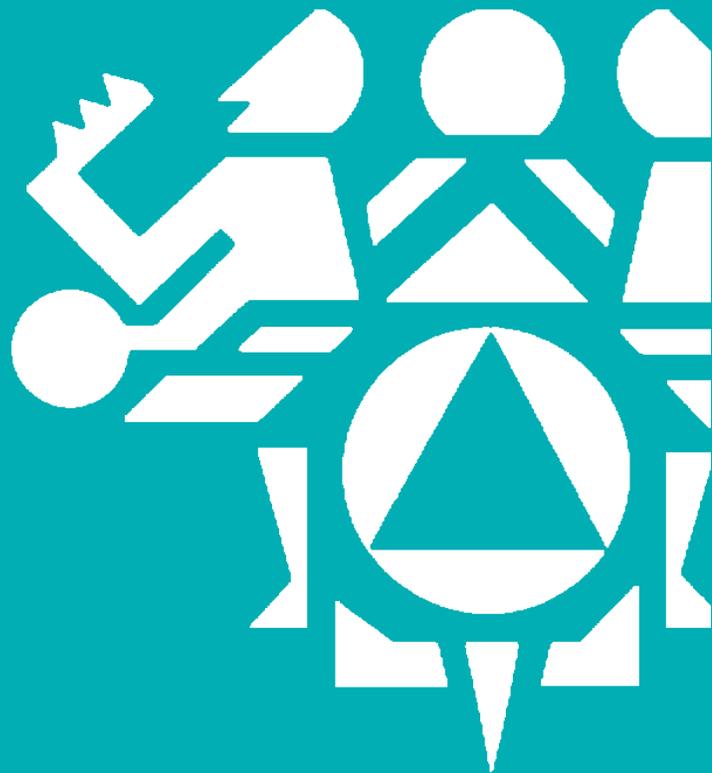
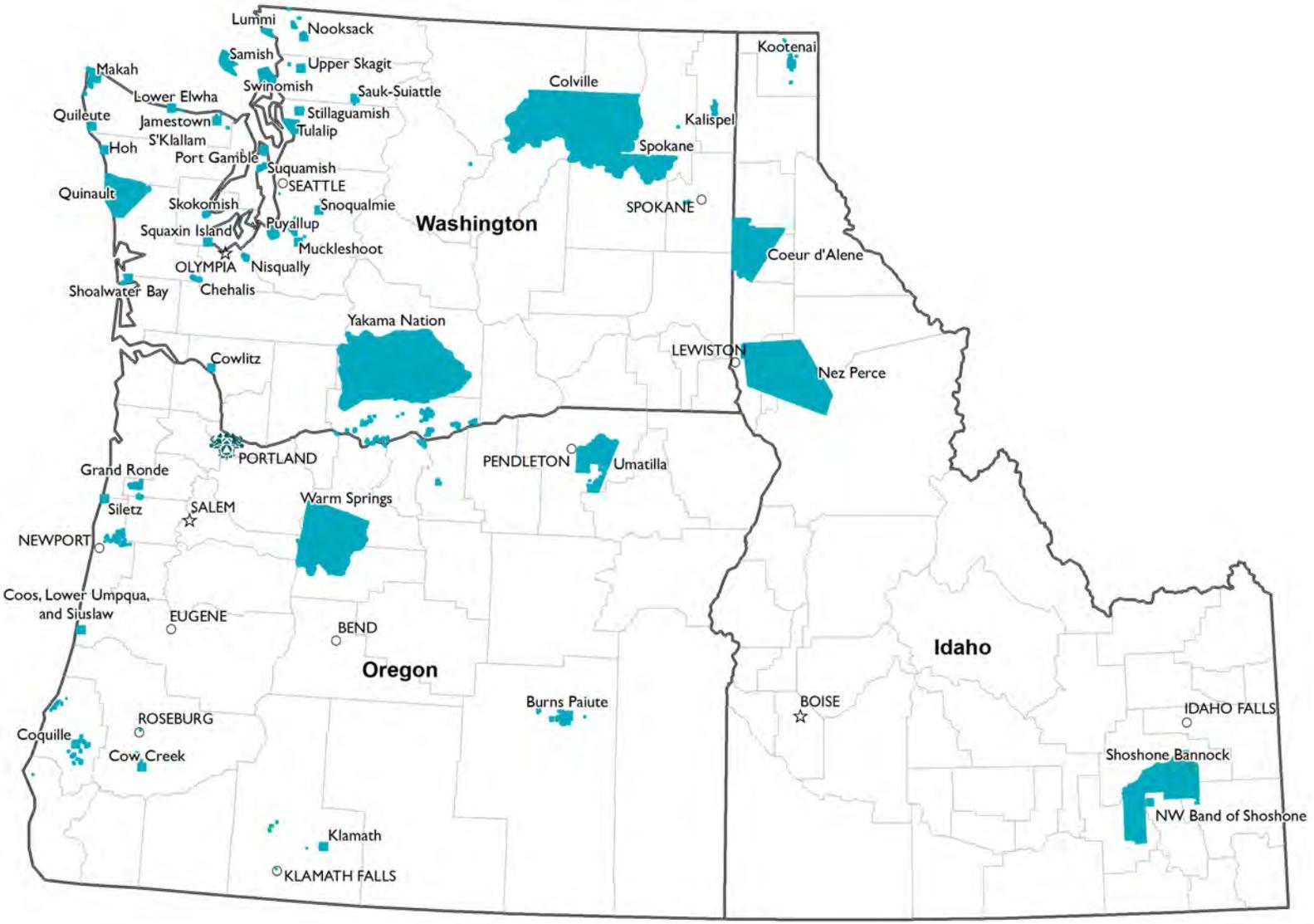


NPAIHB

Indian Leadership for Indian Health

2020 - 2025 Strategic Plan







EXECUTIVE SUMMARY

Since March of 2020, the COVID-19 pandemic has demonstrated the critical yet often invisible role of public health agencies in the Indian health system and the significant health disparities of American Indian and Alaska Native people. The long history of underfunding of the Indian health system, social determinants of health, and systemic racism are all contributing factors to the current health status of Native people. At the forefront of improving the health of Native people is fulfillment of the federal trust responsibility and treaty obligations to Tribal Nations. We are hopeful that President Biden's reaffirmation of the federal trust and treaty obligations to Tribal Nations and increased funding will support and strengthen Tribes through the pandemic.

During this pandemic, our staff at the Northwest Portland Area Indian Health Board (NPAIHB) stepped up to the challenge like never before - doing the critical work of surveillance, contact tracing, clinical support, and health messaging - under exceptionally challenging conditions. This required immense creativity, flexibility, teamwork, technical knowhow, and dedication in service to our Tribes.

This 2020-2025 strategic plan will ensure that we continue to serve at the direction of Northwest Tribes. The plan was carefully and thoughtfully put together with input from our staff and Tribal Delegates. It reflects the passion, expertise, and dedication of tribal public health and health care professionals, who deliver culturally appropriate and high-quality health programs and services to our Northwest Tribes. It is these qualities and long-range vision that makes me feel assured of the NPAIHB's role as a national public health leader for the next 5, 10, and 50 years.

Next year marks the NPAIHB's 50th anniversary. A momentous milestone and opportunity to reflect upon how far we have come under the fearless leadership of our Tribal Delegates and look forward to the future that will grow from our organizational vision and guiding principles.

Laura Platero
Executive Director,
Northwest Portland Area Indian Health Board





BACKGROUND

The Northwest Tribes have long recognized the need to exercise control over the design and development of health care delivery systems in their local communities. To this end, they formed the Northwest Portland Area Indian Health Board (also referred to as NPAIHB or Board) in 1972. NPAIHB is a nonprofit tribal organization that serves the forty-three federally recognized tribes of Idaho, Oregon, and Washington on health-related issues. Tribes become voting members of the Board through resolutions passed by their governing body. Each member tribe designates a delegate to serve on the NPAIHB Board of Directors.

In keeping with the Board's strong advocacy for tribal sovereignty and control over the design and delivery of their own systems of care, Board delegates meet quarterly to provide guidance and leadership in establishing NPAIHB programs and services. Recognizing the need for accurate, culturally-relevant data, the NW Tribal EpiCenter was established in 1997 to engage the NW Tribes in public health research and surveillance. The NW Tribal EpiCenter houses the Portland Area IHS Institutional Review Board (IRB), which oversees protection of human subjects in research occurring in Northwest Indian communities. The EpiCenter serves as an essential resource for supporting community-based, participatory data collection.



From left to right: Pauline Stearns, < photo bomb >, Tom Austin, Tom Siedl, Terry Smith, Mary Marschand, Shirley Palmer





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OUR VISION:

Health and Wellness for the 7th Generation

OUR MISSION:

Eliminate health disparities and improve the quality of life of American Indians and Alaska Natives by supporting Northwest tribes in their delivery of culturally appropriate, high quality health programs and services.



Nez Perce Men on Horseback - July 1906





STRATEGIC PRIORITIES

1

Be a national leader in Tribal public health initiatives and support health infrastructure development for our member tribes.

2

Strengthen regional and national partnerships to ensure tribal access to the best possible health services.

3

Maintain leadership in the analysis of health-related budgets, legislation, and policy.

4

Support health promotion and disease prevention activities occurring among the Northwest Tribes.

5

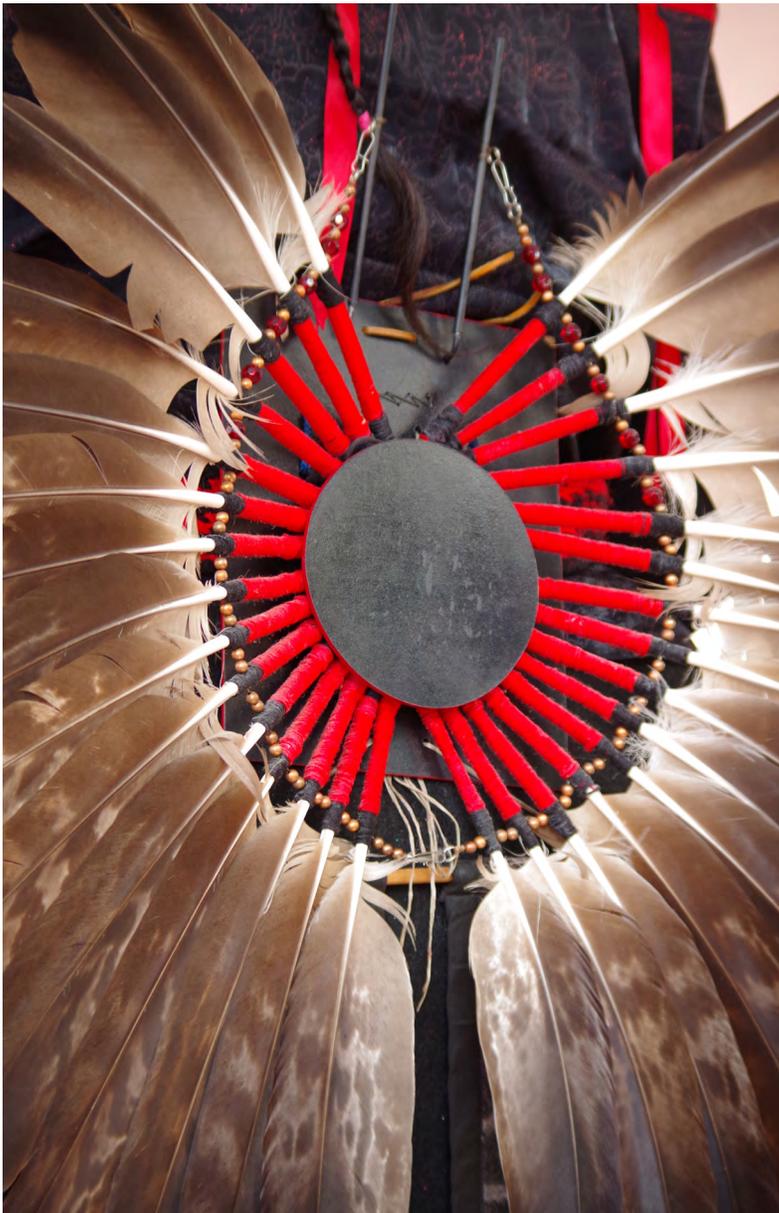
Support and conduct culturally-appropriate health research and surveillance in partnership with the Northwest Tribes.



ADMINISTRATIVE LEADERSHIP

Be a national leader in Tribal public health initiatives and support health infrastructure development for our member tribes.

1. The NPAIHB will provide a forum for developing timely tribal consensus on health issues affecting the NW Tribes by hosting productive Quarterly Board Meetings that facilitate face-to-face communication and resource sharing with state and federal programs.



2. The NPAIHB will support tribal delegates in regional and national discussions about AI/AN health, by providing them with orientation, training, and technical assistance.
3. The NPAIHB will provide the NW Tribes with capacity building assistance (including training, technical assistance, and resource development) on healthcare management principles and Health Information Technology, when needed.
4. The NPAIHB will maintain effective communication channels to inform the NW Tribes about emerging health topics and strategies to improve public health in tribal settings. To determine preferred channels for delegates, health directors, and other community health advocates, the NPAIHB





ADMINISTRATIVE LEADERSHIP

will develop (and annually update) a communications plan that includes organization branding, channels, and audience.

5. The NPAIHB will maintain a reporting system to generate reports that document how NPAIHB activities align with its strategic plan.
6. The NPAIHB will actively research health-related funding opportunities, will disseminate funding announcements to member tribes, and will educate federal agencies on strategies to ensure that federal funding opportunities align with the priorities, needs, and organizational capacities of the NW Tribes.
7. The NPAIHB will build a strong organizational infrastructure by recruiting and retaining high-quality staff, by encouraging their ongoing education and training, and by actively implementing the organization's mission and values to provide employees with comprehensive wellness benefits.
8. The NPAIHB will help develop tribal youth into future leaders by making NPAIHB meetings and trainings accessible to youth, and by offering internships to interested students. When appropriate, NPAIHB projects will integrate youth leadership opportunities into the scope of work of new projects.





2

PARTNERSHIPS

Strengthen regional and national Partnerships to ensure tribal access to the best possible health services.

1. The NPAIHB will build and maintain collaborative relationships with current and potential partners, including the NW Tribes, the Indian Health Service, Indian organizations, Federal agencies, State Health Departments, Universities, funding agencies, community-based organizations, and other interdisciplinary social service providers that promote AI/AN health.
2. The NPAIHB will actively contribute to regional and national workgroups, coalitions, and committees that address priority health topics identified by the NW Tribes, and key health promotion and disease prevention workgroups to promote health equity.



3. The NPAIHB will engage with NW tribal communities by sharing best practices during site visits and by actively participating in tribal events when NPAIHB projects and staff are invited.





3

POLICY AND LEGISLATION

Maintain leadership in the analysis of health-related budgets, legislation, and policy, with the ability to facilitate consultation and advocate on behalf of member Tribes.

1. The NPAIHB will facilitate communication among Tribes, Federal and State agencies, and Congress to support tribal sovereignty, promote self-determination, and ensure that government-to-government consultation occurs on health-related budgets, legislation, policies, and services.
2. The NPAIHB will advocate on behalf of the NW Tribes to ensure that tribal interests are taken into account as health policy is formulated, and that Congress,

State legislatures, and external agencies have a full understanding of AI/AN health needs and concerns, and that the federal government is fulfilling their trust and treaty obligations to Tribal Nations.

3. The NPAIHB will stay at the forefront of budgetary, legislative, and policy initiatives affecting the NW Tribes, including the President's annual budget, national healthcare reform initiatives, IHS policies and strategies, and proposed changes to Medicare and Medicaid, and will assess their impact on the Northwest Tribes.



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3 ...Continued

POLICY AND LEGISLATION

Maintain leadership in the analysis of health-related budgets, legislation, and policy, with the ability to facilitate consultation and advocate on behalf of member Tribes.

4. The NPAIHB will analyze new and existing healthcare delivery systems and will and advocate for tribal consultation and participation in their development.
5. When appropriate, the NPAIHB will assuming Portland Area Office programs, functions, services, or activities on behalf of Portland Area Tribes, and if approved and selected, will carry them out in an agreement negotiated under the Indian Self-Determination and Education Assistance Act (P.L. 93-638).



6. The NPAIHB will provide training and resources for tribal leaders for advocacy on policy initiatives affecting NW Tribes, when requested.





4

HEALTH PROMOTION

Support health promotion and disease prevention activities occurring among the Northwest Tribes.

1. The NPAIHB will focus its efforts on preventing avoidable morbidity and mortality - promoting the physical, mental, social, and spiritual health of AI/AN people throughout all phases of life.
2. The NPAIHB will provide capacity building assistance (including training, technical assistance, and resource development) on priority health promotion and disease prevention topics and on key public health principles identified by the NW Tribes.



3. NPAIHB projects will support the development, implementation, and evaluation of culturally-relevant health promotion practices within the NW Tribes, and will adapt existing policies, educational materials, curricula, and evidence-based interventions to reflect the traditional values and teaching modalities of the NW Tribes.

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4 ...Continued

HEALTH PROMOTION

Support health promotion and disease prevention activities occurring among the Northwest Tribes.

4. To improve tribal awareness about important health topics, the NPAIHB will facilitate community education and public relations efforts by developing social marketing campaigns, cultivating media contacts, and by producing press releases and “expert” health articles for placement in tribal papers.
5. NPAIHB projects will facilitate regional planning and collaboration by developing and implementing intertribal action plans that address priority health topics, and by hosting regional trainings, meetings, webinars, Extension for Community Healthcare Outcomes (ECHO) trainings, and conference calls that produce a coordinated, regional response to tribal health needs.





5

RESEARCH AND SURVEILLANCE

Support and conduct culturally-appropriate health research and surveillance in partnership with the Northwest Tribes.

1. The NWTEC will fulfill the “7 Core Functions” of Tribal Epidemiology Center by assessing the health status and priority health needs of the NW Tribes, conducting culturally-appropriate research, and by accessing new and existing AI/AN health data.
2. The NWTEC will respond to the needs and interests of the NW Tribes by obtaining regular feedback and guidance from tribal advisory groups, target audience members, and key personnel during all phases of the research process, and by conducting an annual survey to prioritize public health topics, capacity building needs, and research activities.
3. The NWTEC will communicate the results of its activities to appropriate stakeholders. This information will be designed to:
 - 1) assist the NW Tribes in their community outreach activities, public health planning, and policy advocacy;



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5 ...Continued

RESEARCH AND SURVEILLANCE

Support and conduct culturally-appropriate health research and surveillance in partnership with the Northwest Tribes.

- 2) share important findings across Indian Country and extend the scholarly AI/AN research agenda; and
- 3) increase public awareness about the function and benefits of Tribal EpiCenters.
4. The NWTEC will protect the rights and wellbeing of the NW Tribes and tribal research participants by using and housing the Portland Area IHS Institutional Review Board (PA IHS IRB).
5. The Portland Area Indian Health Service IRB and NWTEC projects will recognize and employ tribal research methods and will work to ensure tribal ownership of data.
6. The NWTEC will provide the NW Tribes with capacity building assistance on epidemiologic skills and research methods.





ORGANIZATIONAL VALUES

Tribal Sovereignty

The government-to-government relationship and treaty and trust obligations require meaningful tribal consultation on all initiatives impacting tribes and AI/AN people. Meaningful tribal consultation involves an open exchange of information, discussion and decision-making by tribes and the federal government.



Traditional Indigenous Knowledge

In Indigenous communities, health and wellness involves multiple facets of life including the environment, space, and health of the earth. Conceptual framework for treating health among AI/AN people should include the dimensions of caring, traditions, respect, connection, holism, trust, and spirituality. Overall and holistic health promotion and disease prevention is the key to the health and well-being of the AI/AN seventh generation and must be included in all initiatives.

Culture as Health Promotion

Cultural and traditional interventions must be incorporated alongside existing health care promotion efforts to ensure a culturally tailored and culturally relevant approach to health promotion, prevention and health care delivery for AI/AN people. Inclusion of all community members from our children to our elders will promote wellness and healing across all generations.

VISION FOR THE SEVENTH GENERATION

The old people tell us to be careful in the decisions that we make today, as they will impact the seventh generation – our grandchildren's grandchildren. It was the spirit behind this teaching that guides our organization's mission and goals.





5-YEAR ORGANIZATIONAL GOALS

- Board leadership guide and manage organizational growth: Larger Board staff, Acquire own building
- Board staff create new avenues to share tribal health best practices and feature model programs in the Pacific NW
- QBM meetings are fully represented by NW Tribes and Youth Delegates, and are well-attended by other community stakeholders
- Thriving Board programs address our most vulnerable community members: maternal and child health, youth, elders, and veterans
- Board staff design and deliver innovative training modalities (in person and virtually) to support Delegates, Tribal staff and clinicians:
 - * ECHOs
 - * Communities of practice
 - * Indian Health Leadership Program
 - * Certification Board for CHAPS
 - * CHR Training
 - * BHA Training
- Our Board works together to tackle challenging regional issues, including: Facilities construction, State-wide CHSDA, climate change, and environmental health

10-YEAR ORGANIZATIONAL GOALS

- Our Board successfully advocates for and receives full funding for health services at the State and Federal level
- Our Board inspires and prepares our Tribal Public Health workforce, including the next wave of Indian policy leaders
- Our EpiCenter has a robust research agenda that is Native-led and Native-staffed
- Our Board tackles challenging regional issues, including: building a Regional Specialty Referral Center(s) and/or IHS Hospital(s)
- Our Board is prepared to assume DHHS, IHS, State functions, when best for our Tribes or those services

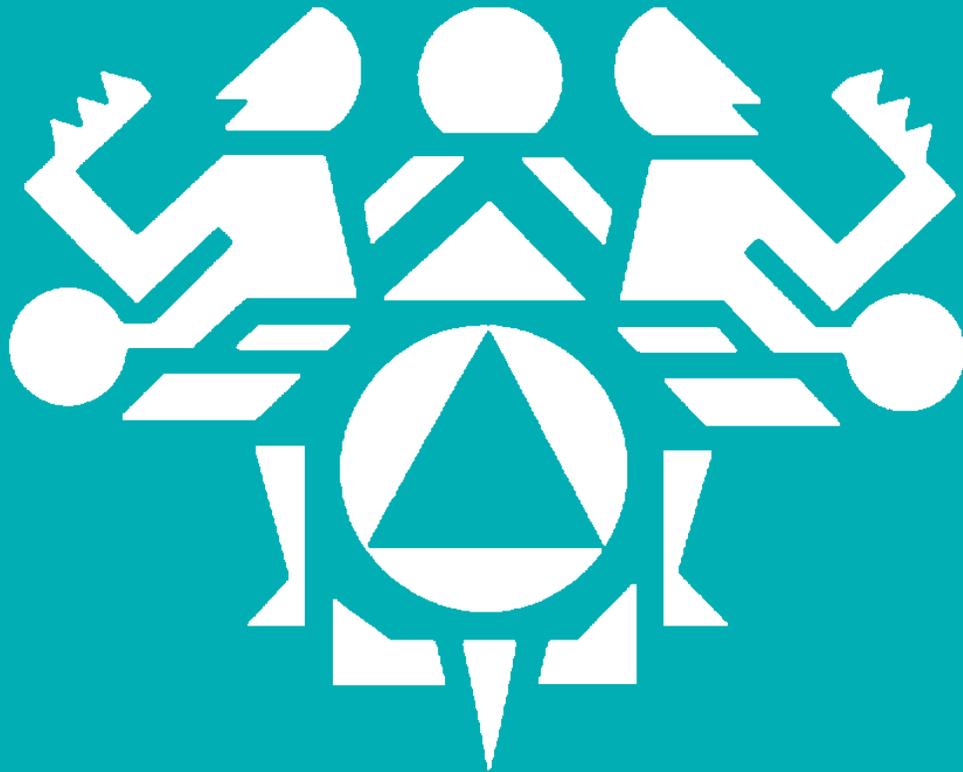




THE PEOPLE SPOKE: THIS IS THEIR VISION

- The seventh generation will have balanced physical, mental, emotional, and spiritual lifestyles. They will have healthy diets, be fit, active, and happy.
- The seventh generation will live in sovereign communities that are politically effective, assertive, goal-oriented, thriving economically, and run by American Indian and Alaska Native (AI/AN) people.
- The seventh generation will live in a unified and poverty-free community made up of stable, loving families living in adequate housing.
- Children born to the seventh generation will be healthy and free of chemical substances. They will experience strong parenting, mentorship, and positive role models as youth and will become involved and empowered leaders.
- The seventh generation will live in accordance with their traditional values by knowing their native languages and practicing spiritual and cultural traditions.
- The seventh generation will live in a clean environment, have access to an abundance of natural resources, respect all life, and practice sustainable and socially responsible environmental stewardship.
- Every member of the seventh generation will have access to technologically advanced and culturally appropriate healthcare that includes well-equipped clinics, wellness centers, and health education; a health care delivery system that could serve as a national model.
- The seventh generation will have adequate resources to support healthcare delivery.
- The health of the seventh generation will be a model for the general population. They will experience no preventable illness and no substance abuse or addiction. Old age will be the leading cause of death.
- The seventh generation will respect and care for their elders and celebrate as they live to 100 years or more.





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