

# Indian Health Service

DRAFT Strategic Plan for FYs 2024-2028

---

TRIBAL CONSULTATION

MAY 29, 2024



# Overview

---

- One IHS Summary
- IHS Strategic Plan FYs 2019-2023 and FYs 2024-2028 Updates
- DRAFT IHS Strategic Plan for FYs 2024-2028
- Process to develop the DRAFT IHS Strategic Plan for FYs 2024-2028
- Strategic Goals and Strategic Objectives
- Structure of Strategic Goals, Strategic Objectives, Performance Goals, and Measures



# Mission and Vision

---

- **Mission:** To raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level.
- **Vision:** Healthy communities and quality health care systems through strong partnerships and culturally responsive practices creating: ONE INDIAN HEALTH SERVICE.

# One IHS

---

Everyone working towards the same mission and every employee belonging to something bigger than themselves. Together we learn, grow, share our expertise, identify risks, collaboratively work through failures, and share best practices and learnings. We apply the central principles of a High Reliability Organization (HRO): (1) practice sensitivity to operations, (2) preoccupation with failure, (3) reluctance to simplify, (4) commitment to resilience, and (5) deference to expertise. We are stronger together than siloed.

# IHS Strategic Plan FYs 2019-2023 and FYs 2024-2028 Updates

## Timeline

- FY 2019 – 2023

## Updates

- Goals
  - Goal 1: To ensure that comprehensive, culturally appropriate personal and public health services are available and accessible to American Indian and Alaska Native people.
  - Goal 2: To promote excellence and quality through innovation of the Indian health system into an optimally performing organization.
  - Goal 3: To strengthen IHS program management and operations.
- Objectives
  - Goal 1 number of Objectives: 3
  - Goal 2 number of Objectives: 2
  - Goal 3 number of Objectives: 3
- Strategies
  - 70 Strategies

## Timeline

- FY 2024 – 2028

## Updates

- Strategic Goals
  - Goal 1: Provide comprehensive, culturally grounded personal and public health services to American Indian and Alaska Native people.
  - Goal 2: Transform the IHS into a High Reliability Organization.
  - Goal 3: Improve communications, program management, and operations.
- Strategic Objectives
  - Goal 1 number of Objectives: 4
  - Goal 2 number of Objectives: 4
  - Goal 3 number of Objectives: 4
- Performance Goals
  - 52 Performance Goals
- **\*New\*** 52 Measures

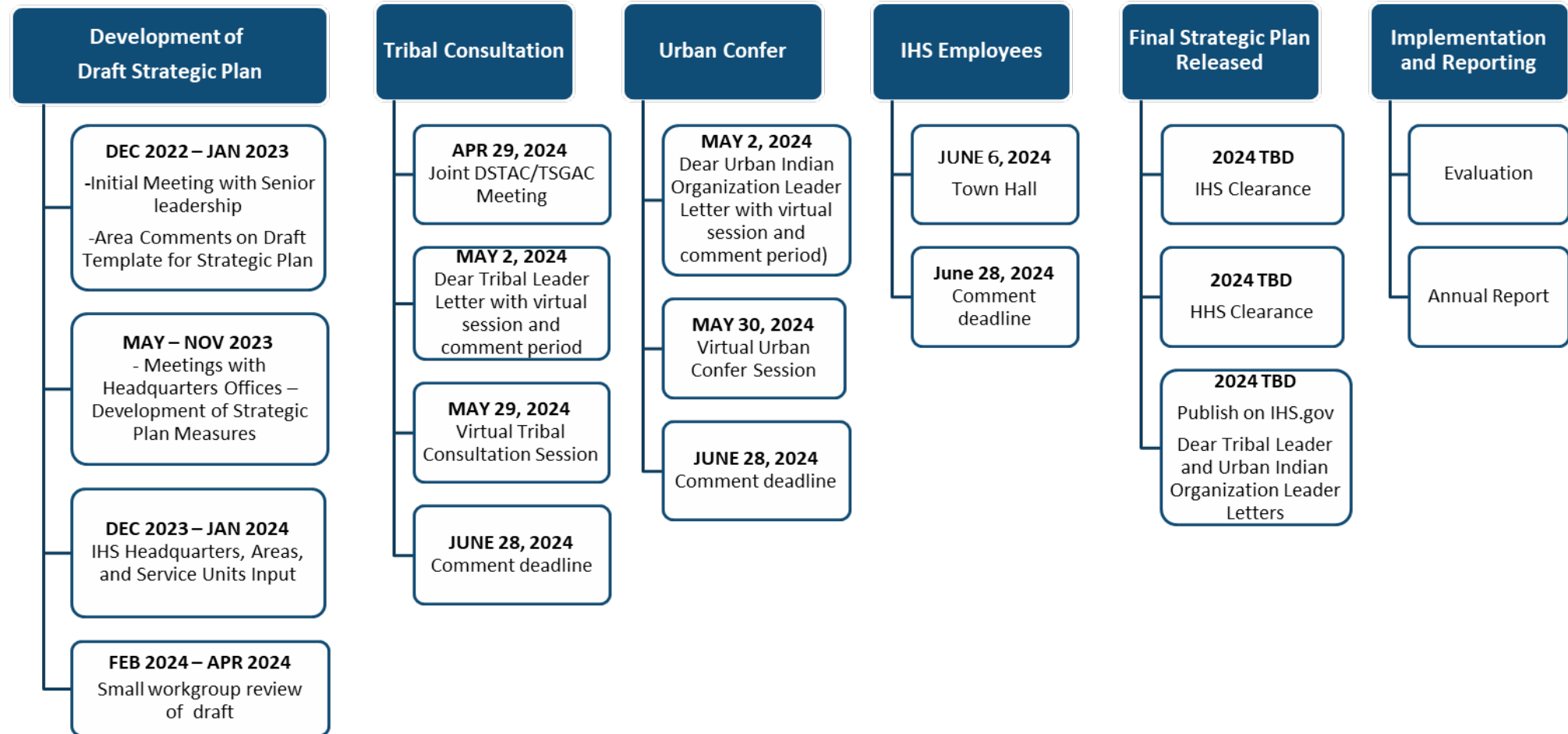
# DRAFT IHS Strategic Plan for FYs 2024-2028

---

- Developed based on feedback received from Headquarters Offices and Strategic Plan Workgroup.
- Builds on the work of Headquarters Offices to determine appropriate measures for the FY 2024-2028 Strategic Plan.
- IHS will also incorporate input and feedback from:
  - Joint Advisory Committee (TSGAC & DSTAC) Briefing held on April 29, 2024
  - DSTAC Update – May 16, 2024
  - Tribes, Tribal Organizations through Tribal Consultation - May 29, 2024
  - Urban Indian Organizations through Urban Confer - May 30, 2024
  - IHS Employee Town Hall – June 6, 2024
  - Other Agencies, e.g., Government Accountability Office



# DRAFT IHS Strategic Plan for FYs 2024-2028 Development



# DRAFT IHS Strategic Plan for FYs 2024-2028

---



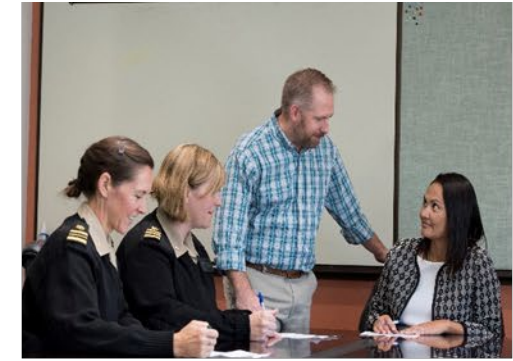
## **Access**

Strategic Goal 1: Provide comprehensive, culturally grounded personal and public health services to American Indian and Alaska Native (AI/AN) people.



## **Quality**

Strategic Goal 2: Transform the IHS into a High Reliability Organization (HRO).



## **Management and Operations**

Strategic Goal 3: Improve communications, program management, and operations.



# Strategic Goal 1

---

**Provide comprehensive, culturally grounded personal and public health services to American Indian and Alaska Native (AI/AN) people.**

## Strategic Objectives

- 1.1: Recruit and retain a highly skilled workforce.
- 1.2: Foster an organizational culture that promotes diversity, psychological safety, and support for work-life balance for its employees.
- 1.3: Leverage public and private partnerships aimed at improving population health.
- 1.4: Increase provision of culturally grounded, high quality health care services.

# Strategic Goal 2

Transform the IHS into a High Reliability Organization (HRO).

---

## Strategic Objectives

- 2.1: Ensure leadership throughout the agency receives and applies training on use of HRO and related principles.
- 2.2: Support a culture of safety throughout the IHS.
- 2.3: Build and use data systems to develop, monitor, and evaluate processes and systems to provide evidence of progress, improve quality of services, and eliminate adverse events.
- 2.4: Implement quality improvement and complementary practices to support transformation to HRO.

# Strategic Goal 3

Improve communications, program management, and operations.

---

## Strategic Objectives

- 3.1: Maintain and improve regular and effective communications within IHS and with Tribes and Urban Indian Organizations.
- 3.2: Secure and effectively manage agency assets and resources.
- 3.3: Improve environmental determinants of health and Tribally-driven facilities construction.
- 3.4: Improve information systems infrastructure to support data- and evidence- based decision-making.

# Structure of Strategic Goals, Strategic Objectives, Performance Goals, and Measures

## Strategic Goal 1

Provide comprehensive, culturally grounded personal and public health services to American Indian and Alaska Native (AI/AN) people.

### Strategic Objective 1.1

Recruit and retain a highly skilled workforce.

#### Performance Goal:

Standardize the IHS hiring process and establish mechanisms to measure and improve hiring time.

#### Measure:

Average time from position description classification to enter on duty date for new employees. (OHR)

#### Performance Goal:

Increase the number of career ladder positions to enhance retention.

#### Measure:

Number of career ladder positions. (OHR)

#### Performance Goal:

Develop organizational charts and training programs that enhance opportunities for internal growth.

#### Measure:

Rate at which employees are promoted within the agency. (OHR)

# Resources

---

## Website: [IHS Strategic Plan](#)

- Download a PDF version: [Draft IHS Strategic Plan for FY 2024-2028](#)
- Dear Tribal Leader and Urban Indian Organization Leader Letter links: On May 2, 2024, IHS Director wrote [Tribal Leaders](#) and [Urban Indian Organization Leaders](#) to initiate Tribal Consultation and Urban Confer.

## Questions:

- E-mail: [IHSStrategicPlan@ihs.gov](mailto:IHSStrategicPlan@ihs.gov)

# Next Steps

---

- IHS seeks your guidance and recommendations on the draft IHS Strategic Plan FYs 2024-2028.
- Email your written comments and recommendations to:
  - [consultation@ihs.gov](mailto:consultation@ihs.gov)
  - **SUBJECT LINE: Draft IHS Strategic Plan FYs 2024-2028.**
  - The comment submission deadline for this Tribal Consultation is Friday, June 28, 2024.

# Thank you!

---

RDML Francis Frazier

Director

Office of Public Health Support

Indian Health Service



