

Navajo Area Indian Health
Service
Fall Session Report
24th Navajo Nation Tribal
Council

Navajo Area Indian Health Service

October 14, 2021



The Navajo Area Indian Health service is pleased to submit this report to the 24th Navajo Nation Tribal Council, Fall Session. The report is intended to serve as an update on Navajo Area IHS's efforts to raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level. For ease of reading, the summary is organized into the following five sections: *Leading Change, Leading People, Business Acumen, Building Coalitions, and Results Driven*. The content provided in the report covers Navajo Area IHS activities for the 4th Quarter of Fiscal Year 2021.

This report primarily focuses on our work to reopen health care services to pre-pandemic levels while we continue to cover the COVID 19 Pandemic in Navajo country. I appreciate and recognize our Navajo Area staff that continue to put our patients and people first. Thank you to the members of the 24th Navajo Nation Tribal Council for your support and advocacy for the people we serve.

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

- The Office of Indian Self-Determination's (OISD) work on the creation of a well-organized digital archive of all documents related to Public Law 93-638 programs is ongoing. The Title I and Title V legal landscapes are extremely complex, especially as the relationship between Tribal Health Organizations and the Indian Health Service evolves over time. Having a computerized repository of contracts, agreements, planning documents and funding records will greatly improve efficiency going forward. The next phase in this effort will be to digitize paper documents going back many years. The OISD will have to wait until the Department of Health and Human Services terminates its current maximum telework posture to commence with large-scale document digitization.
- The Office of Indian Self-Determination is coordinating with the Navajo Nation Emergency Medical Service (EMS) to improve EMS's access to quality facilities and also to possibly expand EMS's involvement with inter-facility patient transport throughout the Navajo Nation.
- The Office of Indian Self-Determination is working with both Fort Defiance Indian Hospital Board, Inc. and Winslow Indian Health Care Center, Inc. on establishing agreements related to the use of federal real property by P.L. 93-638 healthcare programs.
- Navajo Area IHS closed its financial and accounting books for FY 2021 on time. The budget section took the lead in close-out activities with Service Units, Gallup Regional Supply

Support Center, P.L. 93-638 funds, Urban clinic, and Navajo Area Office (NAO) accounts. The staff started close-out preparation in July 2021 by reviewing financial reports and communicating findings and expectations with its aforementioned customers. This fiscal year Navajo Area Office Finance and Accounting conducted monthly Skype meetings in Accounts Receivable, Accounts Payable, and Travel. The virtual meetings consisted of updates on cut-off dates, trainings that included job aids, and structured questions and answer sessions. This successful approach will continue in the future and any lessons learned from year-end activities will be incorporated into the next fiscal year. Additional challenges were successfully managed by the staff. Ten days prior to year-end close-out, Area Office received additional funds for federal Service Units, P.L. 93-638 facilities, and Urban clinic. Through partnerships with Office of Indian Self Determination, Acquisitions, and Accounting staff, the funds were distributed before the scheduled close-out. Area Office received additional CARES Act funding immediately prior to year-end close-out. This created last minute increased work demands on staff for CARES fund expiration date compliance. The CARES funds expire on September 30, 2021 and Area Office was required to obligate or lose the funds. The goal was met. The IHS Headquarters Office of Finance and Accounting leadership was impressed by Navajo Area's close out due to staff exceeding expectations.

- The Gallup Regional Supply Service Center director filled two vacant positions, an Inventory Management Specialist and an Accounting Technician – a “not to exceed” two-year positions. The Specialist will oversee and manage the supply chain, and inventory and distribution of supplies. The technician will assist with auditing invoices and researching undelivered orders.
- In Fiscal Year 2021, the Navajo Area IHS Human Resources (HR) staff processed 16,634 personnel actions in the HR electronic system. HR staff identified the largest type of errors in the electronic processing system, such as coding of education and matching position numbers established in system with the correct manager. Throughout the fiscal year, the HR Director and HR supervisors monitored data sets and provided training on technical terminology and use of codes in the system, as well as encouraging HR staff to seek support from each other and sharing outcomes. The end result is having no errors in three large data sets over several pay periods to close out the fiscal year.
- Northern Navajo Medical Center (NNMC) and the University of New Mexico (UNM) Family Medicine Rural Residency Program recruited applicants from across the United States. In May 2021, the Accreditation Council for Graduate Medical Education Programs accredited the Residency Program to train family medicine physicians. The Residency Program plans to welcome its first two residents to UNM in the summer of 2022. So far, 400 applicants have applied. From this large pool of applicants, 100 are from medical and dental schools and 10 applicants are identified as American Indian and Alaska Natives. NNMC will review and reduce the applicant pool to 35 applicants and select two potential applicants for the summer of 2022.
- In keeping with its mission to provide accessible and high-quality medical services during the pandemic, NNMC established the following outdoor services in the parking lot of the

hospital: 1) *COVID Car Clinic*: drive-up for testing, evaluating, and treating, 2) *COVID-19 Vaccination*: Drive-up for vaccine shots, 3) *ED Triage*: Drive-up for emergency evaluation, 4) *Hummingbird Clinic*: Increase access to care for patients with high-risk diabetes. 5) *Pharmacy Drive-Up*: Medication is delivered to the patients while they remain in their vehicle and 6) *Eagle Clinic*: Provides routine scheduled care for patients in quarantine.

- In order to meet our service unit goal of becoming the provider of choice for the patient population, the Crownpoint Service Unit began its beautification projects to enhance the appearance and appeal of the hospital site. This quarter, the service unit painted the ambulatory clinic and lobby areas to improve lighting and create a more welcoming atmosphere; replaced additional outside benches with new benches made out of recycled material; removed shrubbery from alongside some hospital areas to improve sight and present a clean appearance; installed crushed granite rock around the hospital to improve the landscape; and restriped the Crownpoint Healthcare Facility parking lot.
- Crownpoint Service Unit Executive Leadership focused on improving its internal policies to meet the demand of a continuously changing environment. This quarter the service unit updated the Patient Rights and Responsibilities Policy; revised the Patient Complaints and Grievance Policy; developed a new service unit Dress Code; established a 7-B Files policy; and revised the Quality Council Charter and standing Agenda.
- The Kayenta Service Unit Information Technology Department continues to alpha and beta test clinical RPMS packages that will better capture COVID-19 data. The clinical packages that are in developmental testing stages will assist all IHS facilities to improve patient care in terms of enhanced documentation of the patient flow process, ability to generate reports that are meaningful in terms of care prevention and following up on treatments to resolution so that overall patient care is tracked and monitored by the healthcare team.
- July 2021, the Navajo Area Office and Kayenta Service Unit Governing Body approved the Inscription House Health Center's updated organizational chart. The administrative and supervisory oversight provided to the Health Systems Administrator, with the following departments: Clinical with 31 positions, Nursing with 18 positions, and IT with 3 positions. The updated organizational chart also includes a new Department of Quality Management with 3 positions (yet to be filled).
- Chinle Service Unit (CSU) has reactivated its Incident Command System in response to the resurgence of the Delta variant of COVID-19 in CSU communities. CSU has risen to the challenge of responding to this new phase of the pandemic without limiting the availability of routine clinical services at its healthcare facilities.
- At Chinle Comprehensive Healthcare Facility (CCHCF), a new drive-thru clinic was established to provide rapid COVID-19 testing and an evaluation by a medical provider for patients seeking care for mild respiratory illness. The clinic has been successful in providing rapid, convenient services to the large number of patients seeking COVID-19 testing during the past

few months, administering over 300 tests daily. The service also ensures routine non-COVID healthcare services can continue safely within the healthcare facility.

- Tsaile Health Center (THC) is actively training new supervisors on the Incident Command System by way of having them be alternates for more experienced staff. The Nursing Department is fully staffed with permanent (i.e. federal) hires. The Health Center is closing in on hiring more permanent providers than ever before.
- The Tsaile Health Center, with Mr. Dwayne Thompson leading the process, was asked by Chinle Service Unit leadership to manage the 'Master Plan' acquisition process. The Master Planning process is a lengthy process; however, once completed will justify the current Health Center's expansion based on local demographics and will also identify all associated 'real property' potentially enabling the Health Center to receive additional federal funding.
- The Tsaile Health Center successfully acquired land lease from the Navajo Nation to support future development and is working diligently to have a shovel-ready project ready to present should federal infrastructure development funds become available in FY 2022.
- The Gallup Service Unit Acquisition Program has shown great improvements and Human Resources (HR) remains a critical process which needs more sustainability.
- The Gallup Service Unit temporarily relocated clinical services and space to begin renovation of Building 2017 on the Gallup Indian Medical Center campus. Patients and Overflow ED operations were previously located in outdoor tents, but are now indoors. The overall goal is to maximize space to improve and expand patient services.

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

- The Office of Indian Self-Determination continues to work with the Navajo Nation to distribute remaining COVID-19 relief dollars with Emergency Medical Services, Health Management Services and the Navajo Nation Center for Children and Their Families. These funds require bilateral contract modifications, which OISD will execute in the near future.
- Staff from the Office of Indian Self-Determination attended two informational webinars on the topic of grant funding for the IHS's new Community Health Aid Program (CHAP). Information gleaned from attending these webinars was then passed along to the Navajo Nation, so that it could apply for funding to study the feasibility of CHAP on the Navajo Nation.

- To improve virtual communication, the Gallup Regional Supply Service Center staff is working on installing a GovSmart Smart Board for internal and external communications. The Center has over 30 customers. This new technology is an electronic whiteboard that supports interactive meetings with touch screen displays, Wi-Fi connection to a computer for electronic presentations, and electronic note taking for historical files.
- The Division of Acquisition Management & Contracts staff continues to recruit local community members to allow opportunities for a career in the Federal Acquisition Community through an Intern Program. The Contract Specialist Intern Program recruits recent college graduates to support their professional development and provide services to communities. The opportunity is made available in all locations within the Navajo Area Region. To further support the growth of the interns, the Acting Acquisition Director provides maximum opportunity for formal and informal trainings. This is in correlation to the Federal Acquisition Institute training program that formalizes the Federal Acquisition Certification for Contracting Programs for Federal Contracting professionals. Three individuals have entered the program, two at Shiprock Service Unit and one at Kayenta Service Unit.
- The Navajo Area Human Resources Office hired 192 employees using the COVID-19 Excepted Service Hiring Authority from October 1, 2020 to September 20, 2021. Of the 192 hires, 97 were hired in the Health Technician series. Temporary hires such as Contact Tracers in the Health Technician series are essential to continuity of operations at all facilities during the COVID-19 pandemic.
- Division of Environmental Health Services, partnered with the Navajo Nation Health Department and CDR Donna Gilbert continues to lead the Community Mitigation Group to address community risks related to COVID-19. Comprised of Navajo Nation Environmental Health and Occupational Safety and Health staff, the group developed guidance for outdoor recreational areas, temporary food vendors, school sport events, and work considerations for the upcoming holidays.
- In September 2021, the Shiprock Service Unit (SRSU) Employee Wellness Program and Community Health Program administered Pfizer booster and flu shots to employees. The COVID-19 Pfizer booster shot will protect employees longer and the flu shot protects against influenza and reduces flu-related absences. As of October 6, 346 employees received their 3rd Pfizer shots. Also included in the first round of COVID-19 booster and flu shots were employees from the following first responder agencies: Navajo Police, Navajo Fire Fighters, Emergency Medical Technicians and Community Health Representatives.
- In September 2021, NNMC held Resiliency Rounds to provide a time and place for employees to come together and share their experience as hospital workers. Many of these employees are working long hours to achieve the same goal: provide and support the best patient care in the midst of a pandemic response. As the employees serve patients with selfless devotion and commitment, they put their own safety and wellbeing on the line. The Resiliency Rounds

allow the employees to interact as a group, share personal experiences and build resilience and wellbeing.

- The Crownpoint Service Unit has developed “Team Rooms” in our ambulatory clinics to support the Patient Centered Medical Home and promote a team environment. We have embedded a Purchase Referred Care employee in our Case Manager Team Room that has allowed our Case Managers to work seamlessly with our PRC staff to address patient referrals in an expedited manner. Crownpoint Leadership has received positive feedback from staff on this improvement.
- The Crownpoint Service Unit Division of Public Health Services provided virtual training on Question, Persuade and Refer (QPR), a suicide prevention training, for 62 Crownpoint Community School staff on July 26, 2021. The training was provided to educate and facilitate cooperation with the local school system. The principal of Crownpoint Community School was very thankful for the training.
- In September 2021, the Kayenta Health Center detailed a family medicine provider to the Inscription House Health Center. In August 2021 and September 2021, two contract internal medicine physicians, were brought onboard. Their presence to support the access to care of approximately 7000 patients in the local service area is appreciated.
- The Health Promotion Disease Prevention program continued to offer employee wellness activities during the response event of the code green status as Kayenta Service Unit responded to the COVID-19 emergency pandemic. Wellness activities focused on promoting emotional and physical health to the employees. On August 25, 2021, an outdoor spinning (stationary bike) class was held with 9 employees participating (class participation limited due to COVID-19 safety precautions).
- The Chinle Service Unit is offering monoclonal antibody 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 (7) days a week. CSU has administered over 400 doses to patients with COVID-19 since the treatment was authorized in December 2020.
- The Chinle Service Unit continues to offer COVID-19 vaccinations at all of its healthcare facilities on a walk-in basis. Additional doses of COVID-19 vaccine are available to individuals with moderate to severe weakened immune systems who completed a two dose series of Pfizer or Moderna vaccine. CSU is actively planning for booster doses of COVID-19 vaccine for other groups at high risk for severe COVID-19 illness pending authorization from the FDA and CDC.
- The Chinle Service Unit launched its flu vaccination campaign on September 20, 2021 and is now offering flu vaccination at all of its healthcare facilities as well as at a variety of community-

based settings including businesses, schools, long-term care facilities, and chapters. CSU urges members of the community to get vaccinated against the flu as soon as possible.

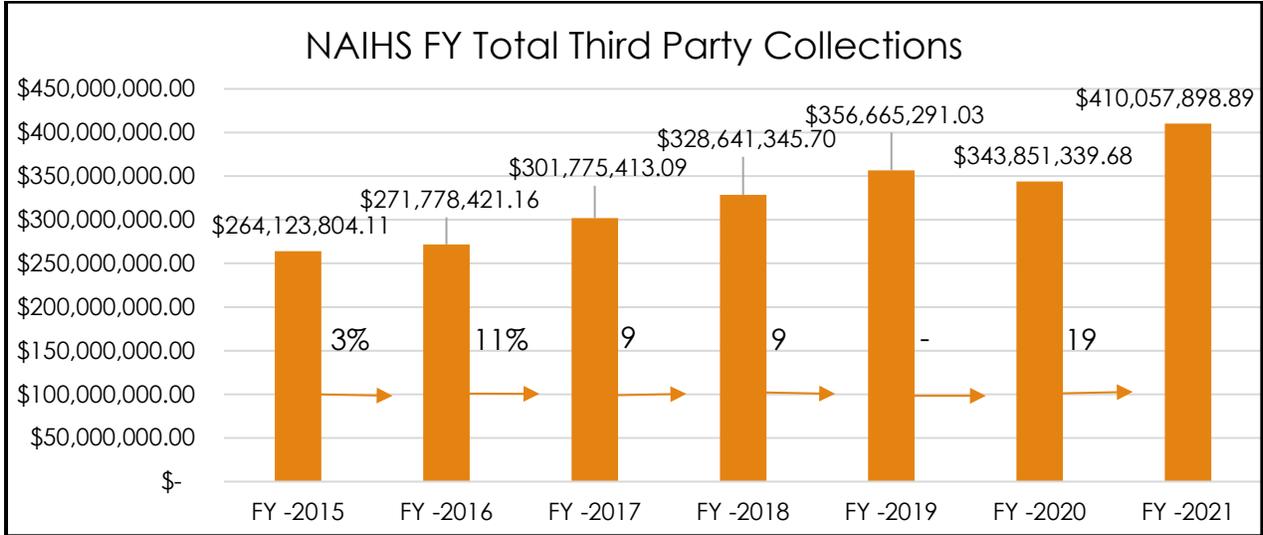
- The Gallup Service Unit continues to fill critical positions, including the Deputy CEO and Director for Tohatchi Health Center.
- The Gallup Service Unit partnered with the University of Arizona and University of New Mexico to provide ongoing rotation of nursing students. Eleven permanent candidates are in process. Four permanent nurses were hired.

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

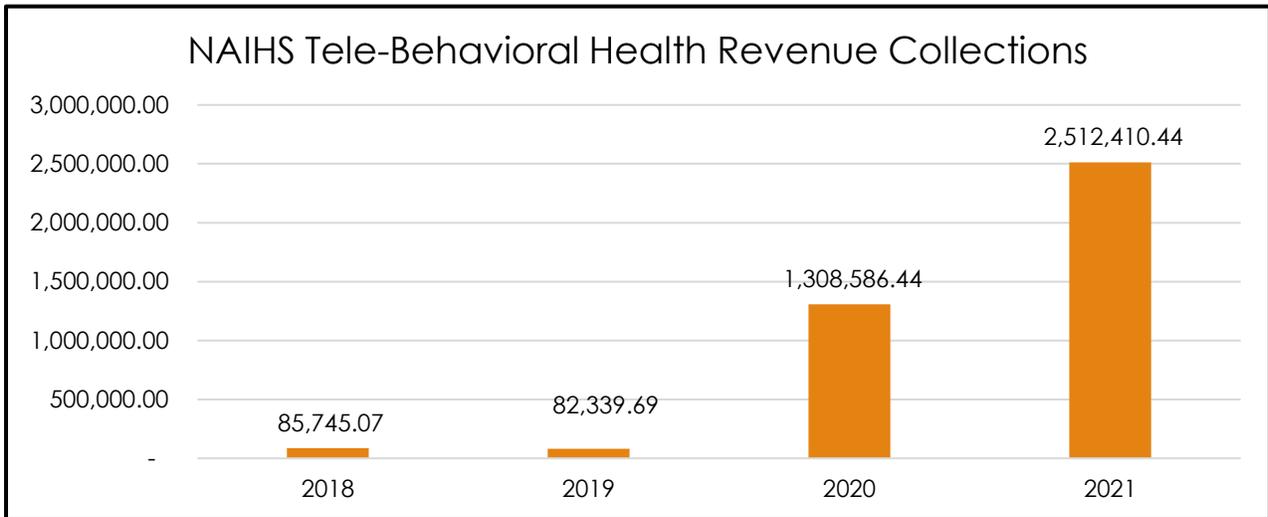
- Annual negotiations between the Indian Health Service and Navajo Health Foundation - Sage Memorial Hospital (Sage) were held in late July 2021. Sage's new Annual Funding Agreement was signed and executed on August 20, 2021, enabling Sage to continue providing healthcare as a Tribal Health Organization in Fiscal Year 2022.
- Negotiations between the Indian Health Service and Fort Defiance Indian Hospital Board, Inc. (FDIHB) are ongoing. Due to a number of proposed changes to the contract, parties have signed an extension to FDIHB's Fiscal Year 2021 contract in order to allow additional time to establish language for the FY 2022 contract, Annual Funding Agreement and Scope of Work without disrupting FDIHB's provision of healthcare to beneficiaries.
- The Division of Acquisition Management & Contracts staff met all Small Business Goals as set forth by the Indian Health Service Small Business Program. This accomplishment exemplifies how the Navajo Area Acquisition Program supports the policy through every day acquisition work - to provide maximum practicable opportunities in procurement to small business (SB), veteran-owned small business (VOSB), service-disabled veteran-owned small business (SDVOSB), HUBZone small business, small disadvantaged business (SDB), and women-owned small business (WOSB). This includes \$1,046,510 procurements from Native American owned Small Businesses, also referred to as Buy Indian. Below is a comparison chart for FY2020 and FY2021.

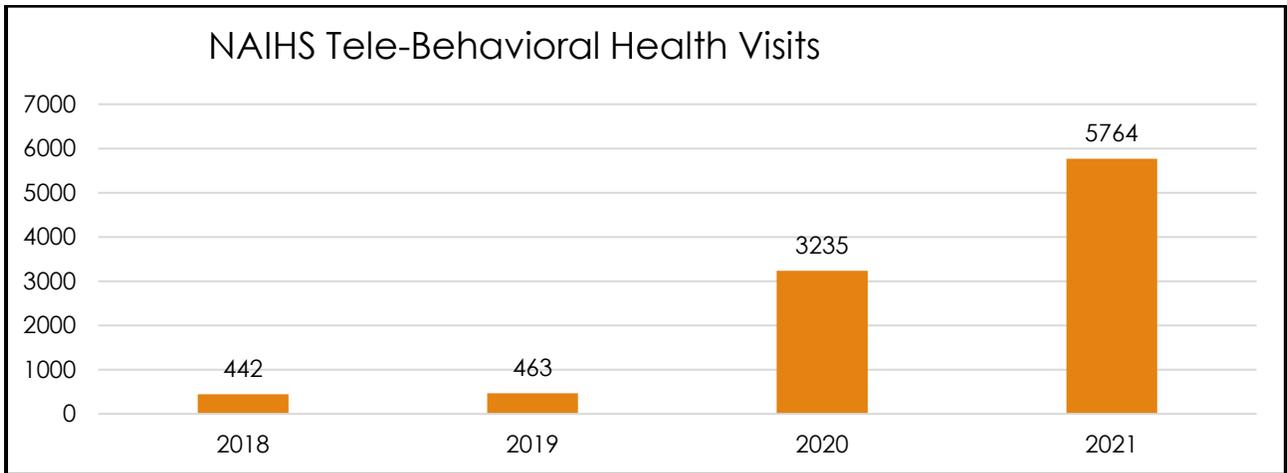
FY2020	Total SB \$	SB \$	SB%	SDB \$	SDB%	SDVOSB \$	SDVOSB%	WOSB \$	WOSB%	HUBZone SB \$	HUBZone SB %	Buy Indian
	\$231,178,551.90	\$83,795,534.86	36.25%	\$37,628,097.43	16.28%	\$9,673,323.30	4.18%	\$19,930,499.26	8.62%	\$3,976,401.81	1.72%	\$2,405,921
FY2021	Total SB \$	SB \$	SB%	SDB \$	SDB%	SDVOSB \$	SDVOSB%	WOSB \$	WOSB%	HUBZone SB \$	HUBZone SB %	Buy Indian
	\$259,590,678.22	\$99,172,396.03	38.20%	\$43,732,340.23	16.85%	\$10,047,115.68	3.87%	\$28,942,775.88	11.15%	\$13,907,516.89	5.36%	\$1,046,510
		Indian Health Service SB % Goals	35%		5%		3%		5%		3%	

- As of 09/27/2021, the Navajo Area-wide Fiscal Year 2021 Third Party Collections total is \$410,057,898. Comparing Fiscal Year 2021 total with a similar point in time in Fiscal Year 2020 (09/25/2020) of \$343,851,339, there is an increase of \$66 million (9% increase) from fiscal year 2020. The below table shows the yearly total collections.

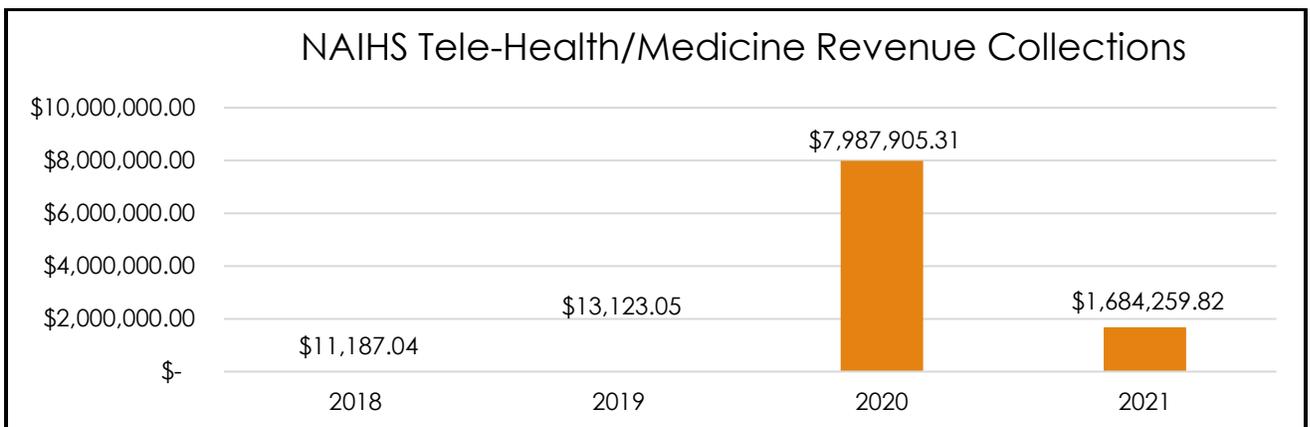
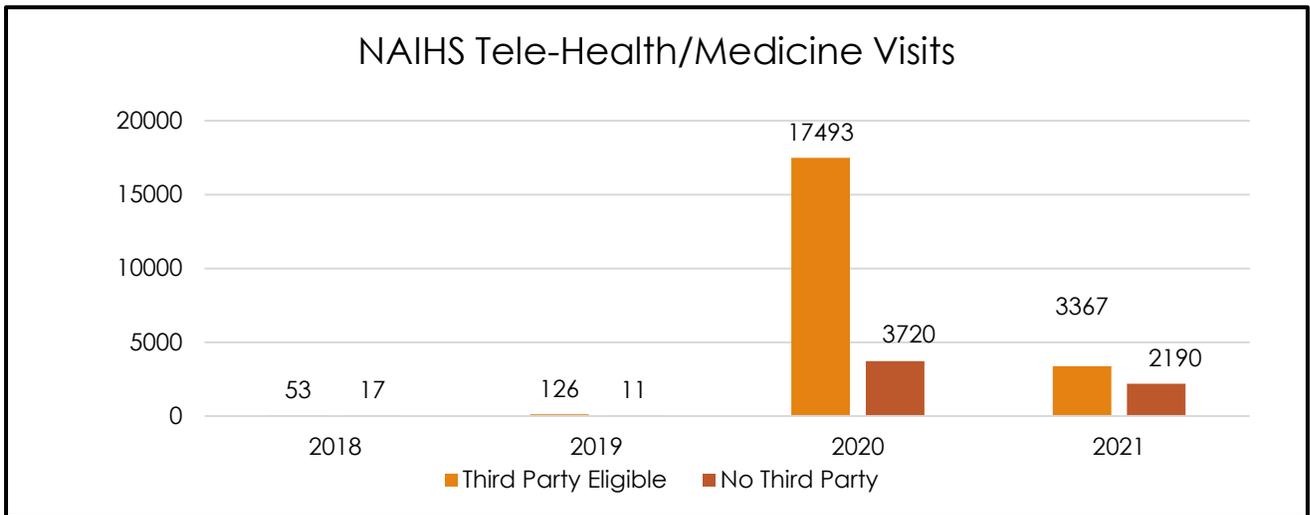


- To increase access to care during the Covid-19 pandemic, the Navajo Area health facilities expanded tele-medicine/health services, including expanding into behavioral health service. Replacing in-person clinic visits with virtual visits spiked in Fiscal Years 2020 and 2021.





- The Navajo Area Indian Health Service continues to collect third party revenues for its Telehealth/Telemedicine visits clinical work. Prior to the COVID-19 Pandemic, patient health care utilization was in-person in a clinic environment, however that changed with the Pandemic. The Navajo healthcare system expanded its tele-medicine practice as a safety measure to keep patients home while providing them care. In Fiscal Year 2021, an increase in revenues occurred with increased use of telemedicine procedures. Visits decreased in Fiscal Year 2021 as patient services re-opened throughout the Navajo Area.



- Navajo Area Personnel Security staff process activity for employees, contractors, and volunteers. The activity is associated with hiring or renewal of Personnel Identity Verification cards. In FY 2021, the Navajo Area Personnel Security staff completed 3,344 determinations for employment suitability. The average days to clear all types of cases was 17.40 days. This remains below the overall target 20-day average for the 3,344 determinations completed.
- Division of Environmental Health Services staff conducted environmental health surveys for reopening Tribal facilities (i.e., Head Starts, childcare centers, schools, etc.) during the pandemic. Approximately 20 surveys were completed and written reports were provided to program managers. Survey reports provided recommendations for COVID-19 virus mitigation. Food service reports were also provided to schools (and other facilities) receiving USDA funds to assure compliance with funding requirements.
- Division of Facilities Management and Engineering worked on Gallup Indian Medical Center's (GIMC) Emergency Department Expansion and Renovation project and the design was awarded September 10, 2021. Notice to proceed was issued on October 4. The kick off on-site workshop was held on October 7. The design will be updated to meet current codes and to make final changes to the layout per GIMC Emergency Department (ED) staff. Completion date for the design is April 12, 2022. The project design includes renovating approximately 6,060 building gross square feet (BGSF) and the expansion of 2,282 BGSF of new space. The new ED will be a total of space of 8,342 BGSF. This new renovated and expanded space will help alleviate space deficiencies, as they exist today with the ED, Observation Unit, and the Urgent Care Clinic. The renovation /expansion project will increase patient capacity and enhance patient care services.
- Division of Facilities Management and Engineering is working on the Crownpoint South Quarters Repair-by-Replacement Design Project that was awarded in August of 2021. The design kickoff meeting was held on September 23. The design's completion is projected for March 9, 2022. The project will involve a design for the replacement of 33 existing antiquated employee quarters units. The current Longmark units were built in the 1950's and are well beyond their useful life. The new quarters will be energy efficient and bring the quarters into the current century. The project design will include an evaluation of the existing infrastructure, replacement of infrastructure if needed, and a complete design package for the construction of 33 new quarter's units. These new units will help with staff recruitment and retention for the Crownpoint Hospital.

- Division of Facilities Management and Engineering is working on the Tsaile Quarters Project. The project was selected to receive \$21,500,000.00 in Department of Health and Human Services (HHS) Non-Recurring Expense Funds (NEF) to construct approximately 30 new quarters and all required infrastructure. The Program Justification Document for Quarters (PJDQ) and the Program of Requirement for Quarters (PORQ) show a total need of 98 new quarters to house Tsaile Health Center staff. This first phase of the project will design and construct approximately 30 new quarters. This project will help in the recruitment and retention of Tsaile Health Center health professional.
- Division of Sanitation Facilities Construction (DSFC) reported the updated Sanitation Deficiency System (SDS) list of Navajo Nation projects. This past year, the SDS listed 374 water and wastewater infrastructure projects totaling approximately \$535 million. Approximately \$166 million in projects were considered economically feasible. At this time, the DSFC staff completed construction project documents for Fiscal Year 2021 funds which includes \$6.4 million in Housing Support and \$29.6 million in Regular Funds. In addition, the DSFC received Fiscal Year 2021 IHS American Rescue Plan Act (ARPA) funds which includes \$1.7 million in Housing Support and \$35.9 million in Regular Funds. The DSFC staff at this time are completing construction project documents for the additional IHS ARPA funds.
- The Northern Navajo Medical Center (NNMC) Emergency Department continues to meet the rate of Leaving-Without-Being-Seen less than the national average of 2%. The Emergency Department regularly uses performance improvement (PI) studies and practices to improve services. Changes were made to job functions, recruitment strategies, work schedules and training made available to improve the timeliness of care, patient experience and patient satisfaction.
- In response to the pandemic, the NNMC Pharmacy contracted with the American Pharmacy Association (APA) to establish Pharmacy Tech Vaccine Administration Training to train Pharmacy Technicians to administer vaccine shots. NNMC Pharmacy received \$100,000 from IHS Headquarters to provide the training to SRSU pharmacy technicians, other IHS facilities and other federal agencies nation-wide. Approximately 178 Pharmacy Technicians were trained and certified to administer vaccinations.
- The Four Corners Regional Health Center (FCRHC) Pharmacy Department implemented LiveQ, a Microsoft Access program used to track and improve patient wait times. As of May 2021, the department achieved an average wait time of 18 minutes. This was a collaborative effort among clinicians, nurses and support personnel to change patient flow along with timely electronic health records documentation. Patients also helped by providing survey feedback and making recommendations.

- Crownpoint Service Unit has dedicated itself to meeting the needs of the patient population during the COVID-19 pandemic. As of 9/30/2021, the service unit administered over 22,262 COVID-19 tests; and almost 17,700 COVID-19 vaccinations. We have held 14 Vaccination events for the fourth quarter of Fiscal Year 2021. Flu vaccinations were also incorporated into vaccination events in September 2021.
- The Crownpoint Service Unit held a kick-off event in August 2021 for the new South Housing project at the Crownpoint location. A subsequent architectural/planning event was held in September 2021. The Chief Executive Officer and Area Officials met with the architectural firm to gather information to plan the design and identify service unit needs for the new addition. The addition of new housing will meet the housing demands of employees and will support the recruitment of additional high qualified health care professionals to our service unit.
- August 2021, the Inscription House Health Center began using our Cepheid analyzer for COVID-19 testing. The analyzer is able to process up to 4 tests at one time for same day test results with a one-hour processing time. For the 4th quarter (July 2021 to September 2021), IHHC Laboratory Department processed a total of 925 COVID-19 tests vs. the previous quarter total tests processed was 713.
- August 2021, Inscription House Health Center with the assistance and guidance from Kayenta Health Center, completed the “IT Grounding Project”, a project that required collaboration and work by Facility Maintenance and IT. This increased the safety of our IT equipment (e.g., servers, towers, etc.) with the goal to enhance the stability of Internet access through the servers. The time to log onto work stations and accessing Internet based programs (such as email), has significantly decreased from 15-30 minutes to no more than 2 minutes. Thus, allowing users to access email, online clinical resources, etc. with greater efficiency to support direct patient care services.
- The Pinon Health Center (PHC) continues to provide daily Drive Thru Vaccinations Clinic, Drive-Thru COVID -19 testing, and screening for COVID -19 symptoms for all patients entering the facility. PHC continues to provide Medication Refill - an outdoor service at this time. Patient care services include Outpatient Dept. (OPD), Urgent/Emergent care, Women’s Health, Lab, Radiology, Well Child Checkups, Immunizations, Routine Nursing Visits, Counseling, Optometry and Telehealth.
- The Pinon Health Center Dental Clinic reopened July 26, 2021. The clinic is an appointment based clinic and provides emergency care services, such as tooth aches or facial/oral swelling related to dental causes. The Pinon Dental Staff were excited to re-open and meet patient needs.

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

- The Office of Indian Self-Determination hired an additional management analyst. This is in addition to another management analyst that was added to the office at the beginning of 2021. Increased staff will enable OISD to better coordinate all the many different activities that the office oversees on the Navajo Nation – especially during this time of unprecedented funding for the Indian Health Service.
- The Office of Indian Self-Determination prioritizes the prompt processing of all COVID-19 relief payments, so that the Navajo Nation and contracted and compacted tribal programs are able to use the money as quickly as possible in the ongoing effort to mitigate the impact of the pandemic. To date, Navajo Area Office has disbursed over \$900 million in COVID-related funding.
- The Office of Indian Self-Determination is engaged in an effort to broaden and deepen staff knowledge of Contract Support Costs (CSC), which are dollars awarded to P.L. 93-638 contracted and compacted programs for administrative overhead expenses. This is a very complex component of P.L. 93-638 budgets, and improved capacity will ensure both the good stewardship of trust resources as well as the awarding of ample funding of CSC.
- The Division of Acquisition Management & Contracts and Division of Information Technology staff centralized efforts to procure \$4.1 million dollars of Information Technology equipment to refresh equipment Area-wide. The new equipment will enhance support for existing services and expand telehealth services.
- The Division of Information Technology staff continues to work with health care facility Chief Information Officers to ensure technology compliance. One of the responsibilities of an Information Officer is to monitor Information Technology equipment to ensure an item is on a 4-year life cycle budget and on an acquisition plan. The Area Office and Gallup Indian Medical Center Information Technology staff continues to assist Kayenta Service Unit for systems updates at Inscription House Health Center. The Center is waiting on servers, computers, and bandwidth to complete the system upgrades. The updates will improve efficiency at this remote location.
- Navajo Area Ethics staff accounted for Gifts from 80 sources in Fiscal Year 2021. Gifts are defined as either In-Kind Travel or donations. The Navajo Area Office and 3 Service Units received a value of \$374,438.68 in Gifts.

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

- The Office of Indian Self-Determination is working with the Navajo Nation – as well as other Area Office staff – on recommendations for the Fiscal Year 2024 Federal Budget.
- Staff from the Office of Indian Self-Determination has worked with Delegate Mark Freeland to provide general IHS-related updates to chapters in the Eastern Agency.
- To prevent disruption in and delayed supply services to the field health clinics and hospitals, the Gallup Regional Supply Service Center and Finance staff partnered with GSA Fleet management for a short-term lease for a large box truck to fill the void for a semi-trailer that was being repaired. This vehicle can transport 10-12 pallets of products to field sites. A short term lease was approved and is working out well.
- The Division of Acquisition Management & Contracts staff continues to establish agreements with various state, private and educational entities to support the IHS mission. Forty (40) formal agreements were established. A majority of the agreements is with educational entities, accredited universities and colleges.
- In collaboration with the Area Executive Officer and Budget staff, the Navajo Area IHS has reviewed all vacancies and accounted for the actual number of vacancies which reduced a long-time vacancy rate from 1,400 to 760 positions by August 2021. Authorization and tracking of positions was improved as part of this collaboration between offices.
- Division of Facilities Management and Engineering: The new Pueblo Pintado Health Care Center design contract was awarded on April 20, 2021. A meeting was held on August 3-5 to review the first conceptual phase of the design. The design is estimated for completion by September of 2022.
- The Navajo Area Indian Health Service has included the Pueblo Pintado Steering Committee and the Navajo Nation Health Programs in the design development. The Pueblo Pintado Steering Committee includes members from the communities of Canoncito, Whitehorse Lake, Torreon, Ojo Encino, and Pueblo Pintado. The participation of the NAIHS, Navajo Nation Health Programs, and community members will help design a state of the art health center that is both functional and respectful of the community and local cultural beliefs.
- Division of Sanitation Facilities Construction and Division of Environmental Health Services: Continued to support the Transitional Watering Points Project, which includes increasing access to safe drinking water and the safe water storage program during COVID-19. Staff continue to support activities with the Navajo Nation, federal partners, universities, and others through the Water Access Coordination Group meetings. At this point, the Navajo Area IHS Office of Environmental Health & Engineering continues triaging inquiries and responding to mission activities associated with this project and IHS Headquarters is still engaged in managing this effort.

- In July 2021, the Four Corners Regional Healthcare Center (FCRHC) received an ultra-low temperature freezer. The new freezer enabled FCRHC to develop a comprehensive vaccination plan and expand COVID-19 vaccine access to patients 12 years and older. In addition, two new Helmer Scientific pharmacy refrigerators were installed to replace older refrigerators. The refrigerators are critical and ensure safe medication storage.
- Shiprock Service Unit set the Fiscal Year 2021 third party collections goal at \$90 million. The total collections by end of Fiscal Year 2021 were at \$108 million, the goal was exceeded by \$10.7 million. This was a combined effort of Northern Navajo Medical Center, Four Corners Regional Health Center and Dzil-Na-O-Dith-Hle Health Center.
- The Executive Leadership for Crownpoint Service Unit set a Fiscal Year 2021 goal for Third Party Collections at \$23,000,000.00. On 09/30/2021 we finished the fiscal year collecting \$27,840,302.24. The Service Unit surpassed last year's collections of \$23,074,341.63 by \$4,765,960.61. The Service Unit exceeded Fiscal Year 2020 collections by 20.7%. The 2021 collections is the highest ever collected by the Service Unit. We are proud of our team for reaching this accomplishment.
- Crownpoint Service Unit leadership implemented the use of provider revenue generation reports. The reports allow the executive leadership to address inconsistent patterns promptly and improve collections or access to care issues. This is just another example of how the service unit leadership has implemented tools to deliver timely professional care to our patient population.
- Inscription House Health Center's request for cellular phones was approved and a contract was awarded for 13 cellular phones with data plans to improve the access and communication of supervisors. Additionally, phones were provided to essential departments for use when there is a phone outage. The health center is now able to have reliable communications available when the network shuts down.
- Inscription House Health Center's Pharmacy Department focused on Point-of-Sale (the IHS Pharmacy billing package). From January 2021 to July 2021, the average amount collected was \$19,210. For August 2021 and September 2021, the average amount collected was \$62,330. The Pharmacy Technician billed for both IHHC and Kayenta Health Center Pharmacy Departments.
- The Pinon Health Center (PHC) hosted an annual Chinle Service Unit (CSU) Improving Patient Care (IPC) Collaborative presentations from department staff. This year it was scheduled on September 30, 2021. There were (9) presentations shared via Zoom with CSU employees. The department presentations are PDSA (Plan, Do, Study, Act) quality improvement projects. The PDSAs continue to improve internal processes, patient care outcomes, customer service, employee job satisfaction and morale.

- The Gallup Service Unit exceeded the Fiscal Year 2021 third party collection target goal.
- The Northern Navajo Medical Center (NNMC) is in collaboration with Western Interstate Commission for Higher Education to establish an accredited Psychology Internship to allow NNMC to serve as a clinical site for psychologists to address the shortage of mental health providers. The purpose of the program is to address mental health provider shortages in the Shiprock Service Unit and NAIHS. In August 2021, the first intern was enrolled in the program.
- NNMC is collaborating with the University of Utah to develop a Pediatric and Emergency Medicine Fellowship Program. During the pandemic surge, the University of Utah assisted NNMC with additional emergency medicine personnel to provide relief to NNMC staff. This collaborative effort has led to the development of a Pediatric and Emergency Medicine Fellowship Program which will add high quality providers to serve our patients.
- The Crownpoint Service Unit CEO and Clinical Director met with Navajo Region 8 Chapters to provide updates on the service unit and status of COVID-19 within our communities. The meeting went well and our tribal partners thanked us for the information provided. The successful meeting continues our service unit's goal of building coalitions and improving communication with our tribal partners.
- In August the Crownpoint Service Unit Division of Public Health partnered with Presbyterian Medical Services and the local Torreon Chapter to hold an educational event promoting awareness and prevention of Domestic Violence and Sexual Assault. The event was held at the local Torreon Chapter House. Numerous local, and county resources participated and disseminated valuable information to our communities.
- Information Technology Department, collaborated with the Tuba City Regional Health Care Corporation to update images transfers to their Radiology Department. Previously, images were burnt onto a CD for patients to hand carry to TCRHCC, which is prone to lost PII/PHI recorded on the CD. The new process is performed in a secure electronic format. Images are now securely and directly sent to their radiology systems within 10 minutes of being sent.
- August 2021, Frontier Communication was on sight to install and extend fiber optic cables to the existing Frontier telephone equipment cabinet located on the Inscription House Health Center campus. This enhancement was the result of funding from the "Calling America Fund" which funds rural areas in the United States lacking Internet service.
- During the Code Green status of Kayenta Service Unit, Health Promotion Disease Prevention (HPDP) collaborated and networked with the NAIHS/HPDP and Johns Hopkins Center for American Indian Health by attending their Weekly "Safe Schools Community of Practice" meetings to address needs and resources for our local reservation schools to help mitigate COVID-19.

- The Chinle Service Unit (CSU) Incident Management Team (IMT) sponsored three Stakeholder Town Hall sessions in July, August and September, 2021 for the Tribal leaders and communities of the 16 Chapters of the Chinle Agency. Invitations were also extended to schools, private entities and businesses. The agenda included opening remarks by the CSU Chief Executive Officer (CEO) and opening prayer by the Office of Native Medicine staff. This was followed by a situational awareness report about the COVID-19 pandemic by the Division of Public Health staff, an overview of CSU's response and activation of the CSU IMT goals and activities as well as open and modified clinical services by the Clinical Director and the roles and responsibilities of the CSU IMT by the Incident Commander. The participants were able to ask questions and answers were provided during the discussion session. Closing remarks were given by the CSU's CEO before adjournment.
- Chinle Service Unit – PHC was selected at random to participate in a CDC-sponsored study that Seven Directions - a Center for Indigenous Public Health at the University of Washington - is conducting on preventing falls among elderly Native Americans at IHS and tribal health facilities. With approval from Navajo Area, PHC will participate in the CDC study. PHC is very much interested in efforts that may help improve our understanding of health in our elderly population.
- The PHC mobile mammography services continue. We look forward to having our patient visit numbers increase since we are progressing towards normalcy. Thank you for providing this service to our customers who live in Pinon and the surrounding areas.

September 28, 2021 Mobile Mammography Data	
Patients Scheduled	50
Patients No show	11
Patients Cancelled	8
Patients Walk-in	3
Patients seen	34