

Navajo Area Indian Health Service

25th Navajo Nation Council
Report
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Navajo Area Indian Health Service Navajo Nation Council – Winter Session January 23, 2023

This report provides general Indian health information, updates, and summarizes significant activities of the Navajo Area Indian Health Service (NAIHS) for the months October, November, and December of 2022. The NAIHS truly appreciates the continued relationships with Navajo Nation and San Juan Southern Paiute leaders and looks forward to our continued partnerships in improving the health status of the Native Americans and Alaska Natives served.

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

- In the fall of 2022, Navajo Area IHS Leadership collaborated with IHS Senior Leadership and other IHS Area Offices to create standardized Governing Body Bylaws for all IHS health facilities (e.g., hospitals, health centers, health stations) throughout the United States. The new Bylaws for the five federally managed NAIHS service units were successfully adopted in December of 2023. Nationally, IHS is aligning governance and oversight processes within IHS health facilities and implementation of the standardized bylaws represent a positive step in making improvements.
- Navajo Area Finance resumed hosting bi-weekly virtual Accounts Payable (AP) meetings with all federally managed NAIHS service units. The purpose of the calls is to resolve issues that hinder payment of invoices. Attendees include Navajo Area Finance AP team, each Service Units' Finance AP team, Acquisitions leadership, and Receiving Agents. Issues not resolved at the Navajo Area are raised to the IHS Headquarters AP team. A new NAIHS AP Finance Policy and Procedure document is in draft form highlighting payment processes, which will assist in providing additional payment process guidance.
- The NAIHS Acquisition Leadership Team continues to review existing policies and standard operating procedures and is updating accordingly. For Quarter 1 of FY 2023, the NAIHS Acquisition Program rescinded four outdated policies and standard operation procedures and implemented one new standard operating procedure.
- The NAIHS Acquisition Program diligently worked to complete corrective action plan items from a FY 2021 Acquisition Management Review. For Quarter 1 of FY 2023, the NAIHS Acquisition Team completed four of fifteen recommended formal trainings, and continues to provide weekly and monthly informal training sessions. The NAIHS Acquisition Team intends to complete the formal trainings by the end of FY 2023.

- The NAIHS has assigned an employee to process all Reasonable Accommodation requests within the NAIHS. In August 2022, the assigned employee completed Equal Employment Opportunity Commission (EEOC) - Training Institute Disability Program Management Training Basics. The Reasonable Accommodation Program advises employees, supervisors, and managers on the Americans with Disabilities Act (ADA) laws, regulations and procedures. As of the date of this report, the NAIHS has made 39 contacts with employees, supervisors, and managers regarding workplace accommodation.
- The Navajo Area Office – Office of Quality and Patient Safety continues to standardize quality and safety reports for the NAIHS Governing Bodies by providing guidance and resources for service unit personnel. The reports identify problems, trends and priority issues at the service units.
- The Navajo Area Office of Quality and Patient Safety heightens the importance of Area and Service Unit Quality Management Programs by publishing newsletters on quality care and distributing them to health facility staff throughout the NAIHS. The newsletters are an excellent communication tool to share quality and patient safety information with staff. Additionally, the newsletter allows the Quality and Patient Safety Team to share engaging content and best practices, recognize staff achievements, and present highlights.
- 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 new Alpha and Beta testing patches.
- Navajo Area Division of Information Technology (DIT) staff continue providing technical support for Navajo Area Office staff teleworking through the Virtual Private Network (VPN). DIT support also continues for on-site staff at Navajo Area Office.
- The Gallup Regional Supply Service Center (GRSSC) worked diligently to upgrade equipment to enhance business efficiency and avoid undesirable outcomes, such as service delays. Recently, GRSSC acquired two high-quality forklifts that can lift products far above average reach. The new equipment makes the warehouse space more efficient by getting the most out of available floor space and helps minimize the amount of physical labor thereby enhancing staff safety. Furthermore, GRSSC purchased and deployed multiple desktop scanners. Digitized files will increase staff productivity, improve quality customer service, and improve quick retrieval of relevant information to resolve issues timely. An estimated 75 percent of GRSSC’s files are now electronic.
- In accordance with the terms of Title I Indian Self-Determination and Education Assistance Act (ISDEAA) contracts, the NAIHS Office of Tribal Partnership will conduct a performance monitoring visit for the six ISDEAA Title I programs in the coming months. These visits will allow OTP to become better-acquainted with the day-to-day operations of the contractors under our office’s purview. Our hope is that the performance monitoring visits will help improve communication and ensure that programs are using federal dollars to provide the best care possible for tribal members.

- As discussed in the fall of 2022 Navajo Nation Council Report, the NAIHS Office of Indian Self-Determination (OISD) has been renamed and reorganized as the Office of Tribal Partnership (OTP). A significant component of this transition is organizationally relocating the Urban Indian Health Program within the OTP. To this end, OTP staff met with IHS Headquarters staff to learn more about how Urban Indian Organizations are managed and funded. OTP staff will continue consulting with IHS Headquarters while it fully assumes responsibility for working with Native Americans for Community Action (NACA), which is currently the sole Urban Indian Organization in the NAIHS. In the near future, OTP will review NACA's 4-in-1 Grant renewal application and will conduct an annual site visit February 7-9, 2023.
- The NAIHS Office of Tribal Partnership (OTP) has proposed to assume responsibility for processing payments for Navajo Area Title V compactors. Historically, this has been the responsibility of IHS Headquarters, but OTP believes that moving payment processing to the NAIHS level would result in administrative efficiency improvements; enabling Title V compactors to resolve payment issues more quickly.
- The NAIHS Office of Tribal Partnership (OTP) staff continues to monitor ongoing efforts by the IHS Director's Advisory Workgroup on Tribal Consultation to revise IHS's Tribal Consultation Policy. The Advisory Workgroup, which is comprised of federal and tribal representatives, hosted a hybrid (i.e. in-person and virtual) meeting in Portland, Oregon January 10-11, 2023.
- The NAIHS Nurse Consultant coordinated and enrolled 40 Navajo Nation Community Health Representative (CHR) employees to participate in Internet-based E-learning modules for CHR Basic/Refresher Education Training. The Internet-based training allows CHRs to strengthen their roles as community health workers by increasing their knowledge on various health topics.
- The NAIHS Nurse Consultant participated in weekly conference calls with Kayenta Service Unit (KSU) focused on opening Kayenta Health Center's Inpatient Unit for acute care admissions, which will expand services for the KSU. As a part of this work, KSU is seeking hospital accreditation with Joint Commission.

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

- The Navajo Area Office (NAO) Travel Program has been working with the NAIHS Service Units to fulfill travel card requirements where all civilian service employees and commissioned officers are required to apply for a government travel credit card for federal government travel expenses. During Quarter 1 of FY 2023, the NAO Finance Office processed 186 credit card applications.

- The Navajo Area Office (NAO) Human Resources (HR) Classification Team conducted 35 HR Exchange sessions with a total of 615 attendees on the e-system, which is the starting point of the HR hiring process.
- The NAO Information Security Systems Officer (ISSO) provides continuous support to the Federal Service Units to mitigate on-going information technology security vulnerabilities. Pursuant to Binding Operational Directive BOD-22-01, IHS is required to resolve information system vulnerabilities by predetermined due dates to protect IHS electronic information systems.
- During CY 2022, the NAO Division of Information Technology Chief Information Officer completed introductory site assessments at all NAIHS Federally managed Service Units. All issues and challenges identified as part of the assessments are being used to plan and execute broad information technology improvements across NAIHS.
- The NAO Division of Information Technology created an Information Technology Service Model (ITSM) defining staffing needs in eight specific sectors to plan the growth and resiliency of NAIHS information technology service for the next five years.
- The NAIHS Acquisition Program continues to ensure all Federal Contract Specialists attain their formal Federal Acquisition Certification in Contracting. There are three levels of certification which are contingent on job experience, education, and certain training requirements. The NAIHS Acquisition Program currently has five FAC-C Level Three certified, five FAC-C Level Two certified, and two FAC-C Level One certified staff with fifteen (15) Contract Specialists remaining. For Quarter 1 of FY 2023, one Contract Specialist attained her FAC-C Level Two certification.
- Federal Contracting Warrant Authority is assigned to selected Contracting Professionals which grants the authority to obligate the Federal Government through formal contracts. This authority allows local Contracting Professionals to provide effective support at local health facilities without delays. For Quarter 1 of FY 2023, the NAIHS Chief Contracting Officer issued three new Federal Contracting Warrant Authorities: one to a Contract Specialist at the Gallup Indian Medical Center (GIMC) with a warrant authority of up to \$250,000; one to a Contract Specialist at the Northern Navajo Medical Center with a warrant authority of up to \$500,000; and one to a Supervisory Contract Specialist at the Crownpoint Healthcare Facility with a warrant authority of up to \$10,000,000. In addition to issuing new warrants in Quarter 1, one Contract Specialist at the GIMC received an increase in her warrant authority from \$250,000 to \$5,000,000.
- The Navajo Area Office – Office of Quality and Patient Safety recently recruited additional quality management professionals, including a Deputy Director of Quality, a Performance Improvement Specialist, and a Risk Manager. The staff will be key to developing a robust regional Quality and Patient Safety Program and expand local resources to better support Federally managed NAIHS service units.

- The Office of Tribal Partnership (OTP) hosted several orientation sessions related to Title I Contracting and Title V Compacting under the Indian Self-Determination and Education Assistance Act (ISDEAA) during the last two years. The OTP stands ready to provide additional ISDEAA training sessions upon request.
- Changing Gallup Regional Supply Service Center (GRSSC) business practices has helped provide the necessary products to support local Federal and Tribal hospitals and health centers. GRSSC management is training the GRSSC staff to seek ways to do business efficiently and to avoid expensive mishaps have been high points. For example, a concern repeatedly arose when vendors informed the GRSSC staff that a particular product was discontinued. As a result, the inventory staff would generate an email notification to the customers alerting them that products will no longer be provided. Based on further research, 90 percent of the time, the vendor discontinued providing the products. Now, the GRSSC team seeks manufacturers and suppliers to ship the products or acquire recommended alternative products for customers. Another example is the acceptance of wrong products. GRSSC is working diligently with suppliers to accept unrequired products. The staff can address shipment issues within 24 hours of receipt and obtain call tags to get the products back to the suppliers to avoid charges to GRSSC. As a result, the GRSSC staff was able to resolve over \$25,000.00 worth of transactions for wrong products delivered to the GRSSC warehouse.
- In October of 2022, the Office of Tribal Partnership (OTP) hosted a virtual orientation on the topic of 105(l) leases. 105(l) leases enable Tribes and Tribal Organizations to receive significant amounts of additional funding for the costs associated with using their own facilities to carryout health care functions. OTP is available to provide additional information about this significant funding opportunity in FY 2023. Currently there is only one tribal organization in the Navajo Area that has a 105(l) lease.
- Mr. Leonard Chee continues to work with the Office of Tribal Partnership (OTP) as a Program Specialist. He comes to the job with a wealth of experience from his many years working in the Navajo Nation Government. A fluent speaker of the Navajo Language, Mr. Chee assists with communications and partnership with Navajo Nation programs and the 110 Chapters on various mission critical priorities.
- The Tohatchi Health Center's Public Health Nursing Program received \$85,470.00 from IHS Headquarters' Division of Nursing to fund a one-year Public Health Nurse intern position for the local community. The position is currently being advertised to fill.
- The Navajo Area Office Nurse Consultant continues to collaborate with the IHS Headquarters Senior Nurse Consultant, the Public Health Nursing (PHN) Program, the Office of Information Technology (OIT), Chinle Public Health Nursing Program, and Dr. Jonathan Iralu, Infectious Disease Medical Consultant, NAIHS concerning sexually transmitted infections informatics response to field treatment for Syphilis and Golden Ticket testing for Public Health Nurse Programs.

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

- The Navajo Area Office Budget staff along with the Health Promotion/Disease Prevention (HPDP) Program initiated and submitted a no cost extension for the existing Special Diabetes Program Grant on November 29, 2022. The no cost extension requested for \$12.9 million of unobligated funds to be used beyond the grant closeout date of December 31, 2022. The HPDP program faced many challenges during CY 2022 including staffing shortages, reassignment of staff to other duties, and COVID-related priorities. Navajo Area is pleased report that the requested no cost extension was approved in January 2023, which will be used to support diabetes prevention education and community based projects.
- The NAIHS Acquisition Team continues to fall short in meeting the overall projected spending goal each fiscal year. In efforts to assist with streamlining services, the NAIHS Acquisition Team is working to award Area-wide consolidated contracts. Consolidated contracts support Service Unit Acquisition Teams with immediately acquiring a medical facility's needs while still meeting critical Federal Acquisition Regulations statutes. The NAIHS Acquisition Team has specifically been working on two large Area-wide contracts, one for revenue cycle management and a second for professional nursing services. Both are expected to be awarded in FY 2023.
- The NAIHS Acquisition Program continues to experience a staffing deficit; however, the program is working diligently to fill vacancies by offering remote work and telework to higher Grade Contracting Series staff and keeping vacancy announcements publicly posted until filled. In Quarter 1 of FY 2023, the Kayenta Service Unit filled two vacancies and the Gallup Regional Supply Service Center filled one vacancy.
- The Navajo Area Office, Office of Quality and Patient Safety relaunched monthly educational sessions for all staff. The educational sessions focus on accreditation, quality improvement, and patient safety, (i.e. Patient Centered Medical Home model, Quality Assurance and Performance Improvement).
- Gallup Regional Supply Service Center is working to enhance relationships with Indian-owned distributors to reduce the number of supply chain issues. GRSSC helped connect several suppliers and manufacturers with Indian-owned distributors to acquire supplies. Allowing multiple supply sources has decreased the number of manufacturer product backorders. In addition, GRSSC provided recommendations to distributors to develop digital tools to track orders and shipments to provide timely invoices. The cost of supplies has not increased drastically using Indian-owned distributors.
- Navajo Area Office's - Office of Tribal Partnership (OTP) successfully completed annual funding negotiations with all Title I contractors, including the Navajo Nation's three 638 programs. For organizations operating on the Federal fiscal year, apportioned 2023 funds have been disbursed. For organizations operating on a calendar year basis, funds will be distributed as soon as they become available.

- Navajo Area Office's - Office of Tribal Partnership (OTP) is actively working with all Navajo Area Title I contractors and Title V compactors to reconcile prior-year funding distributions. Staff turnover and pandemic-related disruptions have prevented OTP and 638 organizations from finalizing reconciliations dating back to 2018. OTP hopes to make progress on this reconciliation backlog in CY 2023.
- In order to better define which Programs, Functions, Services and Activities (PFSAs) are contractible under Title I and Title V of the Indian Self-Determination and Education Assistance Act, the Office of Tribal Partnership (OTP) plans to establish/revise the Navajo Area PFSA manual for Area Shares in FY 2023. IHS Headquarters has already compiled a PFSA manual for Headquarters funds, but PFSAs funded by Area Shares require clarification, which would improve communication and technical support.
- The Navajo Area Nurse Consultant participated in bi-weekly Purchased Referred Care (PRC) training sessions for all Navajo Area case managers to improve PRC processes. In addition, a Gallup Indian Medical Center emergency room PRC workgroup has been proactive in addressing the needs of patients by improving PRC case management processes.
- The Navajo Area Nurse Consultant coordinated with NAIHS chief nurse executives (CNE) to streamline recruitment, retention, and relocation processes to help address current vacancy rates. Rewarding high-performing nurses is part of the retention strategies. The GIMC Nursing Department implemented the Daisy Award Program that honors nurses internationally in memory of J. Patrick Barnes under the Daisy Foundation.

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

- Navajo Area staff are participating in the National IHS Workgroup to create a National Quality Policy and a National Adverse Event Reporting Process. These tools will support improved patient safety and quality of care.
- NAIHS is actively researching and reconciling collections schedules, which include third party revenue and other collections at NAIHS service units. During Quarter 1 of FY 2023, the prior fiscal year accounts receivable suspense was decreased by 43 schedules for \$103,198.81, resulting in additional revenue for the service units. Navajo Area Finance commends the five federal service units, Gallup Regional Service Supply Center, and Area staff on reconciling the collection schedules. They have contributed to the IHS mission by increasing revenue to better serve our patients.
- NAIHS Service Unit Human Resource Specialist (HRS) staff process multiple types of hiring incentives, including; Recruitment, Retention and Relocation incentive packages, Market Pay Packages, Title 38 Physician and Dentist Pay Packages, Appointments Above the Minimum, and Service Credit Annual Leave. These hiring incentives are used to recruit and retain high quality staff to meet the IHS mission in providing comprehensive health care to our Native American and Alaskan Native patients. In Quarter 1 of FY 2023, the NAIHS HRS Compensation staff processed 280 incentive packages. The average number of days to process individual packets is 6-7 days.

- The NAIHS Acquisition Team continues to work towards meeting small business goals as required by the Federal Acquisition Regulation. This includes awarding to Indian Owned Small Business firms. The data below reflects FY 2023 – Quarter 1 percentages achieved for the NAIHS and for all IHS:

Category	NAIHS Dollars Obligated Total	NAIHS% Achieved	NAIHS% Goals	IHS% Achieved	IHS % Goals
Small Business	\$15,929,479.12	34.60%	32.50%	39.16%	41.64%
Small Disadvantage Business	\$6,931,797.97	15.06%	5%	19.06%	20.24%
Service Disabled Veteran Owned Small Business	\$1,529,180.86	3.32%	3%	6.96%	8.8%
Woman Owned Small Business	\$3,663,153.22	7.96%	5%	11.50%	6.45%
Certified HUBZone Small Business	\$254,913.79	0.55%	3%	1.15%	4.25%
Buy Indian	\$3,538,731.00	7.7%	---	20.9%	20%

The NAIHS Acquisition Team for Quarter 1 of FY 2023 was able to achieve three of its five identified small business goals, which include: small business, small disadvantage business, and woman owned small business. The team continues to work to meet all small business goals and to assist the IHS in continuing to meet its Buy Indian goal.

- The NAIHS Acquisition Team has spent \$76.4 million for Quarter 1 of FY 2023 with an increase of \$12.9 million in comparison to Quarter 1 of FY 2022. This is less than what was initially planned to be spent by the end of Quarter 1 of FY 2023 by \$77 million for the NAIHS. The reasons for not meeting planned spending forecasts may include staffing deficits, funding allocations, or similar issues. IHS is working to improve its acquisition planning by establishing a workgroup solely focused on this issue. In addition, the NAIHS Contracting Team is working to issue Area-wide contracts to assist in streamlining the overall acquisitions process.
- The Gallup Indian Medical Center (GIMC) Emergency Department Expansion and Renovation project design was awarded September 10, 2021. A notice-to-proceed was issued on October 4, 2021 and an initial on-site workshop was held on October 7, 2021. The project is being designed to be incorporated with a new Emergency Department Modular building 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 GIMC ED is at final design. A Request for Proposals package is presently being prepared for advertisement. The 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 current space deficiencies within the ED, Observation Unit, and Urgent Care Clinic. The renovation /expansion project will increase patient capacity and enhance patient care services.

- The Crownpoint South Quarters Repair-by-Replacement Design Project was awarded in August 2021 with an initial design kickoff meeting on September 23, 2021. The scope of work for this project is to complete a design for the replacement of 33 staff quarters units. The existing Longmark modular units were built in the 1950's and are well beyond their useful lives. The new quarters will be energy efficient and bring the quarters into modern housing standards. The project design will include evaluation of the existing utility infrastructure, replacement of infrastructure if needed, and a complete design package for the construction of 33 new units which will support staff recruitment and retention 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 Documents milestone. In conjunction with the IHS Architecture and Design Guideline, the design review highlighted energy efficiency and long-term sustainability of the updated Government Quarters subdivision. With the availability of funding, we anticipate the construction project to go out for public bid in early 2023.
- A proposed Tsaile Quarters Project was selected to receive \$21,500,000.00 in Department of Health and Human Services Non-Recurring Expense Funds (NEF) to construct approximately 30 new quarters along with all required infrastructure. The Program Justification Document for Quarters (PJDQ) and the Program of Requirements for Quarters (PORQ) show a total need of 98 new quarters to house Tsaile Health Center staff. This first phase of the project will design and construct approximately 30 new quarters. This project will help with recruitment and retention of health professionals for the Tsaile Health Center. Currently, the project is being amended for the type of quarters, from single family homes to apartment buildings and multiplex homes.
- The NAIHS Sanitation Deficiency System (SDS) project list is reported to the Navajo Nation annually with the most recent list dated December 3, 2021. The SDS report listed 349 water and wastewater infrastructure projects totaling approximately \$543.3 million. An updated SDS listing of NAIHS projects is currently under review by IHS Headquarters.
- The Division of Sanitation Facilities Construction (DSFC) received \$2.69 million in FY 2021 IHS American Rescue Plan Act (ARPA) funding for the "delivery of potable water." DSFC staff are currently completing construction project documents for the funded projects.
- The DSFC staff is working to complete project documents for FY 2022 Investment Infrastructure and Jobs Act (PL 117-58) budgets, which 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 \$151 million .
- The Gallup Regional Supply Service Center constantly deals with supply and demand challenges. However, by working in collaboration with multiple stakeholders, GRSSC was able to provide an estimated 108,000 product lines of various medical, dietary supplements, dental, and janitorial supplies in Quarter 1 of FY 2023 worth \$2.1 million.

- The Navajo Area Office - Office of Quality and Patient Safety coordinates an Accreditation Readiness Team, which is comprised of subject matter experts with extensive backgrounds in Joint Commission accreditation and Centers for Medicare and Medicaid Services certification processes. The subject matter experts continuously provide support to all NAIHS Service Units to comply with health care accreditation standards and federal certification regulations.
- Since the introduction of the Invoice Processing Platform system, GRSSC has designated several staff members as the technical points-of-contact to review and approve invoices in the new electronic payment system. Ninety percent of GRSSCs' vendors and suppliers can now upload electronic invoices, which has helped our facility process invoices within five days of receipt.
- As stated in the fall 2022 Report, the Office of Tribal Partnership (OTP) is continuing to facilitate discussions between the Navajo Nation Emergency Medical Service (EMS) Program and Federal Service Units (FSUs) that host EMS staff in their buildings. Budgeting limited space poses a big challenge, and it is critical that space use agreements be established, so that EMS and FSUs understand their respective responsibilities in regards to building use, building maintenance and other related issues. OTP, EMS and FSUs will continue to negotiate arrangements in the coming weeks and months. Progress has been made on quarters' rent payments. Other pending items include a proposal for EMS to occupy portable units purchased by Operation Warp Speed funding as well as determining what to do with excess IHS property in Tohatchi and Kayenta that EMS staff presently occupies.
- The Office of Tribal Partnership (OTP) continues to prioritize the reconciliation of prior-year contract support costs (CSC) payments for all Title I and Title V contractors and compactors. The office is also providing technical assistance to 638 entities that need to update indirect cost rate and indirect-type cost agreements. CSC comprises a large portion of 638 funding. Having current and accurate data from tribes is key to ensuring that Tribes and Tribal Health Organizations receive the full amount of CSC dollars permitted under law. OTP is pleased to report that IHS Headquarters and Fort Defiance Indian Hospital Board, Inc. (FDIHB) have made significant progress with respect to an ongoing dispute over FDIHB's indirect CSC award. We are optimistic that the two parties will continue to move towards a final resolution in FY 2023.
- When the U.S. Congress is unable to pass an omnibus budget bill before the end of a given fiscal year, the two chambers will typically approve a short-term spending authorization. These so-called "continuing resolutions" can be disruptive to 638 operations due to uncertainty over how much funding will eventually be approved. Thanks to advocacy from Tribes, IHS was not only able to secure an exception apportionment that allowed the Agency to fully pay 638s prior to the passage of the FY 2023 Omnibus Bill, it was also able to secure significant advanced appropriations for FY 2024. Whether the payment is routine or unique, the Office of Tribal Partnership strives to process all modifications expeditiously.

- The Office of Tribal Partnership (OTP) staff are undergoing training to become Contracting Officer Representatives. This training will bolster OTP's knowledge of the complex realm of federal appropriations law, and enable the office to contribute to Navajo Area Office's operations more broadly.

Building Coalitions: *This core management function 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.*

- In October of 2022, the NAIHS was notified that the Arizona Department of Health Services established an "Arizona REACH Line" for hospitals in the State of Arizona. The Reach Line may be used by local health facilities to receive assistance with patient transports from rural hospitals to referral centers within the state. This type of collaboration is critical during episodes of increased infectious disease, such as the recent patient surges associated with COVID-19, RSV, and Influenza.
- The Navajo Area Office held the FY 2025 Budget Formulation virtual worksession on November 14 and 15, 2022. Federal service units, tribal health organizations, the urban organization, Navajo Nation, and San Juan Southern Paiute Tribe participated in developing the FY 2025 budget priorities and hot issues. The budget priorities and hot issues will be presented at the IHS National Budget Formulation Worksession in February 2023.
- During Quarter 1 of FY 2023, the Navajo Area Division of Finance, Office of Tribal Partnerships, and Headquarters Office of Tribal Self Governance processed and paid out over \$199 million to NAIHS 638 programs. The timely processing of payments allows our tribal partners to continue to provide healthcare services.
- The new Pueblo Pintado Health Center design was awarded on April 20, 2021. As of December 21, 2022, the professional design phase was 98% complete. In the next several months, the construction phase will be solicited publicly for bids. As of the date of this report, it is anticipated that a construction contract will be awarded within nine to twelve months.
- The NAIHS has enjoyed the participation of the Pueblo Pintado Steering Committee, the Navajo Nation Department of Health, and the Navajo Nation Health Programs in the Pueblo Pintado Health Center's design development. The Pueblo Pintado Steering Committee includes members from the communities of Canoncito, Whitehorse Lake, Torreon, Ojo Encino, and Pueblo Pintado. Participation of the listed organizations and community members will help design a state of the art health center that will be both functional and respectful of the community and its cultural beliefs.
- The NAIHS Sanitation Facilities Construction Program continued providing support for 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, NAIHS OEHE, continues triaging inquires and responding to mission activities associated with this project and IHS Headquarters continues to be engaged in managing this effort.

- Gallup Indian Medical Center (GIMC) Replacement Facility Site Selection: Phase II of the site selection process for the GIMC Replacement Facility is near completion. Phase II includes an in-depth assessment of the top-rated site (i.e. Rehoboth Site), a legal land survey, flood plain analysis, soils reports, archaeological and historical data collection, and an environmental assessment. Navajo Nation is highly interested in choosing a site that will support future expansion and economic development. The IHS continues to collaborate with the Navajo Nation to support future phases of the GIMC Replacement project. The Program of Requirements (POR) and the Program Justification Document (PJD) will be updated once the NAIHS hires an interim planner.
- The NAIHS continues to develop partnerships with various educational, state and federal entities to enhance staff recruitment through volunteer agreements, collaborative agreements, interagency agreements and residency programs. In addition to providing health care services, there are several agreements that are established with local entities to provide space for execution of COVID-19 and Flu vaccinations in local communities. For Quarter 1 of FY 2023, the Division of Acquisition Management and Contracting has established and renewed a total of nine agreements aimed at supporting the IHS mission in terms of increasing healthcare professional staffing and creating space to ensure Navajo Nation communities are vaccinated against COVID-19 and seasonal Influenza.
- The Navajo Area Office of Quality and Patient Safety is strengthening the relationship with the Partnership to Advance Tribal Health (PATH) team. Navajo Area Performance Improvement is constantly meeting with the PATH advisors to discuss and analyze hospital facilities progress and outcomes toward PATH goals.
- The Navajo Area Office of Quality and Patient Safety is working closely with Navajo Area Emergency Management to implement an effective Workplace Violence Prevention Program throughout NAIHS. Implementation of this program is in response to national concerns among employees and employers experiencing physical violence, harassment, intimidation or other threatening disruptive behaviors in the workplace. The NAIHS strives to provide workplaces in which employees feel safe while performing their duties. The NAIHS is proactively implementing the Workplace Violence Prevention Program to prevent or immediately address such issues should they arise in the healthcare workplace.
- Crownpoint Service Unit is resuming its partnership with Navajo Technical University to share knowledge, technology, exchange, and resources in areas of broadband, radio communications, colocation, backup, and failover solutions (2018 Free Space Optics FDA Grant participant).
- From the Office of the President and Vice President (OPVP) to the Navajo Nation Tribal Council, the November 2022 elections brought many new representatives to the Navajo Nation Government. The OTP looks forward to meeting the newly-elected officials and providing any information and assistance needed. OTP provided several briefings for the Office of President and Vice President, the Navajo Nation Washington Office and the Health, Education and Human Services Committee during FY 2022 and we hope to continue this practice in FY 2023. Please feel free to contact our office with any questions or concerns.

- The Navajo Area Office Division of Information Technology (DIT) continues to pursue improved continuity of operations planning and disaster recovery planning and preparedness for the NAIHS. In September of 2022, the City of Gallup and surrounding areas experienced a network outage that impacted all businesses in the Gallup area. The Rehoboth Hospital and Gallup Indian Medical Center were both impacted by the outage causing great concern as the outage directly impacted patient care. In November of 2022, NAIHS and local communities suffered a significant power outage that temporarily crippled the IT infrastructure at the Area office, Chinle and surrounding communities suffered a significant network outage that caused a major disruption in patient services as the hospital was down three business days. The NAO DIT is spearheading business needs for hospitals to remain operational in the event of network outages that have plagued the region in recent years. (eight times in the last four years – Gallup Area). Coordination with McKinley County Emergency Services, GIMC, RMCH, and the City Emergency Responders are all part of the NAO efforts to remedy these issues which will also lay the ground work for other communities where NAIHS health facilities are located throughout Navajo Nation. The NAO DIT staff will meet with local network providers and electrical power providers in the coming weeks to proactively look at what needs to happen to ensure direct patient services remain unaffected by local power and IT network outages that are becoming more routine.
- Spanning three states, the Navajo Nation falls within the boundaries of three U.S. Department of Health and Human Services (HHS) administrative regions (i.e., HHS Regions 6, 8, and 9). The Office of Tribal Partnership (OTP) communicates with all three regions to ensure that vital information is transmitted to the Navajo Nation and San Juan Southern Paiute Tribe.
- This fall, the NAIHS Office of Tribal Partnership (OTP) assisted with the FY 2025 budget formulation for the Navajo Area. After discussion among Federal and Tribal representatives, it was determined that the Area’s top five budget priorities are as follows: 1.) Mental Health / Suicide Prevention / Behavioral Health; 2.) Hospitals /Clinics/ Facilities Construction; 3.) Water Sanitation, 4.) Preventative Health; and 5.) Substance Abuse Prevention and Treatment. On January 25 and 26, 2023, the National Tribal Budget Formulation Workgroup Members will present their respective Area's budget priorities and hot issues over Zoom. Please register in advance for this meeting: <https://ihs-gov.zoomgov.com/meeting/register/vJltf-mrpf0uEr0MXMj4qYZCgOvMLGxfDXU>. In February 2023, representatives from the twelve IHS Area Offices will gather for a robust discussion to determine national level budget priorities. OTP will provide updates as they become available.
- The Navajo Area Nurse Consultant continues to participate in monthly IHS National Nurse Leadership Council calls to receive updates on national IHS initiatives. The Nurse Consultant also participates on monthly NAIHS Dine Nurse Leadership Council calls and Directors of Public Health Nursing calls to share information with Chief Nurse Executives and Directors of Public Health Nursing throughout NAIHS.

- The Navajo Area Nurse Consultant is collaborating with the University of New Mexico's College of Nursing Bachelor's Program to plan and schedule nurse student clinical rotations for the summer of 2023 session. The nurse students will gain experience with providing health care in rural areas for our Native American and Alaska Native patients.

SERVICE UNITS

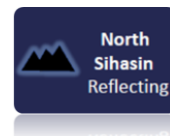
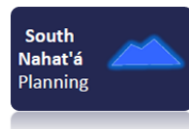
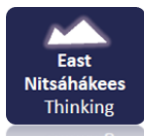
Leading Change: *This executive management function involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent in this element is the ability to establish an organizational vision and to implement it in a continuously changing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

- The Chinle Service Unit (CSU) COVID-19 Response and Recovery Incident Management Team was recently deactivated and reassigned as the "COVID-19, Respiratory Syncytial Virus (RSV), and Influenza (Flu) Incident Management Team." CSU continues to meet the challenge of responding to the new phase of viral, respiratory diseases without limiting the availability of routine clinical services at its healthcare facilities. Chinle Service Unit medical and administrative staff coordinate with other NAIHS Service Units and Arizona state agencies to ensure access to high quality care.
- The Chinle Service Unit has reserved \$14.8 million to start the outpatient expansion phase of the service unit's master plan, including remodeling and expansion of the emergency department and creating a permanent pharmacy drive through. The pharmacy drive through will be a little over \$15 million and the ER expansion Project will follow, separate from the master plan.
- The CSU Finance Department is working with the new Department of Health and Human Services (DHHS) electronic Invoice Processing Platform (IPP) system and the Buy Indian implementation acquisition process. The Service Unit has already moved forward with utilization of IPP, where vendors electronically submit invoices, invoices are reviewed electronically by Contracting Officer Representatives or technical points-of-contact and payment is certified and paid electronically. Finance continues to support the new payment process and provides technical assistance and reports from the financial reporting system.
- Effective January 1, 2023, the IHS initiated a new fully electronic Performance Management and Appraisal Program (PMAP) for the Federal civilian workforce. As part of the transition from the paper based performance appraisal system to the electronic system, the Federal Office of Personnel Management has created new user accounts for all employees and continues to provide staff training on the new system.
- In October 2022, the Crownpoint Service Unit (CPSU) successfully met The Joint Commission (TJC) Laboratory Accreditation criteria for "Comprehensive Accreditation Manual for Laboratory and Point-of-Care Testing". Crownpoint Service Unit is happy to report that its Laboratory has been accredited for another two years.

- Pinon Health Center held its third Improving Patient Care (IPC) collaborative on December 15, 2022. Four departments provided virtual quality improvement work presentations to share best practices with other Chinle Service Unit departments and programs.

PHC IPC Presentations – December 2022

Department(s)	IPC Project	Presenter(s)
CMO	IPC Coach Update and Presentation Review	Sean Meade
Public Health Nursing	Improving Awareness and Recruitment for Family Spirit Program	Rogina Whitehair
Health Information Management	Improving PCC Use and Accountability	Gloria Lee
BioMed	Insights on Benefits of Hydraulic Exam Tables	Gerald Alex Sean Meade presenting
DM/Nutrition	Fruit and Vege Rx Improvements and Updates	Samantha Smith Evangeline Etcitty



- The Crownpoint Service Unit has historically been deemed certified by the Centers for Medicaid & Medicare Services (CMS) to provide hospital care and ambulatory services for the community of Crownpoint and surrounding communities. In CY 2023, the CPSU will undergo an accreditation survey with The Joint Commission (TJC). All staff have been preparing and continue to prepare for the upcoming survey through assurances of proper training, policy updates, facility maintenance, and overall compliance with the TJC hospital accreditation standards.
- On November 7, 2022, the Gallup Service Unit (GSU) held a ribbon cutting ceremony to re-open the renovated Pediatrics Clinic. The clinic was in dire need of an upgrade and was temporarily relocated in the Family Medicine Clinic. As a result of the renovation activities, the Pediatric and Family Medicine Clinics have increased their patient care space and increased patient visit volumes.
- The GSU Emergency Department (ED) implemented the “Registered Nurse Clinical Pathways Program.” This is a program in which Registered Nurses (RNs) with little to no ED experience and skills can follow a curriculum to becoming proficient in ED Nursing. Five GSU RNs successfully completed the first consortium and graduated in November 2022; thereby expanding available ED nurses at Gallup Indian Medical Center.
- Kayenta Health Center Health Promotion/Disease Prevention (HP/DP) School Health Program continues to collaborate with local service unit schools by providing virtual health education presentations on COVID-19 and Monkey Pox safety and awareness. Presentations were conducted with the Shonto Preparatory School, Navajo Nation Head Start Program, Chilchinbeto Community School, and Monument Valley High School/Kayenta.

- The Gallup Service Unit (GSU) has been successfully certified as a Patient Centered Medical Home (PCMH) by The Joint Commission. This TJC certification was based on an on-site survey in which GSU demonstrated effective chronic disease management, increased patient satisfaction, cost savings, improved quality of care, and increased patient preventive care. In preparation for PCMH certification, Tohatchi Health Center has begun distributing a point-of-care survey for all scheduled appointments in the Eye Clinic beginning October 2022.
- Kayenta Service Unit is working toward opening its 10-bed Inpatient Unit in FY 2023. The Inpatient Unit was originally targeted to open in 2018, but was delayed by the COVID-19 pandemic for the last three years. The KSU staff is no longer waiting for the national COVID-19 public health emergency to end. The staff has been working diligently for the past several months on updated policies, electronic health record templates, staffing and new services, such as Nutrition Food Service, with a goal to open Inpatient services in FY 2023. As of December 31, 2022, KSU submitted a Centers for Medicare and Medicaid Services (CMS) Hospital Provider application which is pending final review and approval by CMS.
- Kayenta Service Unit (KSU) Division of Information Technology (DIT) continues to volunteer and participate with the national Resource Patient Management System (RPMS) team requests for alpha and beta testing sites for RPMS patches. When testing is completed the patches are distributed IHS-wide. Three alpha and beta tests were conducted. DIT has deployed Uninterrupted Power Supplies (UPS) throughout the facility to replace outdated UPS. The deployment involves removing old UPS units for excessing and preparing excess documents.
- 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 Inscription House Health Center employees. Monday morning prayer services are held and open to interested employees 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 American Indians and Alaska Natives to the highest level.
- The Kayenta Health Center Health Promotion/Disease Prevention (HP/DP) Program submitted its 2023 Special Diabetes Program Initiative (SDPI) Grant on behalf of the Service Unit's Diabetes Clinical Program, Kayenta Wellness Center and the HP/DP Program. The Service Unit was recently notified that it was successfully funded for 2023.
- The Kayenta Service Unit (KSU) Clinical Nursing Team in coordination with Ambulatory Care services continue our readiness preparations for an anticipated upcoming Joint Commission (TJC) survey for Patient Centered Medical Home (PCMH) certification and accreditation. The PCMH model encourages patients and their provider teams to work closely together to ensure care is more comprehensive, coordinated and consistent. Putting patients first and in the center of care is a central tenet of PCMH. KSU fully supports its Traditional Medicine Program which is consistent with PCMH concepts. The KSU PCMH readiness teams coordinate weekly meetings with active work on PCMH tracers and elements of performance.

- Kayenta Service Unit recently added two new permanent, part-time Emergency Room (ER) nurse positions. Nursing is working with Human Resources to announce the new positions in January 2023. Kayenta Service Unit has an elevated nurse vacancy rate at 60%. It is challenging to recruit full-time, permanent nurses at KSU; especially for specialty areas of ER, Inpatient, and supervisors. The part time positions will be more cost efficient as compared to the use of contract nurses.
- Inscription House Health Center (IHHC) has acquired two FEMA/Army trailers. The IHHC leadership intends to use the trailers to free up office space within the health center which will free up patient care rooms to enhance health care services for local community members. The objective is to improve services by expanding the health center's footprint. We continue to safely meet our population's medical needs alongside our COVID-19 response efforts.
- Inscription House Health Center (IHHC) leadership is looking toward the future, "new norm" in remodeling the health center's Dental Department. Currently, the Dental Department has open theater-type patient services, prone to potential airborne cross-contamination. The IHHC leadership plans to construct five enclosed, private dental rooms with each room being under negative pressure. Once these improvements are made, IHHC will not need to deny dental care should any infectious epidemics/pandemics occur in the future and will be able to safely continue preventative and treatment services for our dental patients.
- Between Quarters 2 and 4 of FY 2022, the Four Corners Regional Health Center patient wait time decreased from 45 minutes to 20 minutes. The success in improving patient wait times is the result of collaborative efforts between primary care providers and pharmacists. Integrating pharmacy services into patient care improves patient access, patient flow, patient outcome, patient experience, provider satisfaction, and supports employee teamwork.
- The Four Corners Regional Health Center hired a Psychiatric Nurse Practitioner, consistent with the IHS Tele-Behavioral Health Center of Excellence (TBHCE), Tele-Behavioral Health Program in providing high-quality, culturally-sensitive, and tele-behavioral health services. Behavioral, emotional support, and medication management tele-services are available to patients from five years old to adolescents.
- In September 2022, Dzilh-Na-O-Dith-Hle Health Center was included in a Joint Commission (TJC) evaluation on performance standards and patient care processes. The evaluation was an opportunity to learn and make improvements to existing processes.
- In December 2022, the Northern Navajo Medical Center - Health Education for Wellness Program held a Stress First-Aid Kick-Off Celebration to help employees with the mental strain of working in a challenging healthcare environment. The event provided employees mental health support, education on managing stress, burnout prevention tactics, and wellness optimization. The attendees enjoyed a Navajo Taco luncheon, a musical performance by Mr. Joe Tohonnio Jr. and an Apache Crown Dancer event. Over 500 employees participated in the event which was managed in compliance with CDC COVID-19 Guidelines.

- Shiprock Service Unit's Executive Leadership team is learning the health care framework for High-Reliability Organizations (HROs). The framework focuses on leadership, culture (accountability, teamwork & communication), and learning systems (continuous learning, improvement & measurement) to deliver optimal healthcare services learning and improvement.

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

- The Chinle Service Unit continues to offer early antiviral therapy to patients 18 and older with a new diagnosis of symptomatic COVID-19 infection who do not require hospitalization. CSU has expanded its capacity to offer this therapy to every patient that meets eligibility criteria by dedicating nursing staff and space in the hospital to provide this life-saving treatment seven days a week. Patients receive this time-sensitive medication on average within one day of testing.
- The Chinle Service Unit Finance department continues to work toward a more diverse group, cross training staff into more areas of the department, thus, allowing staff to participate in all areas of training. This training concept is necessary to meet the changing workforce of labor shortages. The goal is for all staff to become knowledgeable in all the areas of Finance to provide better service due to the ever-evolving workplace. Staffing is always a challenge as the Federal Finance system is unique and requires a great deal of on the job training of internal processes.
- The Chinle Service Unit (CSU) has activated an Incident management Team to address the Triple Threat of COVID-19, Respiratory syncytial virus (RSV), and influenza (Flu). This team has coordinated the deployment of resources within the service unit to address each of the three viruses. The goal of the team is to prevent a surge of infections from overwhelming the Chinle Comprehensive Health Care Facility Emergency Department and Inpatient Services. This approach involves implementing a layered defensive strategy through the CSU Public Health Division, Outpatient Services, and Inpatient / Emergency Department Services.
- The Crownpoint Service Unit (CPSU) Diabetes Program completed and submitted the CPSU Special Diabetes Project Initiative (SDPI) narrative and a no cost extension to the Navajo Area Office Diabetes team. The CPSU Diabetes Program obligated funds to financially support a Continuous Glucose Monitoring (CGM) program in collaboration with Pharmacy. The SDPI program is also working with the Dental Department to provide dentures for diabetic patients.
- The CPSU Public Health Division worked with Sister Sky, Inc., to offer the IHS Question, Persuade, and Refer (QPR) on-line training to all CPSU staff. QPR is an evidence-based suicide prevention training. This particular QPR training is culturally customized for American Indian/Alaska Native (AI/AN) communities and covers such topics as how to recognize and respond to people with suicidal thoughts. The training was held from October 2022 to December 2022 with approximately 116 employees completing the training.

- On October 7, 2022, the Navajo Area Director announced the selection of CDR Pamela Detsoi-Smiley as the new Chief Executive Officer for the Gallup Service Unit (GSU). CDR Detsoi-Smiley has 25 years of experience working in health care, including leadership roles in nursing and administration. She served as the acting GSU CEO since November 2021. Before serving as acting GSU CEO, CDR Detsoi-Smiley served as Chief Nurse Executive and the acting CEO at the Crownpoint Service Unit.
- The Gallup Service Unit Division of Clinical Services had the opportunity to hire 14 providers for the following departments: Anesthesia (4), Emergency Medicine (3), Family Medicine (1), General Surgery (2), Internal Medicine (1), Womens Health Unit (1), Orthopedic Surgery (1) and Psychology (1). The increase in providers will allow the GSU to increase patient care volumes.
- Contract nurses are a short-term solution for the lack of permanent, full time staff. The cost for contract nurses is significant, however, increased recruitment is occurring. The long-term solution is an increase in the number of permanent nursing staff employed at Gallup Indian Medical Center. Collaboration with the Navajo Area Nurse Consultant and other NAIHS service units to sponsor a large scale job fair is necessary. Navajo Area Indian Health Service Nurse Representatives at the job fair will have direct hiring authority.
- Kayenta Service Unit (KSU) Division of Information Technology (DIT) continues to provide assistance and collaborates with the KSU Incident Command Team. DIT 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.
- In November of 2022, the KSU Health Promotion/Disease Prevention (HPDP) School Health Education Program collaborated with the Chilchinbeto Community School, Shonto Prep School, Kayenta Boarding School, and the Navajo Nation Head Start to offer Youth and Diabetes presentations in observance of National Diabetes Prevention and Awareness Month. There were 103 participants total for all presentations. This event included a week long Turkey Trot for Kayenta Boarding School staff as part of employee wellness to help motivate and increase physical activity in the workplace with 15 school staff participating.
- In November of 2022, the Kayenta Health Center HPDP program hosted a Diabetes Awareness Walk for Kayenta Service Unit employees. A total of 95 employees participated and earned an incentive.
- The Four Corners Regional Health Center (FCRHC) significantly reduced patient grievances from 53 in 2019 to 21 in 2021 and 11 in 2022. FCRHC employees conducted quality improvement training and promoted staff well-being to their peers. Creating time and space to process the staff experience motivates staff to continue providing a high level of service.
- On November 18, 2022, nurses from the Dzilth-Na-O-Dith-Hle Health Center Nursing Department took action to deliver a baby. The health center staff doesn't normally involved in such deliveries; however, remain ready to provide support in emergency situations. The nurses exercised their professional expertise to ensure the safe delivery of the baby until paramedics arrived. Nurses work in a team setting to care for their patients, and good teamwork skills are important to ensure proper care of all patients.

- In November of 2022, the Kayenta Service Unit Health Promotion/Disease Prevention Program facilitated observance of National Diabetes Awareness Month and Native American Heritage month by offering insightful information and trivia questions to boost the power of prevention and offer ways to advocate for diabetes awareness and prevention.



- Inscription House Health Center (IHHC) staff is exercising new ways to meet staffing needs in a remote area. Part of this activity includes reviewing existing positions that have been vacant for long periods of time and making adjustments as appropriate. The IHHC team is aggressively pursuing hiring with a major goal of supporting the local community/region.
- The IHS is challenged to fill direct care provider vacancies, particularly in rural locations, which impacts patient access, quality of care, and employee morale. However, FCRHC is fortunate to have providers who have made long-term commitments to serve local American Indian /Alaska Native populations. The FCRHC leadership recently honored two such providers, Dr. Stephen Bowers and Dr. John Linhart, who have been serving in IHS for over 20 years. These two providers were recognized for the work they have done and the differences they have made for our patients and staff.
- Four employees from the Dzilth-Na-O-Dith-Hle Health Center Medical Records Department were recognized as part of the Navajo Area Health Information Management Archiving Team Award and the IHS Director’s Group Award. The Shiprock Service Unit recently transitioned from paper to an electronic health record system which was an enormous project. The paper medical records were archived and transferred to the Federal Records Center for permanent storage. The Team was recognized for “Outstanding Team Performance” for archiving over 189,517 paper medical records.
- Northern Navajo Medical Center (NNMC) is collaborating with San Juan College, Farmington, NM, and Pueblo Community College, Pueblo, CO, to allow nursing students to complete their “nursing capstone project” at NNMC. The capstone project exposes the nursing students to the hospital environment and applies academic knowledge to practice. This partnership has the goal of gaining the interest of nurses in nursing positions at NNMC.

- In recognition of Domestic Violence Awareness and Prevention Month, a group of NNMC employees sponsored a walk and bike event on October 5 and a purple pumpkin project on October 13. The goal for these events was to involve employees so they understand and become more aware of domestic violence as a public health issue. Both events were intended to demonstrate employee solidarity, team support, and enjoy fitness and decorating pumpkins.

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

- The Crownpoint Service Unit Information Technology (IT) department is working with Navajo Area Office IT for Voice-over-IP telephone units, Cisco Network 7009 Core upgrade, Workstation-on-Wheels for use in direct care clinical areas, Customer Premise Equipment (70 desktops, 60 laptops, 70 docking stations, and 40 monitors), Uninterruptible Power Supply (UPS) to protect work stations during power fluctuations, RPMS system upgrade, USB/HDMI/Display adapters, and accessories (keyboards, mouse, keyboards, power adapters, etc.). By upgrading the hospital's computer system, staff will be able to take advantage of smarter technology and provide optimal patient care services.
- On October 27, 2022, CPSU celebrated, for the first time in service unit history, the collection of \$51 million in third party revenue. The CPSU Department of Health Promotion/Disease Prevention organized a luncheon and worked with supervisors and staff to hold Employee Appreciation Day and thank staff members for their hard work.
- From January to December 2022, the Chinle Comprehensive Health Care Facility Housekeeping and Linen Department continued providing services for patients, staff and visitors. Several Housekeeping staff members were placed on COVID-19 work restrictions due to COVID-19 exposures. This situation created Housekeeping staffing challenges during the quarter. Fortunately, Chinle Hospital's Incident Command was able to support emergency hiring to assist with patient care duties, including terminal cleaning and sanitizing equipment in public and patient care areas. The emergency hires received orientation and training on proper environmental cleaning for COVID-19.
- Gallup Service Unit's FY 2022 collections exceeded FY 2021 collections by 60.13%. The Emergency Department alone increased its FY 2022 billed revenue by 25% with a 33% increase in collections.
- The Kayenta Emergency Department continues managing its human, financial and equipment resources in order to provide the only 24 hours per day, seven days a week Emergency Medical care for an area approximately 750 square miles in size. The Service Unit is proud of its Emergency Medicine services provided despite challenges associated with severe staffing shortages, equipment failures, weather and pandemic-related limitations and controls.
- After being closed or severely restricted during the COVID-19 pandemic, the Kayenta Outpatient Department continues to regroup and reorganize to manage its human, financial and information resources more effectively. Staff members are working diligently to solve staffing challenges and reorganize into a certified Patient Centered Medical Home in order to increase medical care accessibility and expand services.

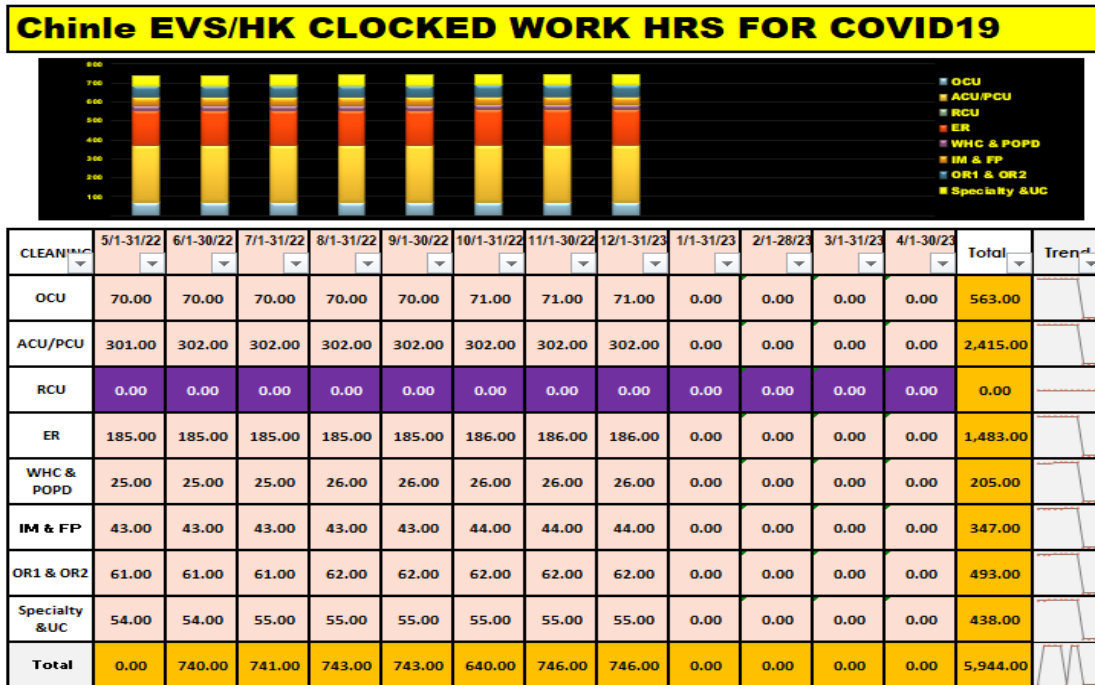
- An Information Technology Network Upgrade Project was completed on May 4, 2022 for Inscription House Health Center, Dennehotso Health Station, and Kayenta Health Center. The upgrade allowed the system to have the capability to increase productivity with the electronic health record (EHR/RPMS). Clinical staff are now able to directly access the EHR/RPMS system and no longer have to wait on the system to load on their computers. Most importantly, the health facilities now experience minimal network interruptions. Overall, the healthcare business processes show positive results that support the service unit in providing quality health care.
- The Kayenta Health Center Health Promotion/Disease Prevention Program provided health education and resources in support of COVID-19 and Monkey Pox awareness and encouraging safety measures to help mitigate the spread of COVID-19 and Monkey Pox.
- The Kayenta Division of Public Health continues to fill job vacancies for the Health Promotion/Disease Prevention Program and the Kayenta Wellness Center. The programs are currently 82% staffed (two vacancies open with hiring actions scheduled for January 2022).
- The Inscription House Health Center (IHHC) staff is reviewing patient registration encounters to optimize administrative processes. Staff are re-evaluating the patient registration processes during the COVID-19 response to optimize billing, which in turn will ultimately support the facility with offering additional patient care services.
- The Four Corners Regional Health Center (FCRHC) hosted 31 Physical Therapy students from eight different universities in the last four years. FCRHC was only able to accept four students maximum during the previous years. Students trained at FCRHC return to their universities and promote FCRHC as one of the best, highest quality student rotations that they experienced; thus encourage other students to request training for the next year at FCRHC. Successful completion requires students to demonstrate competency with the key learning objectives critical to patient care after the student's graduation and licensure. Students experience living in a remote and isolated location, learn about the Navajo culture, and learn how to provide evidence-based patient centered care.
- Four Corners Regional Health Center (FCRHC) supports IHS in building workforce capacity by aligning education and training outcomes with population health needs. The Diabetes Mellitus educator achieved Association of Diabetes Care & Education Specialist (ADCES) certification. The ADCES focus area is self-management education that is appropriate for successful self-care behaviors. The Fitness Specialist and Recreation Specialist are certified by the American Council on Exercise (ACE). This certification helps staff develop skills to guide patients in setting goals based on abilities and needs. The Wound Care Nurse passed Wound, Ostomy and Continence Nursing Certification Board (WOCNCB) Certification.
- The Dzilth-Na-O-Dith-Hle Health Center Health Information Management (HIM) Department continues to complete same day coding for each patient visit. Coding visits in a timely manner supports the health center with meeting collection goals.

- The Dzilth-Na-O-Dith-Hle Health Center (DZHC) Pharmacy Department has a dedicated team of pharmacists who collaborate with the DZHC Business Office to obtain accurate information for third-party billing and improve third-party collections by having up-to-date billing information. The DZHC pharmacists performed prior authorization on certain medications and simplified workflow to increase collections. In FY 2022, the collections increased by 64% over FY 2021.
- The Northern Navajo Medical Center Executive Leadership Team toured the hospital visiting various departments to ask employees the following question: “*What brings you joy or motivates you in your work?*” Approximately 150 employees participated by writing their responses and sharing their responses in a short video. The following are a few examples of the responses: “*Having a sick patient and seeing them get better and knowing you were part of the team,*” “*To provide a clean and safe environment for the employees and patients,*” “*To be a part of a great team of doctors, nurses, and housekeeping team*” and “*Hearing patients say thank you at the end of their visit.*” The video is available on the IHS YouTube channel for public viewing. As of December 13, 2022, the video was viewed 642 times.

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

- Chinle Service Unit staff continue to use community events to increase COVID-19 and Influenza vaccination rates with the ultimate goal of decreasing the number of patients who need to be seen at health facilities as a result of having infectious illnesses.
- Mobile mammography services continued during the quarter at Pinon Health Center. Thank you for providing this service to our customers who live in Pinon and the surrounding areas.
Oct 11, 2022: More than 30 patients were screened for Mammogram.
Dec 20, 2022; More than 20 patients were screened for Mammogram.
- The Crownpoint Service Unit (CPSU) is actively collaborating with the Partnership to Advance Tribal Health (PATH) partners for quality improvement to meet the latest Joint Commission accreditation standards for identifying health disparities. Health literacy has been identified as a health disparity for CPSU to strengthen and will also be used as part of the CPSU Patient Centered Medical Home (PCMH) quality improvement project for Joint Commission certification. Personal health literacy is the degree to which individuals have the ability to find, understand, and use information and services to inform health-related decisions and actions for themselves and others.
- The CPSU held nine community COVID-19/flu vaccination events in Quarter 4 of FY 2023 and continues to hold the events at three locations, including Crownpoint, Thoreau, and Pueblo Pintado. A total of 1,263 individuals accessed vaccination services at these events with a total of 1,353 vaccinations (COVID and flu) being administered by CPSU nursing and pharmacy staff.

- As shown in the graph below, Chinle's Housekeeping staff performed 5,944 COVID-19 patient room cleanings from May 2022 to December 2022. The average Terminal Cleaning for Isolation cleanings takes about one hour, but the cleaning could easily take longer. Housekeeping staff were trained on how to put on and take off Personal Protective Equipment (PPE). All staff had to pass Hand Hygiene competencies and How To Terminal Clean a room.



- The Crownpoint Service Unit (CPSU) Emergency Department (ED) continues to average over 1,000 patient visits each month, with November 2022 seeing the most patient visits, 1,473. Total visits seen for Quarter 1 of FY 2023 is 3,823 visits. The service unit has also seen an increase of inpatient/hospital admissions for a total of 53 for Quarter 1 of FY 2023. The average number of days patients were admitted to the hospital was 3.7 days average.
- The Gallup Service Unit is participating in the Performance Improvement (PI) Nurse Program as a HEAL Fellow (cohort 2021-2023) with the University of San Francisco-California. The HEAL Initiative supports health care workers with professional development opportunities so they can thrive in their service to underserved populations.
- The Gallup Service Unit has successfully secured funding for the construction phase of the Emergency Department's (ED) expansion project. The expansion project will increase the Emergency Department's current bed capacity of 18 beds to 26 beds.
- Gallup Service Unit Radiology Department Imaging Service successfully completed the Three-Year Mammography Quality Standards Act (MQSA) Certification for the Gallup Indian Medical Center Mammography program. The U.S. Food and Drug Administration (FDA) oversees and enforces the accreditation and certification provision of the MQSA. GMC maintains certification by undergoing periodic reviews of its clinical images, annual surveys by a medical physicist, meet MQSA standards for personnel qualifications, equipment, radiation dose, quality assurance programs, required recordkeeping and reporting.

- Gallup Service Unit implemented a Nurse Advice Line on November 2, 2022. The Advice Line is a support service in which current Gallup Indian Medical Center patients can call a phone number and speak with a registered nurse 24 hours a day, 7 days a week. The service provided by the Nurse Advice Line includes telephone assessment and triage, health care information, and education.
- The Gallup Service Unit Division of Nursing participates in multidisciplinary Quality Assurance Performance Improvement projects. These “Core Projects” focus on increasing areas of patient safety and quality for IHS beneficiaries. Examples of projects the Division of Nursing is involved in include sepsis recognition, patient falls, emergency department discharge follow up phone calls, suicide screening, health literacy, and medication administration.
- Gallup Indian Medical Center continues to vaccinate beneficiaries with COVID-19 and Influenza vaccines. Daily clinics are facilitated by the Public Health Nursing Department. Weekend clinics have also been made available for beneficiaries. Staff from the Division of Nursing assist in various roles at the weekday clinics, as well as provide nursing services at weekend clinics. The value of the vaccination efforts is reduction in morbidity and mortality from COVID-19 and influenza.
- The Kayenta Service Unit Traditional Native Healing Program received 34 patient consults from providers with a total of 86 patient encounters for the months of October, November, and December 2022. Due to COVID-19, some patient services (on a case-by-case basis) were in-person, but a majority of visits were completed via telehealth until further notice. The Navajo Wellness Model components were incorporated into traditional native healing and traditional native counseling.
- In October 2022, the Kayenta Health Promotion/Disease Prevention School Health Program offered a six-week physical activity program for the local early childhood program. Fifteen youth participated along with two school staff members to promote daily physical activity and to also supplement brain activity for improved learning during school. The students received an introduction to the various learning directions, timing, self-space, and /locomotor / non-locomotor skills.
- The Kayenta Health Center had a total of 714 total users register at the Kayenta Wellness Center for October, November, and December 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 Wellness Center had 43 patient consults and 334 patient encounters for the months of October to December 2022. Of 113 patients receiving services from the Wellness Center from October to December 2022, 66 patients were diabetic and 10 patients were pre-diabetic.
- Kayenta Service Unit continues to provide community mass vaccination events for COVID-19 and Influenza. Ambulatory Care Nurse patient visits offer in clinic vaccinations on a daily basis. Mass vaccination events were held on October 19, 2022, November 9, 2022 and December 7, 2022 with a total of 2,175 COVID vaccines, and 1,130 Influenza vaccines administered.

- The Four Corners Regional Health Center's Health Promotion / Disease Prevention Program continues to work with local schools to assess body mass indexes (BMI) of students to determine the prevalence of overweight and obesity; and to provide nutrition education and exercise activities. In the fall of 2021, 58% of youth were assessed as being overweight and 41% were obese. In the fall of 2022, the numbers increased to 61% and 42% respectively. These numbers reaffirm that improving childhood obesity rates will require that we do more than recommend healthy eating and more physical activity. The IHS program's initiative is to lead prevention efforts for overweight and obesity among American Indian and Alaska Native (AI/AN) children. It requires collaboration across professions to address social determinants of health impacting our youth.
- The Indian Health Service is committed to working with communities to identify, educate, assist and treat individuals with long-term COVID. At Four Corners Regional Health Center, a collaboration between Public Health Nursing, Primary Care Teams, and the Navajo Area Long COVID workgroup conducted Post-COVID Functional Status (PCFS) Assessments. The group achieved the goal of assessing 80% of patients by December 30, 2022. Post-COVID conditions are a wide range of new, returning, or ongoing health problems people experience after being infected. FCRHC continues to work with patients falling into this category to regain strength and wellness.
- The Shiprock Service Unit (SRSU) conducted a survey to explore the level of stress and burnout among healthcare workers. The employees reported the following: felt burned out at least once a month (76%), felt stress at work (52%), felt about leaving their job due to burnout or stress (30%), and felt burnout every day (17%). Since 2020, healthcare employees have been steadfast in responding to the prolonged pandemic. SRSU has implemented action plans to address and prevent stress and burnout and improve working conditions.
- The Northern Navajo Medical Center Purchased and Referred Care (PRC) Program plays a vital role in providing patient access to care outside of the IHS facilities for emergency and/or specialty care services. In FY 2022, PRC provided 246 air transport flights at a cost of \$1,040,393 and 890 ground transports at the cost of \$608,042 to transfer patients for advanced medical care. PRC performs the following to ensure successful service: (1.) ensure patient referrals are approved and referred promptly, (2.) issue purchase orders and denials within 5 days, (3.) issue referrals and notifications in less than seven days, (4.) monitor and ensure funds are available, and (5.) provide monthly updates at executive meetings.
- At Dzilth-Na-O-Dith-Hle Health Center (DZHC), the Information Technology (IT) Department plays an integral role in healthcare delivery. DZHC IT staff members are upgrading the Wi-Fi technology to improve work productivity and efficiency, and provide Wi-Fi access to the outdoor COVID clinic for improved patient care services. The IT team is also collaborating with the Navajo Tribal Utility Authority for microwave Internet connectivity. This connection will improve the speed and reliability and serve as a backup Internet connection in the event the primary fiber Internet connection fails.
- In November 2022, the Dzilth-Na-O-Dith-Hle Health Center (DZHC) held three mass vaccination events in response to increasing COVID-19 community infections. The community mass vaccination events are a strategic part of the DZHC plan to expand access to a broader population. The DZHC employees played an important role in staging and coordinating the events.

Building Coalitions: *This core management function 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.*

- All Chinle Service Unit sites (i.e., Chinle, Tsaile, and Pinon) worked together on patient case management to ensure that patients get follow up care after being referred and transferred to higher levels of care off of the Navajo Nation.
- Pinon Health Center (PHC) leadership provided COVID-19 and PHC services updates at Chinle Service Unit Community Stakeholders Town Halls held in October and December 2022.
- The Crownpoint Service Unit Division of Public Health - Diabetes Program worked to strengthen its tribal partnership with the Navajo Nation Department of Health – Community Health Representatives program during Quarter 4 of 2022. The Crownpoint Healthcare Facility employees provided gifts to families in the Baca/Prewitt, Crownpoint, Torreon/Ojo Encino, and Little Water communities during the Annual Christmas Tree of Giving. The program also coordinated monthly employee wellness activities to boost staff morale, including dress up days, and scheduled walks around the hospital’s multipurpose trail. The CPSU Diabetes Program hosted a Turkey Trot walking event at Lake Valley Chapter House and Senior Center on November 16, 2022. Finally, the CPSU Diabetes program, in partnership with New Mexico State University and Navajo Nation – Office of Youth Development, provided a demonstration on raised bed and garden box gardening.
- In collaboration with the University of New Mexico - Gallup Branch, Nursing Program, the Crownpoint Service Unit Nursing Division continues to precept 15 nursing students for clinical rotations. Students can participate in this experience to gain a better understanding of our facility, our scope of services, and to work as part of a team under supervision. The Nursing Program at Navajo Technical University is also working with us to assist in the planning of curricula and opportunities for clinical rotations.
- On October 3, 2022, the New Mexico 3rd District Congresswoman, Representative Teresa Leger Fernandez visited Tohatchi Health Center (THC). The Congresswoman toured the facility’s clinical service areas and viewed the external areas of the facility. The group discussed topics on the budgeting processes for THC, priorities during the Federal Continuing Resolution, COVID-19 patient care and specialty medical care services.
- The Gallup Service Unit Emergency Department has partnered with the Northwest Portland Area Health Board regarding the Indian Country Journey to Health Extension for Community Healthcare Outcomes (ECHO). The purpose is to continue medical education for clinicians and staff. Comprehensive information is shared to understand trauma informed care services and wellness in a culturally appropriate fashion for rural American Indians and Alaskan Natives.

- Crownpoint Service Unit's Division of Public Health Domestic Violence Prevention Program, in conjunction with the Crownpoint Sexual Assault Response/Domestic Violence Team (SART/DV), sponsored a series of events in recognition of the October Domestic Violence Awareness Month. Events highlighted a critical issue among our Navajo Nation communities which experience domestic violence at unacceptably high levels, at rates much higher than the national average. The purpose of Domestic Violence Awareness Month is to mourn those lost to abuse, celebrate survivors by bringing support and strength they need, networking with resources for change and increase prevention efforts on both the individual and community levels. Many stakeholders and community members came together to participate in the Domestic Violence Awareness Virtual Conference. Our keynote speaker, Ms. Marisa Rico shared her story of suffering from domestic abuse, how she overcame it, and how she now helps those in the same situation. Marisa is the author of "Journey to Success" and has taken part in a documentary about domestic violence. Several live radio remotes were held with the Navajo Technical University Radio station KCZY 107.3 which reached over 1,000 radio listeners. The Navajo Nation Family Harmony, Sexual Assault Services of Northwest New Mexico, and Ms. Mariso Rico provided domestic violence information and had discussions with members of the audience who called in. Community members received a wealth of educational materials on domestic violence during a "Walk Your Mocs" event and parade sponsored by Crownpoint High School. The SART/DV Team continues to provide outreach efforts and meets on a monthly basis. The SART/DV Team is also excited to have two new Victim Advocates from the Utah Navajo Health System/Victim Advocacy Program join our efforts.
- The Gallup Service Unit - Division of Nursing collaborates with local nursing programs to provide educational experiences for nursing students. GIMC is a 99-bed, Level III ED Trauma center, and serves as a referral center for the northwestern New Mexico region. Students are provided hands on, direct care experiences, which provides professional skills and knowledge development. The teaching program also serves as an introduction to potential future collaborations between GIMC and licensed registered nurses, once the students graduates and obtains licensure.
- The Kayenta Service Unit (KSU) Purchased Referred Care (PRC) Department completed its FY 2022 close out with less than 20% of allowable carryover funds into FY 2023. The spending goal was met by PRC staff members who continuously follow up on documents being requested and consistently follow up on open referrals to ensure that patients in need of higher level care have access to services not currently available at KSU.
- Kayenta Service Unit's (KSU) Support Services Department collaborates with KSU Incident Command (ICS) to track donated supplies. This activity helps ensure that KSU maintains adequate supplies in the event of another COVID/Flu patient surge.
- Kayenta Service Unit hospital staff are no longer waiting for COVID to pass. The initiative to open the KSU inpatient unit continues in collaboration with Navajo Area Office. The KSU team created an "Inpatient Unit Action Dashboard" which includes a variety of items which need to be addressed prior to opening, including policy development, patient care electronic health record templates, environment of care improvements, needed staffing, and new services, such as Nutrition Food Service. Presently, the dashboard of items is 85% complete. Kayenta Service Unit's goal is to open the inpatient unit and achieve hospital status by the end of 2023.

- Building Coalitions and Partnerships: Kayenta Service Unit Emergency Room Nurse Supervisor and Clinical Coach received Pediatric Advance Life Support (PALS) instructor course work at Tuba City Medical Center. The nurses received final instructor training at Tséhootsooí Medical Center Clinical Education to become certified Pediatric Advanced Life Support (PALS) instructors. Kayenta nurses and providers will receive PALS training at the service unit.
- The Inscription House Health Center has collaborated with outside resources to provide affordable dentures for patients in need of this service in our community.
- Inscription House Health Center continues coordinating with local entities to provide vaccine services at local schools. These types of services meet the needs of the community and does so in a convenient manner.
- The Inscription House Health Center (IHHC) leadership revamped the IHHC staff organizational chart, which added a Quality Department at the facility and ultimately enhanced IHHC services for the communities served. It is anticipated that the changes will help decrease staff turnover and will improve services overall.
- The Four Corners Regional Health Center Public Health Nursing (PHN) staff members were awarded the Outstanding Public Service Award for their response to the COVID-19 pandemic response. The team of registered nurses and health technicians worked long hours providing self-monitoring education to patients who tested negative, called positive patients that had to isolate, and provided tele-therapy patients on home oxygen. The PHN group's ongoing priorities are to deliver safe and high-quality patient care while preventing the spread of COVID-19 and other communicable diseases, identifying cases, monitoring trends, vaccinating community members, and helping patients in their homes.
- The Four Corners Regional Health Center programs are cautiously relaunching community events. The Optometry Department hosted a Student Eye Exam Day, the Dental Department visited local schools to present on the "Connection between Oral Health and Your General Health" and the Mental Health team's debut of the grief workbook, "Restoring Harmony" at the community Elders Center. The Health Promotion/Disease Prevention staff assisted Public Health Service Commissioned Officers with a 5K walk and run supporting the Annie Wauneka Memorial Day. The traditional Healer presented the Navajo Kinaaldá Story. The ceremony was well attended with over one hundred participants from across the Navajo Nation.
- The health and safety of children is always a first priority at Dzilh-Na-O-Dith-Hle Health Center (DZHC) Optometry Department. Community partnership is vital to the success of children's eye health. In November 2022, the DZHC Optometry Department held its first Kids Vision Day to provide vision screening, eye exams, and educational materials.
- The Dzilh-Na-O-Dith-Hle Health Center Public Health Nursing (PHN) Department performs up-to-date immunizations and childhood vaccinations to improve the health outcomes of children in the Aztec, Bloomfield, Nageezi, and Otis communities. In Quarter 4 of FY 2022, 96% of the children were vaccinated. Early and seasonal immunizations in life are critical to maintaining health.

- On November 12, 2022, a bicycle safety fair was held at Northern Navajo Medical Center (NNMC) to promote education to prevent bicycle-related injuries. The NNMC employees provided education and brochures on bike safety, pedestrian safety, and bike helmet use. In addition, employees issued 67 bike safety helmets and reflective gear (bags, armbands, and vents). The NNMC Trauma Level IV Program sponsored this event as the program continues to focus on community outreach to educate on injury prevention.
- James Joe and Eugene B. Joe are two local artists known for their traditional and contemporary art and paintings. They designed and painted a mural in the hallway of the Public Health Nursing and Health Promotion / Disease Prevention building to show their appreciation to the Shiprock Service Unit (SRSU) healthcare workers. At the Mural Unveiling Ceremony, NNMC Traditional Healer, Harry Clark, sang a Beauty Way song.

Concluding Comments

Navajo Area Indian Health Service staff remain committed to supporting Navajo Nation and San Juan Southern Paiute tribal leaders in their efforts to address Indian Health policy issues, improve the health status of Native beneficiaries, and in development of healthy communities. Please contact the Office of the Navajo Area IHS Director regarding additional information or questions.

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