

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

Navajo Area Indian Health Service

January 24, 2022



The Navajo Area Indian Health service is pleased to submit this report to the 24th Navajo Nation Tribal Council, Winter Session. The Navajo Area Indian Health Service (IHS) report serves as an update on our coordinated effort 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 1th Quarter of Fiscal Year 2022. This report focuses on our continued work to respond to the COVID 19 Pandemic, as well as to provide health care services for non-COVID patients. As we come up on two years, of the COVID 19 Pandemic, I continue to recognize and appreciate the Navajo Area IHS staff, and all of our first responders that continue to put our patients and people first.

I also want to thank each member of the 24th Navajo Nation Tribal Council for the ongoing support and advocacy for the people we serve.

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

- The Office of Indian Self-Determination (OISD) and Navajo Area Finance continue to improve the payment process for Title I and Title V tribal partners. The work to advance the Self-Determination payment and monitoring system has been recognized by IHS Headquarters as a model. The OISD hopes to make positive contributions as IHS-Headquarters makes strides to improve internal processes and policies across all regions.
- The Navajo Area IHS and Office of Indian Self-Determination are working expeditiously to assist as many Navajo families as possible with water and sanitation connections. Navajo Area IHS is working internally to develop and coordinate communication with our tribal partners to leverage resources to address the overall workload and all construction options are being explored. Alongside the Navajo Nation, Navajo Tribal Utility Authority (NTUA) and Navajo Engineering and Construction Enterprise (NECA), we continue to be optimistic and steadfast as we proceed with infrastructure development.
- The Gallup Regional Supply Service Center (GRSSC) Director provided training to warehouse lead and receiving personnel to address unauthorized commitments (UAC), staff expressed concerns with various work processes and projects. In reviewing the financial data for the unauthorized commitments (UACs) estimated at more than \$10,000.00. After reviewing information, the root cause for the UACs and outstanding invoices is shipment, product receiving discrepancies resulting in payment delays, shortage or overpayment, and the untimely liquidation of purchase orders. The GRSSC Director is developing a master

inspection and receiving reports. The change in business management at GRSSC will allow for better monitoring of invoices and payments. This practice will allow for timely payments, eliminate UACs, and de-obligate purchase orders at the end of a fiscal year.

- In the midst of a Nursing shortages through Navajo Area IHS, the service units are work together to determine the best practice towards procuring contract nurses. The Gallup Indian Medical Center (GIMC) devised a consolidated type solicitation that allowed various closing dates, which is a different approach from what is normally practiced within the Navajo Area IHS acquisition program. The result allows more recruitment of Nurses and closing several critical gaps in shift coverage. GIMC’s best practice will be expanded throughout the Navajo Area.
- An updated organizational chart for the Navajo Area was submitted to IHS Headquarters. The last approved Navajo Area Organizational chart was approved in 2014. The reason for the organizational update is to realign critical functions at the Area and service unit level to meet the mission of the IHS. The Navajo Area proposal does not reduce any current positions; rather the focus is on alignment of functions, workforce and priorities.
- The IHS financial system underwent a system upgrade. The upgrade affects how the finance departments obligate various documents in the financial system. The Navajo Area Finance team took the initiative in providing training to the service units.
- Navajo Area Information Technology (IT) program identified several facilities that were not compliant with security regulations. One of the security regulations is to ensure that our systems are up to date, this includes equipment and operating systems of the equipment. As a result, all systems are not fully compliant. Navajo Area surveyed to gather information of number of laptops and desktops needed at each facility. The project determined a need for more than \$4 million. Navajo Area worked to address the requested need and service units received equipment in December 2021. Replacement of outdated equipment allows for our facilities to be in compliance with hardware and software regulations.
- During the Pandemic Health Emergency, the Navajo Area IHS facilities began third-party collecting for Tele-Health/Medicine visits. The Navajo Area IHS had limited Tele-Behavioral Health services and collections prior to the Pandemic. The pandemic changed the way patients care is provided. IHS maximized the use of Tele-Health through the use of technology.

Telemedicine Visits		
Year	3 rd Party Eligible	No 3 rd Party
2018	53	17
2019	126	11
2020	17,493	3,720
2021	13,938	6,883

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

- The Office of Indian Self-Determination (OISD) continues to work with the Navajo Nation to distribute remaining COVID-19 relief dollars with the Emergency Medical Service, Health Management Services and the Navajo Treatment Center for Children and Their Families. These funds require bilateral contract modifications, which OISD hopes to have executed which will assist Navajo members.
- In response to recent patient transport issues, the OISD are leading conversations with the Navajo Nation Emergency Medical Services (EMS) and Navajo Area Federal Service Units and Tribal Operated facilities to discuss how to support inter-facility transport (IFT); building staffing capacity to expand IFT services; and to establish an area wide safe emergency transport system.
- The Gallup Regional Supply Service Center (GRSSC) team recently faced with a directive regarding the Invoice Processing Platform (IPP) initiative. Thirty-nine transactions involved extensive research. However, the team was able to clean 100% of the accounts.
- The Navajo Area hired a new Financial Management Officer (FMO). The FMO is responsible for planning, organizing, directing, coordinating, and controlling the daily activities of the Financial Services division. In addition, the Finance division also hired two new accountants. Due to the pandemic, providing in-person training to new employees has been a challenge. We have overcome the challenge by utilizing technology to provide training through video conferencing. The new accountants are trained, processing requests and developing reports. Training will continue for all staff, to assist with various functions in the finance department.
- Human Resources Specialist (Quality Assurance) positions were established at the Area Office and two service units. These new positions are tasked with auditing vacancy announcement case files to ensure we adhere to the Merit Systems Principles. The goal is to ensure we pass all audits with no major errors, the Navajo human resources program would continue to retain its authority to hire federal civilian employees. In addition, these positions are tasked with improvement of data integrity of the electronic human resources application by reducing the error rate.
- The Navajo Area IHS Acquisition team continues to recruit community members into the Acquisition Contract Specialist Intern Program. The Intern Program is made available to all facilities within the Navajo Area providing opportunities for recent college graduates to begin a career journey in the Federal Procurement Contract Specialist series. Gallup Service Unit hired an intern from the Intern program in the first quarter of FY2022.

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.*

- The Office of Indian Self-Determination (OISD) and the Navajo Nation have negotiated and enter into Calendar Year 2022 Annual Funding Agreements (AFAs) for Title I operations of the Emergency Medical Service, Health Management Service and the Navajo Treatment Center for Children and Their Families. In addition, Fiscal Year 2022 AFAs with the Fort Defiance Indian Hospital Board, Inc. and the Navajo Health Foundation/Sage Memorial Hospital have been fully executed. The OISD are continuing to work in partnership with Sage's Board and will provide any requested technical assistance in identify key leadership.
- The OISD continues to work with the Navajo Nation Emergency Medical Service and Navajo Treatment Center for Children and Their Families to improve access to quality facilities. OISD continues to lead the discussion of transfer of federal property to tribal ownership and identifying additional office space for expanded tribal operations.
- Navajo Area facilities as well as Gallup Regional Supply Service Center (GRSSC) are dealing with challenges due to supply shortage across the United States, supplier back orders, and suppliers providing allocation amounts. The acquisition and supply inventory process assessment revealed opportunities for improvement. GRSSC has developed objectives to reduce stock shortages, better availability of products for our customers, work around supply allocation issues by diversifying suppliers, and quicker inventory turnaround.
- Navajo Area IHS are required to meet the mandatory training requirements every year. All employees are required to take the Emergency Preparedness Training. For Navajo Area 3,702 employees completed the training. This training is essential for IHS staff to have an understanding of how to manage or participate in Incident Command System across Navajo Area and with various partners. Employees are also required to complete the Protecting Children from Sexual Abuse by Health Care Providers. This training was completed by 5,398 employees including those federal civilian employees and Commissioned Officers located at tribal sites.
- The undelivered orders are open documents with funds. Our goal is to close these open documents and recover the funds. Closing these documents is a group effort between Finance, General Service, and Acquisition departments at the service units and the area office. The undelivered orders balance decreased by \$15,405,620. The amount is now available for service units to fund their operations.
- Navajo Area leadership directed Navajo Area Information Technology (IT) to address various security vulnerabilities. Over the past couple months, Area and Service Unit IT security has become priority and all Navajo Area facilities are maintaining nearly 100% compliance.

- The Navajo Area Acquisition team continues to meet the small business goals requirements in the Federal Acquisition Regulation. There are number of small businesses listed under small business. Indian Owned is one of the small businesses who have contracts with Navajo Area IHS in the first quarter.

Small Business Goals Report as of January 10, 2022

Goals	Actions	Dollars	Percentage	IHS Established Goals
Small Disadvantaged Business Program	169	\$ 8,317,232.78	13.45%	5.50%
Hubzone Program	27	\$ 1,319,673.06	2.13%	3.03%
Women Owned Small Business	125	\$ 5,351,585.70	8.65%	5.05%
Service Disabled Veteran Owned Small Business	42	\$ 943,525.96	1.53%	3.00%
Small Business	490	\$ 21,614,581.52	34.95%	
8(a)	4	\$ 69,059.00	0.11%	
Total Small Business Eligible Actions	857	\$ 37,615,658.02		
Buy Indian Obligations	2	\$244,491.94	0.65%	(% of Small Business Total Obligations)

The Navajo Area IHS Acquisition team continue to meet competition requirements as required by the Competition Act despite the continued challenges presented by the COVID-19 pandemic. Current competition is 776 actions at 71% and noncompetition is at 320 actions at 29% of all Navajo Area IHS reported contracts. In the remaining FY2022, Navajo Area IHS will continue to work to meeting the 83% competition goal for the IHS.

- Navajo Area Information Technology leadership worked closely with each of the Service Unit to address various requirements set by IHS Headquarters to ensure our system are not in a vulnerable state. The Navajo Area Information Security Officer provided hands on training to understand security dashboards, run reports, and address vulnerabilities on various reports. The Service Units are now more confidence in reading dashboard results and address vulnerabilities. Additional training is scheduled for Area and Service Unit staff to address biomedical equipment on the network.

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

- The Gallup Indian Medical Center (GIMC) Emergency Department Expansion and Renovation project design was awarded September 10, 2021. Notice to proceed was issued on October 4. A kick off on-site workshop was held on October 7. The project is being designed to incorporate this project with the new Emergency Department Modular building to ensure both buildings operate together. The updated design will meet current codes and meet suggested changes to the layout per GIMC Emergency Department (ED) staff. The new completion date for the design is July 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 approximately 8,342 BGSF. This new renovated and expanded space will help alleviate the space deficiencies, as they exist today with the ED, Observation Unit, and the Urgent Care Clinic. The renovation /expansion project will increase patient capacity and enhance patient care services.
- The Crownpoint South Quarters Repair-by-Replacement Design was awarded in August 2021. The design kickoff meeting was held on September 23, 2021. The scope of work for this project is to complete a design for the replacement of 33 quarter units. The current Longmark units were built in the 1950s and are beyond their useful life. The new quarters will be energy efficient and bring the quarters into the current century. The project design will include the 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 recruitment and retention of staff for the Crownpoint Hospital. During the design process, the Service Unit collaborated with the local Crownpoint Land Use Planning Committee to make decisions on building color schemes for the updated look of the community. The Crownpoint Service Unit is building coalitions to help incorporate stronger relationships with the community. The project has reached the 95% Construction Documents milestone. The design is projected, and currently on schedule to be completed on March 9, 2022. In conjunction with the IHS A/E Design Guideline, the review of design has highlighted the energy efficiency and long-term sustainability of the updated Government Quarters subdivision. With the availability of funding, we anticipate construction to begin in the fall of 2022.
- The Tsaile Quarters Project was selected to receive \$21,500,000.00 in 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 needed to house staff of the Tsaile Health Center. This first phase of the project will design and construct approximately 30 new quarters. This project will help in the recruitment and retention of health professionals for the Tsaile Health Center. Currently, the project is being amended for the type of quarters, from single family homes to apartment buildings and multiplex homes. Once approved the project will be submitted for a design-build contract.

- The Division of Sanitation Facilities Construction (DSFC): The Sanitation Deficiency System (SDS) listing of projects is reported to the Navajo Nation annually. This past year, the SDS listed 349 water and wastewater infrastructure projects totaling approximately \$543.3 million. 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 Fund. In addition, the DSFC received Fiscal Year 2021 IHS American Rescue Plan Appropriation (ARPA) funds which includes \$1.7 million in Housing Support and \$35.9 million in Regular Fund. The DSFC staff at this time are completing construction project documents for the additional IHS ARPA funds.
- The Office of Indian Self-Determination continues to work toward efficiency as personnel continue to further the department's internal records with the National Achieve Records Management, the promptness of payment and Contract Support Costs (CSC), and ongoing training opportunities for PL 93-638 contracted and compacted programs.
- The Office of Indian Self-Determination and the Crownpoint Service Unit personnel have assisted in the construction of a new Hogan for mental and behavioral health support services and Dine' traditional healing. The coordinated efforts from the Human Resources, Acquisition, and Finance departments assisted in the project, and will benefit patients in months ahead. The project is slated to be completed summer 2022.
- The Gallup Regional Supply Service Center (GRSSC) Director will be implementing two principles with the GRSSC team: Just Culture and Lean Six Sigma processes. The purpose of the implementation of the two principles is to ensure everyone understands their roles and to stay focus on the work process to continue the efforts of fulfilling the missions of the agency by working together effectively. These changes will enhance the operation of partnering and collaborating across teams, divisions, or agencies. The GRSSC Director incorporated cross-functional collaboration to liquidate forty purchase orders with an estimated dollar value of \$40,000.00. In reviewing Morris System modules to increase work productivity by 15%, adjust stock pricing, print backorder reports, and utilize other vital reports that can identify excess or unusable stock. GRSSC currently has nine vacancies, with the assistance of the Navajo Area Human Resources team, four individuals are pending background clearance. We hope to have 75% of the team members on board by the end of the 2nd quarter.
- The Commissioned Officers' deployments increased due to pandemic, the IHS instructed Area Offices to have all Commissioned Officers apply and receive a government travel card. The officers have to complete travel card training and complete an application. The Navajo Area Finance travel specialist worked with the service units to ensure all officers had travel cards and are deployment-ready. This project is 60% completed at the end of the 4th quarter. The IHS headquarters extended the deadline to January 2022. The travel specialist is diligently working on completing this project by the deadline.

- The Navajo Area travel office has completed the Relocation Income Tax project for years 2018, 2019, and 2020. Starting in January 2018, most of the moving expenses paid by an employer were considered taxable. The travel office had to recalculate these taxes for employees that relocated to the Navajo Area. They worked with the employees to ensure over payments were collected. New processes were developed to ensure any eligible relocation reimbursements are correctly taxed.
- Due to the COVID Pandemic, the Navajo Area facilities struggle with procuring and maintaining adequate supply level. Vendors are out of needed supplies or allocated amounts to customers, or increased prices of products. The Navajo Area Facilities sought donations to meet supply needs. 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 three Service Units received a value of \$374,438.68 in Gifts.
- The Navajo Area Acquisition Team continues to work on awarding area wide consolidated contracts to streamline the acquisition process. This allows for the Acquisition team to immediately acquire the service unit's needs in a timely manner while meeting critical Federal Acquisition Regulations statutes. The Acquisition team are currently working on two large area wide contracts, one for revenue cycle management and another for professional nursing services. The goal is to have these two critical contracts awarded in FY2022 with a contract start date in FY2023.
- Navajo Area Emergency Operation Command (EOC) continue to work daily with Service Unit Incident Command Personnel. The EOC receives daily reports for testing data, supply data, testing supply kits data, and staffing issues. The EOC works closely with Area Office Leadership, Acquisition, Human Resource, HQ, and other program entities to assist with staffing shortage. The supply level at each of our facilities are meeting 90 supplies. Service Units know when to submit request to Gallup Regional Supply Service Center to replenish supply level and/or requisitions are completed to order supplies. Navajo Area EOC work closely with National Supply Center in Oklahoma to provide additional supplies for our federal, tribal and urban programs.

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 will work with the Navajo Nation in implementing the Dine' Action Plan (DAP) a multi-disciplinary collaboration effort in identifying prevention and intervention strategies to fight the effects of substance use, violence and suicide. Ms. Yvonne Kee-Billison has been identified to represent the Navajo Area Indian Health Service to engage on full implementation.
- In an effort to meet one of Area Director's priority efforts of Tribal Partnership, the Office of Indian Self-Determination has moved into discussions with prospective Title I contractor, Navajo Land Nursing Home, regarding funding opportunities for Long Term Elder Care. Although the Navajo Area IHS does not have a specific budget line item for Long Term Care, the stakeholders have met with Navajo Nation Leadership, Health Education Human Services (HEHSC) and others to assess future feasibility.
- Staff from the Office of Indian Self-Determination continue to work with the 24th Navajo Nation Council in providing essential information on federal COVID-19 response activities; funding summaries and opportunities; and IHS consultation efforts related to the American Rescue Plan, Infrastructure Investment and Jobs Act, and Build Back Better.
- The safety of our staff in priority as the Gallup Regional Supply Service Center (GRSSC) Director, the GRSSC staff work with forklifts, lifting and moving bulk supplies, and working in loading and unloading areas. GRSSC Director reached out to several partners, such as Cash Properties, the building owner, and General Services Administration (GSA) Representative, to address the GRSSC warehouse infrastructure issues and repair needs. A meeting with the lessor to discuss how he could help resolve some of issues that were identified and one recommendation is to conduct a complete walk-through and document the internal and external building assessment. GRASSC will continued to collaborate with partners to make GRSSC a safe place to work for everyone.
- The Navajo Area Office Finance processed payments of \$122,867,743 for our 638 partners. These timely payments are a result of teamwork between Finance and the Office of Indian Self Determination (OISD). Once the OISD office creates the contract modification, the Finance processes the payments within 1-2 days. We continually improve our processes so payments are made timely.
- Human Resources staff have leveraged several online platforms to conduct online training for more than 400 supervisors at Navajo Area IHS. Training were provided from IHS Headquarters and Office of Inspector General (OIG) and Office of General Counsel (OGC). Training topics were of human resources topics (classification, direct hire authority, employee relations, labor relations, leave administration, and other subjects). In addition, human resources staff received additional training from Headquarters, OIG, and OGC. The

human resource staff provided training (applying laws, rules, regulations, and policy) to service unit supervisors to provide structure for IHS consistency in operations.

- The Navajo Area IHS continues to develop partnership with various entities (educational institutions, state and federal agencies) to assist with our medical staff shortage across Navajo Area. Our facilities continue to see a need for nurses and other occupations to help in COVID initiatives such as testing areas and vaccine areas. Navajo Area Service Unit facilities are redirecting staff from various departments to fill the staff need related to COVID. Navajo Area continues to work with partners to secure assistance at our service units.
- The new Pueblo Pintado Health Care Center design was awarded on April 20, 2021. The conceptual and schematic phase of the design is complete. The internal layout design is currently in design. The design completion date is estimated for October of 2022.
- The Navajo Area IHS has included the Pueblo Pintado Steering Committee. The Navajo Nation Department of Health, 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 Navajo Area IHS, the Navajo Nation Health Programs, and community members will help design a state of the art health center that is both functional and respectful of the community and their cultural beliefs.
- The Division of Sanitation Facilities Construction continue the support of the Transitional Watering Points Project, which includes increasing access to safe drinking water and the safe water storage program during COVID-19. Staff continue to support activities with the Navajo Nation, federal partners, universities, and others through the Water Access Coordination Group meetings. At this point, the Navajo Area IHS Office of Environmental Health Engineering (OEHE), continues triaging inquires and responding to mission activities associated with this project and IHS Headquarters is still engaged in managing this effort.

Navajo Area Indian Health Service Service Units

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

- Chinle Service Unit (CSU) reactivated its Incident Command System in response to the resurgence of the new variants 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 and staffing shortages.
- Tsaile Health Center is looking toward the future, 'new norm', and have started to revamp the dental department. Tsaile will open theater type department to a five private room department with each room being negative pressure.
- The Kayenta Health Center has applied for a Patient Centered Medical Home (PCMH) certification and waiting on a confirmation from The Joint Commission to schedule an onsite survey. The ambulatory care clinic established a care team to lead the PCMH model. The ambulatory care staff with Providers and Nurses work together to redesign the patient flow processes, and initiate a primary care provider (PCP) empanelment that supports the continuity of care and provision of comprehensive and coordinated care for the patients serve. Thus far, the Clinical Division has empaneled 8,726 patients with 11 providers at Kayenta Health Center. The PCMH model encourages patients and their provider team to work closely together to have an efficient disease management care, provide patient specific education and overall, to provide a clear plan on preventative care treatment or services.
- Laboratory Accreditation received on October 8, 2021 and is valid for 24 months through October 2023. The Inscription House Health Center and Kayenta Health Centers demonstrated healthcare compliance for patient safety and quality by ensuring systems and processed meet or exceed The Joint Commission Accreditation standards for laboratories.
- The Inscription House completed a camera surveillance installation on in late 2021 with staff training complete on November 2021 to ensure compliance with IHS Pharmacy standards.
- The Kayenta Service Unit secured tentative dates for an onsite mock survey that will aim at assessing our systems and processes related to hospital accreditation. Dates are set for February 2022. The survey reports will allow KSU to better gauge at timeframes to open the new facility as a 10-bed hospital.

- As of December 23, 2021, the Gallup Service Unit Executive Leadership Team, Incident Command, and Clinical Staff implemented a Crisis Standard of Care (CSC). Gallup Service Unit health care facilities, including GIMC and Tohatchi Health Center, are currently experiencing very high patient workloads due to rising cases of COVID-19, its variants, and other non-COVID-related conditions. This has placed a strain on the existing resources. Therefore, using the Crisis Standards of Care, GIMC will prioritize resources that are limited or not readily available. Both the Gallup Indian Medical Center and the Tohatchi Health Center are reporting daily to the GSU Incident Command.
- The Gallup Service Unit revised the Nursing Division COVID-19 Surge Contingency/Crisis Plan effective December 27, 2021. The revised plan includes specific bed availability, staffing plans, alternate care locations and standards of care changes in regards to the overall nursing care.
- The Shiprock Service Unit Community Health began a mobile medical service outreach to community members without shelter or home. These patients generally receive their health care through emergency room and not through the primary and preventive care services. Northern Navajo Medical Center (NNMC) emergency and family medicine physicians collaborate with Navajo Nation Chapters, Public Health Nursing, Emergency Medical Services and Fire and Police departments to provide mobile medical assessment and treatment, first aid, COVID testing and COVID and flu vaccinations outside the hospital via the mobile medical service.
- Shiprock Service Unit appreciates positive comments from the community, as it is a morale booster. In January 2022, during a weekly teleconference call with community Navajo Nation chapters, the following was received as an appreciation message to the employees at NNMC: *"We are blessed with the services we are receiving from the hospital. You see in the news other communities across the country are crying out for test kits, tests and vaccines. We have all that here. Please tell the staff our communities are blessed and we appreciate the work the staff at the hospital are doing."*
- To meet the service unit goal of becoming the provider of choice for our patient population Crownpoint Service Unit relocated the Emergency department check-in window. The improvement decreases the confusion regarding the check-in process between our Outpatient Clinic and Emergency Department. The facilities team completed this remodel in record time. Thanks to all for this needed change at the Crownpoint Healthcare Facility.
- The Crownpoint Service Unit Information Technology (IT) Department lead an improvement project focused on replacing the outdated camera surveillance system located throughout our service unit. The project was completed in December 2021. The completed project has tripled the surveillance capability in comparison to our previous system. This needed enhancement will significantly improve our security for our employees and most importantly our patients.

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- One-hour Community Stakeholders Town Hall (STH) sessions were provided in November and December 2021 for communities served by Chinle Service Unit (CSU) and their Tribal leaders. Another monthly session is scheduled on January 2022. The purpose of the STH sessions is to provide information about CSU accessible operations/services during the pandemic and to engage stakeholders in dialogue about their concerns/needs as well as encouraging vaccinations and protective practices to against exposure to COVID viruses.
- The Tsaille Health Center anticipates to be fully staff with permanent providers and nurses within the next three months for the first time since 2011.
- The Kayenta Health Center Wellness Program has been operating at a 50% patient caseload to provide personal training sessions to improve patients' health by engaging in physical activities. Opening of the Wellness Center to support employee wellness initiatives to assist with supporting emotional/mental/physical health of all employees. Kayenta Health Center also increased the use of the Traditional Native Healing Program by offering traditional prayer services every Monday morning, as this approach has brought positive emotional and mental health wellbeing among employees and the Navajo Nation tribal program staff. The native healing program has hosted a Talking Circle that focused on the COVID safety measures. The talking circle and a Morning Prayer offered support to all or Veteran employees in support of and in recognition of their military service.
- The Kayenta Service Unit Incident Command team continue planning and organizing open pod outdoor and closed vaccination events with COVID and Flu at both health centers. During the COVID pandemic, the Kayenta Incident Command team have administered just over 25,000 COVID vaccines to the communities served.
- The Gallup Service Unit Human Resource hired nine employees using the COVID-19 Excepted Service Hiring Authority from October-December 2021. The employees hired have been placed at Housekeeping, Health Information Technology, Administration and Security Services.
- The Gallup Service Unit offered employee wellness activities to approximately 593 participants. Some of the events included: 100-mile challenge where staff kept track of their miles/activities for 6-weeks, Health holiday and Turkey Trot with two events of Fun/Run/Walk, Halloween ASB events of line dancing, Zumba and aerobics, Squat challenge/exercise, and Native American Heritage Awareness walk and line dancing. During each event, the GSU staff adhered to the CDC COVID-19 guidelines and maintained social distancing.

- In response to the pandemic, the Northern Navajo Medical Center Pharmacy contracted with the American Pharmacy Association to establish the Pharmacy Technician Vaccine Administration Training to train pharmacy technicians to administer vaccine shots. The project was funded with \$100,000 from the IHS Headquarters to train pharmacy technicians from Shiprock Service Unit, other IHS facilities and local federal agencies. Approximately 178 Pharmacy Technicians were trained and certified to administer vaccinations
- The Northern Navajo Medical Center (NNMC) healthcare providers have piloted innovative strategies to continue services during the pandemic and were recognized. In August 2021, during the Health Center Week and Health Unit Coordinators Day, the NNMC clinics were recognized for providing high-quality medical care with team-based and collaborative-management services. Each patient has access to the following services to ensure all their needs are addressed: case management, behavioral health, telemedicine, nurse visits, medication refills and chronic disease management. It includes family involvement and respect of patient's culture, values, and preferences.
- Crownpoint Service Unit has established an annual employee appreciation awards ceremony. The first event was held in October 2021. The employees as well as a few of our local Navajo Nation department officials participated in the event. The awards ceremony was well received by all and was a welcomed break from our continued COVID-19 response. We plan to further develop this annual event and include more of our local Chapter officials and stakeholders in the years to come.
- The Inscription House Health Center Optometry Supervisor position has been vacant since April 11, 2021. Despite this vacancy, the Optometry Health Technicians have been able to provide optical services and orders for 119 patients. Patients require a current optical prescription for processing request.
- The Kayenta Service Unit Traditional Healer, Mr. Terrance Whitney, performed a prayer and blessing on the Winter Solstice, 12/21/21, for the safety and well-being of staff, patients, and community.

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

- The Chinle Comprehensive Healthcare Facility (CCHCF) continues a drive-thru clinic to provide rapid COVID-19 testing and an evaluation by a medical provider for patients seeking care for a mild respiratory illness. We are also issuing patients home-test kits to use for COVID-19 testing. In addition, COVID-19 vaccines are also done on weekends at this drive thru.
- During difficult financial time brought on by the COVID-19 response, we are able to keep hiring for critical employee positions at Tsale Health Center through efforts at increasing our billing and funds collecting at the Rock Point Clinic site.
- The Network Upgrade is in the installation phase for Kayenta Service Unit. Fiber cables were installed at Kayenta Health Center and Inscription House Health Center and have passed the fiber connectivity testing. Dennehotso Health Station is pending fiber installation and will be installed soon. The NTUA-Wireless Network Operations Center (NOC) will now be installing network equipment and will be conduct network connectivity testing.
- The Kayenta Service Unit Facilities Management Bio Medical Equipment team successfully organized and processed mapped the new NUVOLO equipment tracking application. The team worked long hours in creating and fine tuning the accuracy of what types of medical equipment were entered into the NUVOLO software application. The prior software application was limited on running meaningful reports. The NUVOLO application is user friendly, able to provide follow up, provides alerts when preventative maintenance actions are due for critical and non-critical medical equipment. When accreditation or site surveys are conducted, the bio medical equipment reports will support the life cycle replacement plans are met. Thus far, Kayenta Service Unit's bio medical equipment inventory has a 100% rate of compliance per the Joint Commission accreditation standards.
- The Gallup Service Unit (GSU) has seen more than 88,500 patients with Third Party coverage for the months of October – December 2021, the Medicaid Enrollment average around 27,330 which is ahead from FY22 of 508 from FY21; The Medicaid Expansion comparison was ahead in enrollment for FY22 by 1,843 from FY21; The FY21 Collection goal was to reach \$115M and GSU surpassed the quarterly by \$7.2M. The GSU Finance team has been working hard to ensure these end results are met. Weekly GSU Revenue meetings are provided to the GSU Executive Leadership Team to provide these fiscal updates for the (5) sections under the Business Office.
- The Tohatchi Health Center (THC) met the deadline for BEMAR/MI & NEFF projects to the Navajo Area Facility Management. THC submitted five proposed upgrade projects: Fire

Alarm & Sprinkler system, HVAC/DDC, Parking lot resurfacing and light fixtures, and VFDs replacement for AHU.

- The Northern Navajo Medical Center (NNMC) hospital supply technicians and material handlers are the essential support employees who ensure adequate supplies of Personal Protective Equipment (PPE) and medical supplies are readily available for patient care services. In October 2021, in recognition of National Health Care Supply Chain Week, the NNMC Supply Technicians and Material Handlers were honored for their service.
- Northern Navajo Medical Center Purchased/Referred Care (PRC) plays a vital role in providing access to care outside of the Shiprock Service Unit facilities for emergency and/or specialty care services and most recently, many referrals were made due to COVID-19 complications. In FY 2021, 304 air transport flights and 1,029 ground transports transferred COVID-19 patients to hospitals in New Mexico, Arizona, Colorado, Utah, California and Texas for advanced medical care.
- The Executive Leadership for Crownpoint Service Unit set a 2022 fiscal year goal for Third Party Collections at \$25,000,000.00. As of 12/31/2021 the service unit collected \$12,895,608.49. The 2022 collections is on schedule to beat last year's record collection total. We are proud of our team for our continued excellence.
- In 2021, the Inscription House Health Center Pharmacy program increased point of sale (POS) by 22.5%, from \$164,846 to \$134,618.

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

- Chinle Service Unit offered 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.
- Tsaile Health Center's CSU Master Plan includes a request for a new facility at Lukachukai, AZ. Tsaile Health Center in the process of meeting with local community leaders to access the feasibility of this option.
- The Kayenta Health Center Health Promotion Disease Prevention (HPDP) School Health Program coordinated and implemented an Employee Wellness Program for the Kayenta Middle School staff. 25 of 50 staff participated; 50% completion over the course of six-weeks. Each participant maintained a tracking log. 15 participants lost 1-2 inches from their waist and also lost 5-7 lbs. during the six-week challenge. Even though the facility is operating at 50% of patient capacity, the Kayenta Health Center Wellness Program continued to provide access to care and received a total of 33 patient encounters from October to December. The Kayenta Health Center Wellness Program 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 Service Unit Facebook site provided the public and the communities we serve with current COVID updates including drive through vaccinations schedules, news, trainings and educational posting to ensure transparency for community outreach and community vaccinations. There has been an increase in sharing our posts by the Kayenta Township, Kayenta Unified School District and the Kayenta Chapter House.
- The Gallup Service Unit Quality Management Committee approved the Quality Assurance Performance Improvement Plan (QAPI) on December 22, 2021 and forwarded this action to the GSU Policy Committee Chair on December 23, 2021. Thereafter, the GSU Executive Leadership Team endorsed the CY 22 QAPI plan on January 4, 2022.
- The Gallup Service Unit Quality Management conducted a virtual visit on December 16-17, 2021 with the Joint Commission Resources consultants. This visit provided an opportunity to meet with the Executive Leadership Team, focus on Quality Improvement, Patient Safety, Credentialing, and Accreditation. The outcome is to have readiness with corrective actions reported by departments during the two-day visit and to partake in a Mock Survey Document Review.

- The emergency service is a central element of Northern Navajo Medical Center (NNMC). During the busy pandemic, the NNMC Emergency Department continues to provide high-quality emergency medical services and use quality improvement practices to improve services. The following are information related to emergency room visits: 1) On average, from the time a patient enters the ER to seeing a doctor is 14 minutes; 2) to be transferred out is about 348 minutes and 3) the Left-Without-Being-Seen rate is 1.22%, below the national indicator of 2%.
- In September 2021, the Monoclonal Antibody (Mab) Infusion clinic was implemented at Northern Navajo Medical Center as a treatment for COVID-19 and to reduce hospitalizations. The monoclonal antibody therapy helps prevent severe symptoms from developing into a serious illness, particularly for patients who are at high risk. The following are number of infusions performed: September (31), October (59) and November (62). In December 2021, the clinic has seen, on average, six patients a day.
- Crownpoint Service Unit has dedicated itself to meeting the needs of our patient population during the COVID-19 pandemic. As of 12/31/2021 the service unit has administered over 25,367 COVID-19 tests; and almost 23,691 COVID-19 vaccinations. The Service Unit held 16 Vaccination events for the first quarter of fiscal year 2022 during a busy holiday season. We also incorporated Flu vaccinations into our events beginning September 2021.
- Crownpoint Service Unit has identified improving access to care for our patients as a priority. This includes development of additional opportunities to receive traditional care. We are 80% complete building our new Hogan that will house our Traditional healer. The addition of our new Hogan will provide a location where our patients can receive care in a safe and culturally appropriate environment.
- On October 23, 2021, the Inscription House Health Center (IHHC) provided an outdoor Saturday drive-thru vaccine clinic for community members to receive their COVID-19 dose #1, #2, and/or #3 and/or influenza vaccine. A total of 74 COVID vaccines were provided as well as 23 influenza vaccines. Every Tuesday evening, from 4:30 pm to 6 pm, the IHHC Pharmacy Department provide flu and COVID-19 vaccinations.

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 Chinle Service Unit (CSU) is working with the IHS Tele-Behavioral Center of Excellence to offer tele-psychiatry and tele-psychology services to CSU patients.
- The Tsaile Health Center replaced a counselor position that has been unfillable for five-plus years with a lower GS level position to potentially capitalize on our local Dine College graduates.
- The Kayenta Service Unit Nursing Division is actively engaged with the Navajo Area Nurse Consultant to build Nursing alliance and partnership with the other Navajo Area service units to ensure collaboration and improve communication on Nursing issues, policies, and assist with clinical nursing initiatives to open Inpatient services and Patient Centered Medical Home (PCMH) certification.
- The Kayenta Health Center Health Promotion Disease Prevention (DPDP) School Health Program collaborated with the Kayenta Early Childhood program to promote basic COVID-19 education to teachers/staff and with students. Conducted a virtual “Ugly Sweater” contest with pre-school/kindergarten students. Eight students participated in the contest and received incentives for their participation. Ensuring all families are being educated on various intervention/prevention strategies to help decrease negative health outcomes, especially related to the currently public health emergency. Presentation topics include, but not limited to: COVID-19 Safety, oral hygiene, cyberbullying, substance abuse (Red Ribbon Week), diabetes and youth, Staff/Teacher employee wellness/meditation, and nutrition with virtual food demonstrations.
- The Gallup Service Unit received approval from New Mexico Department of Health (NMDOH) working with Jogan Health for the placement of interim essential staff in the following units: (5) staff for ICU, (10) Emergency Nurses, (12) Med Surge Nurses, and (2) PACU Nurses. GSU has submitted a request to extend these positions at the start of the year and has been working collaboratively with the GSU Incident Command, Navajo Area office and the New Mexico Department of Health.
- The Gallup Service Unit serves the local communities to provide Vaccination Clinics and Car Base Testing. For the reporting period, the service unit has administered 11,078 COVID-19 test; The total vaccines administered from October –December 2021 was 9,433; Beginning November 5, 2021, the total vaccines administer for 5-11-year-old was 1,623; In addition, the service unit conducted (7) large vaccination events at Red Rock State Park, (8) Chapter House events by the Public Health Nursing, and two large events held at the GIMC campus, including extended hours in the Pediatric clinic.

- Although pandemic-related restrictions limited participation in group activities, the Northern Navajo Medical Center Community Health Program kept the communities engaged in the 29th Annual Just Move It (JMI) through virtual registration and participation. Eleven JMI events were held from June to November 2021 at public parks and Navajo Nation chapters. The first JMI event was held on June 23, 2021 at Berg Park, Farmington, NM and over 1,000 participants took part in the virtual event. The total participation in the Shiprock Service Unit JMI events was 1,541 for 2021.
- Northern Navajo Medical Center, Community Health Program prioritized and implemented a rapid and coordinated approach to vaccinate community members in a short period. In January 2022, 24 vaccination events will take place and will provide the third “booster” shots for children ages 16 and older and vaccination for children ages 5 -11. In November 2021, 808 children were vaccinated which is 18% of the service-unit population. During the schools’ winter vacation, the drive-up vaccination was made available for families who may not attend the community and school vaccination events. In addition, the vaccination events are scheduled on Sundays, so families will have a better opportunity to bring their families to get vaccinated.
- The Crownpoint Leadership met with the Crownpoint Land Use Planning Committee and Chapter officials to review some of the upcoming service unit projects. 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.
- The Crownpoint Service Unit Incident Command team partnered Presbyterian Medical Services and the local Torreon Chapter to hold a COVID-19/Flu vaccination event in early December. The event was held at the local Torreon Chapter house. The partnership administered 280 COVID-19 vaccinations and 135 Flu vaccinations at this successful event.
- Inscription House Health Center collaborated with Chinle Service Unit Facility Maintenance staff and equipment to transport two connex storage units from Kayenta Health Center to Inscription House Health Center.
- In December 2021, NTUA Choice Wireless installed conduits and ran fiber lines to improve the IHHC internet connection. On January 13, 2022 the Ethernet testing was completed with a NTUA Network Engineer assigned to review the data. Once reviewed and approved, a cut-over date will be scheduled with Kayenta Service Unit.