical Consultants for Emergency Medicine, Geriatric and Palliative Care, and Elder Health to assist these eight EDs in achieving this accreditation and improve the quality of care provided to our elderly patients in the ED setting. The IHS GEDA Workgroup continues to assist the seven remaining IHS and Tribal EDs to reach the same goal by December 2022.
- The Dzilth-Na-O-Dith-Hle Health Center Public Health Nursing program is fully staffed and working with the community to improve the pediatric vaccination rates and identify high risk patients.
- The Dzilth-Na-O-Dith-Hle Health Center Facility Management created a Water Management Plan to ensure safe water supply for the health center which also meets regulatory standards.

- Four Corners Regional Health Center department supervisors and program leaders facilitate development and implementation of Performance Improvement Projects. Methods for improving performance include weekly Quality and Safety Conversation Sessions to review Quality Assurance and Performance Improvement process, questions, concerns, and feedback; and monthly Quality Council Meetings to review current Performance Improvement projects. Project owners report data monthly for review, feedback, and discussion.
- Four Corners Regional Health Center is encouraging people to manage their health better. The goal is to achieve 100% pain assessment and reassessment. Patients with 5-9 pain levels and are prescribed pain reducing medication/intervention are reassessed to ensure effectiveness of treatment. This work meets National Patient Safety Goals NPSG.03.06.01 – safe use of medication.
- At the Kayenta Service Unit, the Division of Information Technology has deployed 50 out of 120 desktops throughout the facility to replace outdated computers. The deployment involves preparing old computers for excessing by removing hard drives and preparing media destruction documents. The ‘cleaned’ desktops are then returned to Support Services for final documentation and excessing.
- The Kayenta Service Unit’s Division of Public Health’s Traditional Native Healer/Counselor will continue to provide traditional Native Healing prayer services for Kayenta Health Center employees as well as the Inscription House Health Center employees. Monday morning prayer services are held and open to any interested employee of the Kayenta Health Center. Inscription House Health Center has services scheduled for once a month and will convert to twice a month for employees to help raise the physical, mental, social and spiritual health of AI/AN to the highest level.
- A work in progress has been implemented to open up the inpatient services with the Kayenta Health Center. The Joint Commission and Centers for Medicare and Medicaid Services mock assessments focused on the readiness for inpatient services have been completed. Major projects that will have an impact with inpatient services are progressing and on track with the set timelines. Updates of receiving our first inpatient for July 31, 2022 have been provided to the local chapter leaders and the Navajo Nation Council Delegates who serve the Kayenta Service Unit

Leading People: This core qualification involves the ability to lead people toward meeting the organization’s vision, mission, and goals. Inherent in this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts in OPM leadership development.

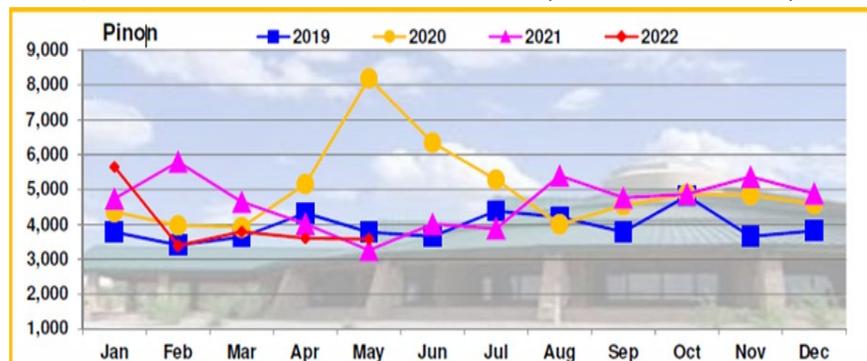
- On June 15-19, 2022, the Tohatchi Health Center Performance Improvement Nurse attended the Health, Equity, Action, Leadership (HEAL) in Santa Fe, NM. The purpose of the fellowship was to provide a training opportunity focused on health delivery in underserved settings. During the training, HEAL Fellows immersed themselves in training and professional development sessions, engaged with fellows, alumni, mentors, and present on particular aspects of their work.

- On April 20, 2022, the Gallup Indian Medical Center Nursing Division recognized two staff as part of the quarterly DAISY Awards Celebration. Both staff displayed excellent contributions to patient care and positive work environment. GIMC's focus on gratitude and celebration serves as a catalyst that facilitates teamwork and employee morale.
- The Crownpoint Nursing division has identified the need for the Vermont Nursing in Partnership (VNIP) program to provide initial and ongoing orientation needs for the nursing division, newly on-boarded staff, and new graduate nurses. The nurse executive team has identified the lack of a career ladder positions in the nursing division, therefore the proposal and approval of a GS-04 (new graduate) nurse position has been approved for advertisement on the priority listing.
- The Crownpoint Nursing representative attended a recruitment event that took place May 15-18 in Houston, TX with interest and two pending applicants for the emergency department. Our ambulatory care supervisor also attended a groundbreaking ceremony for the initial associate degree nursing program at Navajo Technical University.
- The Crownpoint Service Unit Business Office Manager has continued training Business Office staff that focuses on identifying the best methods used to streamline processes in the Business Office. Crownpoint Leadership attended the Navajo Area Strategic Planning session and contributed ideas and recommendations for development of the Navajo Area Strategic plan.
- The Crownpoint Service Unit Monthly Community Resource Meetings were held with over 50 participating organizations which has been very beneficial to everyone involved. This event occurs on the first Fridays of each month. The monthly event allows our hospital staff have been able to share important information with community resources which include Chapter officials.
- The Chinle Primary Care Department hosted its annual Primary Care Retreat on June 30, 2022 at the Canyon de Chelly Campground, featuring Pax Harvey Jr., as the motivational speaker followed by team-building exercises from the Wellness Center. The message from Mr. Harvey centered on self-care, personal responsibility, and blended humor with inspiration.
- Update from Pinon Health Center provide recruitment includes a scheduled site visit from two physicians on April 20, the two physicians are working on applying for the full-time permanent physician positions at PHC. A contractor Psychiatric Nurse Practitioner (NP) who is currently working at PHC has applied for a full-time permanent Psychiatric NP position and was selected for the permanent position. A full-time permanent Family Nurse Practitioner (FNP) was selected as a provider in the Outpatient Clinic. The FNP started on July 5 and is from the local area.
- The Northern Navajo Medical Center Executive Leadership team set priorities for 2022 and these include addressing staff burnout. More than 1,400 people provide healthcare and public health services at Shiprock Service Unit. The work is often stressful. Over time, stress can lead to burnout. The COVID-19 pandemic has made all of this worse. Work-related stress and burnout are not simply individual issues. Making things better will also require changes at the work team and system levels. Two surveys, a Provider Burnout Survey (9/2021) and Staff Burnout Survey (4/2022), were administered to help the Executive Leadership team to know how the workforce is doing, and to hear ideas about how to prevent and respond to staff burnout.

- The Northern Navajo Medical Center Executive Leadership team hosted a Town Hall session for staff on June 29, 2022. The focus of the session was on how the Executive Leadership team could improve communication with staff, teams, patients, families, and communities. Staff shared a lot of good questions, ideas, and suggestions with each other and with the Executive Leadership team. The Executive Leadership team looks forward to continuing this effort to make improvements based on feedback from the quarterly Town Hall sessions. Each session will have a focus area based on current issues being dealt with. NNMC Town Hall sessions are open to all NNMC staff.
- The Dziłth-Na-O-Dith-Hle Health Center Optometry department is back to a normal schedule and seeing patients who need routine care.
- The Dziłth-Na-O-Dith-Hle Health Center hired three new full-time permanent employees for Optometry, Clinical Lab Scientist, and Infection Control Nurse. This is an accomplishment for a clinic in a rural setting.
- The Four Corners Regional Health Center Customer Service Committee (CSC) is leading a variety of customer service education, coaching, and skills trainings each month. Past topics were: Teamwork, Supportiveness, and Etiquette. CSC Goals include Stress First Aid certifications (prerequisite for a Workplace Violence Prevention Program).
- Maintaining Accreditation: Four Corners Regional Health Center Leadership and Supervisors are leading efforts to complete safety plans. In FY 2022 Quarter 1 the Safety, Security, Hazardous Materials, Fire Safety, and Water Plans were completed. The Utility Management, Medical Equipment, Interim Life Safety Management, and Facility Management Plans were updated. The Emergency Operations Plans and Hazardous Vulnerability Assessment were reviewed and updated. Environment of Care Rounds were conducted weekly, all deficiencies not requiring purchase orders are addressed. Community Health Division completed Emergency Contingency Procedures.
- IT continues to provide assistance and collaborates with the Incident Command team. IT continues to provide technical assistance with providing various technical resources such as computers on wheels, laptops, label makers, prints for educational purposes regarding COVID 19, and printers.
- The KSU School Health Education Program collaborated with the Kayenta Boarding School to celebrate February's "HEALTHY HEART" month by having a student poster contest. Each K-8th grade class participated in the contest and each student received an incentive for their hard work. Also, a "Healthy Heart" virtual presentation was provided with over 85+ students/staff/parent participants. The Kayenta Boarding School finished the month of February 2022 with activities by hosting a one-mile walk on Feb. 28, 2022 for all students and staff to promote physical activity and heart health.
- Critical Care Response Team sponsored by Tribal Health LLC completed an onsite visit to Kayenta Health Center from March 14, 2022 to March 27, 2022. The Team provided education and training on medical equipment, clinical protocols, reviewed policies and procedures, reviewed tele-monitoring, reviewed telemedicine and provided recommendations on inpatient services.

Business Acumen: *This core qualification involves the ability to manage human, financial, and information resources strategically.*

- The Gallup Service Unit continues to work diligently on the financial forecast for the service unit. GSU third party collections inclusive of current and prior year is \$128,143,006. In comparison to June 2021, we exceeded last year's collection by \$35,697,363. Moreover, the target collection is \$132,143,962, which we will exceed in July. The monthly target collection is set at \$12,673,994; however, we have collected \$13,538,049 and projecting to collect \$162,642,813.
- The Gallup Service Unit Business Office has reported for fiscal year 22 and year-to-date the inpatient collection of \$18.2M that is a 67% collection efficiency. The outpatient collection is approximately \$25.3M, which is about 57% collection efficiency. Public Health Emergency COVID Vaccine/Car Testing combined collected \$10.4M or 87% collection efficiency. The Purchase Referred Care (PRC) obligated \$278K for deferred services, this consists of the denture program or eye glass program for patients eligible for the PRC program. PRC COVID/ARPA funds expand additional funds to support patient care referrals that includes a high volume of continuous care from COVID-19.
- Crownpoint Service Unit Leadership instituted a weekly budget review meeting to appropriately goal set and streamline activities to enhance collections and identify areas for improvement. We have taken actions as a result of our meetings to assure our service unit receives maximum payout of third party revenue by increasing efficiencies and improving effectiveness of resources allocated in our system. We are proud of our team for making these needed improvements.
- A multidisciplinary cohort of nursing, patient registration, clinical applications, and information technology has been developed to implement the GUI/Moonwalk scheduling system with expected rollout for July. The collaboration efforts for the GUI/Moonwalk system assists our direct clinical staff in optimizing the number of patients seen and the ability to see them timely. Our nurse supervisors have been granted access at the HQ level to review automated cycle wait times which assists us in identifying how our patient return/satisfaction rates are calculated as well as how to maximize quality visits through the Moonwalk system.
- During difficult financial times brought on by the Covid-19 response, the Tsaille Health Center is able to keep hiring for critical employee positions through our efforts at increasing our billing and funds collected at our Rock Point Clinic site.
- There were 3,574 Pinon Health Center ambulatory care visits for May 2022.



- The Northern Navajo Medical Center Acquisitions department and Chief Nurse Executive are working with the NAIHS Nurse Consultant to set up a consolidated contract. This contract will cover all of Navajo Area. The plan is to use one Area-wide nursing contract for all of Navajo Area.
- The Northern Navajo Medical Center Executive Leadership team set priorities for 2022 and these include studying the principles and characteristics of High Reliability Organizations (HROs). HROs are able to give consistent, positive results under a variety of conditions. The tool helps to identify weaknesses in their early stages so they can be addressed.
- The Dziłth-Na-O-Dith-Hle Health Center met the initial 3rd Party Revenue collection goal of \$4.2 million and is now meeting 77% of the new collection set at \$6.2 million for FY22.
- The Dziłth-Na-O-Dith-Hle Health Center Information Technology department has been working on upgrading the Wi-Fi infrastructure and the project is 80% completed.
- Developing competent workforce activities (and succession planning) involves utilizing best practice organizations, such as the Institute for Healthcare Improvement (IHI). Selected Four Corners Regional Health Center staff are enrolled in the IHI open school certification programs in Quality, Safety, and Leadership. Division leaders also identified individuals for the Federal Acquisition Certification for Contracting Officer's (COR) Representatives program with a completion goal date of May 31, 2022. Upon COR certification, FCRHC will have additional CORs to the current four.
- Four Corners Regional Health Center is improving the patient experience with respectful and culturally sensitive treatment by offering Dine' Traditional healing. The average workload is 22 patients per month. Added support service is the child and adolescent psychiatry treatment with an option for appointments on-site or by tele-health.
- Four Corners Regional Health Center (FCRHC) is achieving and supporting desirable health outcome goals utilizing the Institute for Healthcare Improvement Triple Aim initiative to support the Northern Navajo Medical Center hospital readmission reduction program. The goal is to decrease avoidable readmissions within 30 days post hospital discharge. In the second quarter, only 1 of 36 FCRHC service area patients was readmitted; a 0.02% readmission rate.
- The Kayenta Service Unit Network Upgrade project was completed May 04, 2022. The bandwidth increased the speed for Inscription House, Dennehotso, and Kayenta. Therefore, bandwidth has increased the performance between the three facilities which has increased access to Electronic Health Record without interruption, increase the uptime and has allowed more traffic on the circuits for business processes to provide quality health care to patients. The network upgrade will also allow for the modernization of Inscription House Health Center's telephony system.
- The Kayenta Division of Public Health continues to fill job vacancies for both the Health Promotion Program and the Kayenta Wellness Center. Currently 82% staffed (two vacancies open with hiring actions scheduled for August 2022).

Results Driven: *This core qualification involves the ability to meet organizational goals and customer expectations. Inherent in this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.*

- On May 10, 2022 to May 17, 2022, the Joint Commission (TJC) conducted a Triennial Survey of the Gallup Service Unit. The service unit will provide an Evidence of Standard Compliance for each of the SAFER findings before July 2022. The overall survey was successful with thirty (30) standards level findings compared to fifty-one (51) findings in 2018 with conditional levels
- In addition to the TJC Triennial Survey, the Gallup Service Unit submitted an application to The Joint Commission (TJC) regarding the Patient-Centered Medical Home (PCMH) Care Model. The application allows the service unit to provide evidence-based practice that will benefit our patients and our community through an integrated, patient-centered approach to care. The service unit is awaiting formal notification from TJC to be certified
- Crownpoint Service Unit re-established an organizational goal to collect \$35 million dollars for fiscal year 2022. As of July 1, 2022 our service unit has met our organizational goal with three months remaining in the fiscal year. We are proud of our service unit accomplishment.
- Crownpoint Service Unit Division of Public Health staff coordinated our monthly vaccination events by working with our community partners at various locations throughout our service unit. Community and Chapter leaders have been involved in the process. We started administrating the newly approved pediatric Pfizer vaccine for 6 months and older at our most recent Torreon vaccination event. Our collaboration has resulted in administrating 950 COVID vaccines and 35 flu immunizations this quarter.
- The Tsaile Health Center (THC) ‘Master Plan’ generally supports a new facility at Lukachukai, AZ. The Tsaile leadership has met with local community leaders to discuss the feasibility of this option. THC has secured a land lease from the Navajo Tribe and has been awarded \$21.5 million in NEF funds to add additional housing.
- The Pinon Health Center Mobile mammography services were provided April 13 and 26, May 24 and June 14, 2022. The table below provides the number of patients seen during this time. The next tentative services date is in September 2022.

Date	Patients Seen
April 13, 2022	12
April 26, 2022	12
May 24, 2022	17
June 14, 2022	12
Total April-June 2022	53 patients seen

- Since February 2020, Shiprock Service Unit has implemented a comprehensive Public Health response to COVID-19 that has included not just emergency and inpatient care, but also a focus outside the hospital on supporting families and communities. As of July 8, 2022, Shiprock Service Unit has provided more than 100,800 vaccines to more than 41,755 patients – including 11,771 elders 65 and over, and 8,358 children under 18. Since April, 2022, we have added booster shots for children 5 and older, and begun providing COVID vaccine to the youngest groups – ages 6 months to 4 years old.
- The Northern Navajo Medical Center Community Health Services staff continue to provide support and education to patients and families. High numbers of new patients during the January Omicron surge led to revision of our approach to focus on providing families the tools and education needed to manage on their own, “frontloading” education and support. Partnerships with community Chapters provided thousands of home test kits to families. Regular calls with Chapter leaders to share locally specific data and share local efforts.
- The Northern Navajo Medical Center Public Health Nursing and Health Promotion Disease Prevention teams have been able to resume services to families, schools, and communities, within COVID guidelines that limit in-person gatherings.
- The Dziłth-Na-O-Dith-Hle Health Center Emergency Management completed an Infant/Child Abduction Plan and provided in-services to departments. The clinic is planning to conduct a drill in the Fall of 2022.
- Four Corners Regional Health Center COVID-19 vaccination surveillance for all age groups eligible for vaccinations: 3573 active user population. Total primary series completed, 2467 or 69%. Total primary and booster: 45%.
- The Kayenta Wellness Center had a total of **492 total users** (employees and patients) for January, February, and March 2022. The Kayenta Wellness Center offers prescribed exercise treatment plans for patients at-risk for diabetes, patients with A1C levels above 7.0, and as a part of patient diabetes self-care management.
- The Kayenta Health Center Information Technology (IT) Help Request Ticket, process improvement initiated with a tracking dashboard. The first quarter of CY 2022 data showed a 10% of help desk tickets were not resolved or closed out in a timely manner. When tickets are not tracked and not resolved, it impacts our customer service to the end user of the IT system. In developing a Quality Improvement activity report, IT is able to track and monitor the help desk tickets and resolve issues or concerns in a timely manner. IT staff aim to reach a response rate of 100% and to resolve issues within a day or two. At the end of the second quarter of CY 2022, QAPI showed a 95% of issues and concerns are resolved timely and are keeping the customer satisfied.

Building Coalitions: *This core qualification involves the ability to build coalitions internally and with other federal agencies, state and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.*

- On June 6, 2022, the Tohatchi Health Center Health Service Administrator attended the Tohatchi Chapter Planning meeting. Information was shared regarding vaccinations, where to call to determine if a client is COVID-19 positive and preventive measure for those who receive care within the health center.

- On June 28, 2022, the Gallup Service Unit had the opportunity to host a leadership briefing and site tour with Secretary Denis McDonough, U.S. Department of Veteran Affairs, New Mexico Senator Martin Heinrich and New Mexico U.S. Representative Teresa Leger Fernandez. Several key leaders were also in attendance including: Navajo Area Director Roselyn Tso, Navajo Nation President Jonathan Nez, Michael Fisher, VISN 22 Director, and Robert McKenrick, New Mexico Veteran Health Care System Director. The purpose of the meeting was to discuss veteran services, as well as, the Gallup Indian Medical Center replacement facility.
- The Crownpoint nursing division has continued to strengthen networking opportunities with GIMC and NNMC. Through these opportunities, we have been able to receive unit and task specific competencies, assist in the review of policies and procedures of our service unit to theirs, and coordinate both didactic and hands-on training. The Chief Nurse Executive continues to work with the Navajo Area Nurse Consultant to identify areas of needed improvement and to request assist from additional outside service units.
- Crownpoint Service Unit Division of Public Health staff continue to work with community resources to plan and implement events and activities for our population that include the following: monthly Sexual Assault Response Team / Domestic Violence committee met which resulted in Sexual Assault training for the medical staff and ER staff, training for the committee by an excellent presenter from UNM, several presentations by committee member at local schools, education booths at Bashas and our hospital.
- Tsaille Health Center is coordinating with Lukachukai Chapter House and have their support for a future new facility.
- Pinon Health Center continues to participate in CSU monthly Zoom meeting - CSU Community Stakeholders COVID-19 Town Hall.
- A Mutual AID Agreement between The Western Interstate Commission for Higher Education (WICHE) and three entities including Northern Navajo Medical Center (NNMC) was signed in April of 2019. This mutual aid agreement allows NNMC to serve as a clinical site for psychologists. It is our hope that this collaboration will allow us to address mental health provider shortages across Navajo. The program has matched its first intern to NNMC and that intern on-boards August 2, 2022. NNMC is currently applying for accreditation through the American Psychology Association (APA). If successful, the program at NNMC would become the first accredited Psychology Internship in the IHS.
- Shiprock Service Unit announced the selection of the first two residents for the Family Medicine Residency Program, a partnership between Northern Navajo Medical Center (NNMC) and the University of New Mexico (UNM). They will begin their training in June 2022. Their first year will be at UNM in Albuquerque and second and third years at NNMC.
- The Northern Navajo Medical Center Community Health Services collaborates with community organizations to sponsor the monthly Restoring & Celebrating Family Wellness (RCFW) workshop to facilitate and empower conversation on positive family and home transformation. In June, 94 people participated in this year's RCFW Youth Conference – involving more than 12 local agencies and programs serving youth and families.

- The Dziłth-Na-O-Dith-Hle Health Center hosted a Just Move It (JMI) event on June 1, 2022 with over 100 participants. The last JMI event at DZHC was in 2015. The community members were very excited to participate in this local event.
- On June 16, 2022, the Dziłth-Na-O-Dith-Hle Health Center held a Mobile Mammogram Screening event to screen for breast cancer. This preventative screening service was on hold during the pandemic.
- Four Corners Regional Health Center is working to contain a Syphilis outbreak through community education and continuous refilling of condom dispensers at Teec Nos Pos Trading Post. Participation of Red Mesa and Mexican Water stores is pending.
- Internal collaborative work between Four Corners Regional Health Center Optometry, Community Health, and Nursing Divisions to increase diabetic retinopathy exams using the JVN imaging platform with patients who are on-site for other services resulted in increased screenings from 8 per month average in FY21 to 24 in March 2022 alone.
- A partnership between Four Corners Regional Health Center Dental and Ambulatory Care Departments providing Fluoride treatments during well child visits of patients who do not routinely see the dentist resulted in an increase of fluoride treatments.
- The Kayenta Service Unit Facebook site provided the public and local communities with current updates including vaccinations schedules, news, trainings and educational posting. There has been an increase in sharing our posts by the Kayenta Township, Kayenta Unified School District and the Kayenta Chapter House.
- Networking/collaborating with outside entities of the Kayenta Service Unit to establish a Community Wellness Committee led by the Kayenta Wellness Center to address the well-being of community members in our service unit. The ultimate goal is to support community members in choosing healthy lifestyles, through exercise, physical activity, health and wellness resources in hopes to prevent duplication of services and to develop and strengthen collaboration among the Kayenta Township, Navajo Nation Tribal Programs, KSU Chapters, and Navajo Nation Special Diabetes Program, among many others.