

# Indian Health Service

## DRAFT Strategic Plan FYs 2024-2028

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TSGAC UPDATE

JULY 22, 2024



# Draft Strategic Plan FYs 2024-2028 Content

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## Background

- Agency Overview
- Our IHS Team
- IHS Partnerships
- Tribal Consultation
- Tribal Self-Governance
- Urban Confer
- Urban Indian Program
- Organizational Structure
- Strategic Drivers: One Indian Health Service
- Cross Cutting Strategic Approach to One IHS

## Strategic Goals

- Strategic Goal 1
  - Strategic Objectives:
    - 1.1: Measures 1-3
    - 1.2: Measures 4-7
    - 1.3: Measures 8-10
    - 1.4: Measures 11-13
- Strategic Goal 2
  - Strategic Objectives:
    - 2.1: Measures 14-15
    - 2.2: Measures 16-18
    - 2.3: Measures 19-24
    - 2.4: Measures 25-29
- Strategic Goal 3
  - Strategic Objectives:
    - 3.1: Measures 30-34
    - 3.2: Measures 35-39
    - 3.3: Measures 40-46
    - 3.4: Measures 47-52



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- Developed based on feedback received from Headquarters Offices.
- Builds on the work of Headquarters Offices to determine appropriate measures for the FY 2024-2028 Strategic Plan.
- IHS is reviewing input and feedback from:
  - Joint Advisory Committee (TSGAC & DSTAC) Briefing – April 29<sup>th</sup>
  - DSTAC Update – May 16<sup>th</sup>
  - Tribes, Tribal Organizations through Tribal Consultation – May 29<sup>th</sup>
  - Urban Indian Organizations through Urban Confer - May 30<sup>th</sup>
  - IHS Employee Town Hall – June 6<sup>th</sup>
  - Written Comments received – June 28<sup>th</sup>



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**Mission:** To raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level.

**Vision:** Healthy communities and quality health care systems through strong partnerships and culturally responsive practices creating: ONE INDIAN HEALTH SERVICE.

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

## Strategic Objectives

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

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

## Strategic Objectives

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

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

## Strategic Objectives

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

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

## Strategic Goal 1

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

### Strategic Objective 1.1

Recruit and retain a highly skilled workforce.

#### Performance Goal:

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

#### Measure:

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

#### Performance Goal:

Increase the number of career ladder positions to enhance retention.

#### Measure:

Number of career ladder positions. (OHR)

#### Performance Goal:

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

#### Measure:

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

# Current Status

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- IHS Strategic Plan web site [www.ihs.gov/strategicplan/](http://www.ihs.gov/strategicplan/)
  - 6/28/2024: Completed Tribal Consultation, Urban Confer, IHS Employee Town Hall
    - Seventy comments received.
  - TSGAC recommended
    - Develop a public Strategic Plan Scorecard
    - Develop evaluation or monitoring mechanism
    - Add Tribal consultation requirements into plan's objectives/activities

# Next Steps

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- Compile and review feedback on revised draft IHS SP which includes all recommendations received.
- Submit revised draft IHS Strategic Plan to IHS Executive Leadership Team for review and approval.
- Submit IHS Strategic Plan to HHS for review.
- IHS Publishes DTLL/DUIOLL with Strategic Plan FYs 2024-2028.



# Thank you!

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Indian Health Service





