

Strategic Plan 2025-2030



NORTHWEST PORTLAND AREA
INDIAN HEALTH BOARD
Indian Leadership for Indian Health



About NPAIHB

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Established in 1972, the Northwest Portland Area Indian Health Board (NPAIHB or the Board) is a non-profit tribal advisory organization serving the 43 federally recognized Tribes in the states of Idaho, Oregon, and Washington. Each Tribe appoints a Delegate via tribal resolution, who serve as the governing body of NPAIHB.

Guided by a vision of “Health and Wellness for the Seventh Generation,” NPAIHB is a 501(c)3 designated organization and a Public Law 93-638 Tribal organization recognized under the Indian Self-Determination Education Assistance Act (P.L. 93-638; 25 U.S.C. § 450b(1)).

NPAIHB has a staff of over 100 professionals dedicated to advancing tribal health in the Northwest.

What We Do

- Health Promotion and Disease Prevention
- Legislative and Policy Advocacy and Analysis
- Training and Technical Assistance
- Surveillance and Research

NPAIHB Vision

Health and Wellness for the 7th Generation

NPAIHB Mission

The mission of the Northwest Portland Area Indian Health Board is to “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.”





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What is a Strategic Plan?

- A **strategic plan** is a **management tool**.
- **Strategic plans** give a **direction** on where you want your team to **focus energy and resources** along with clear **indicators to measure change and effectiveness** during a set period.
- NPAIHB's strategic plans are for **five years increments** and will set the goals for 2025-2030.
- Good strategic plans **establish a clear framework for consultation, communication, and collaboration** between leadership, staff and your partners *during the implementation phase*.
 - How will you prioritize, adjust, and evolve with a changing environment?
 - How do you create shared clarity and accountability but also give yourself enough flexibility to move and adapt?
 - How do you maintain collective vision over time?
- The goal is not only to set the big vision and priorities along with clear indicators of success but also to ***strengthen a shared process for communication and feedback between Delegates, staff, and the Northwest Tribal Nations that NPAIHB serves.***



How Are We Using Feedback Loops?

- **The foundation of this strategic planning process is feedback loops.** Beginning with staff. Then with Delegates. And so on. We will use the Quarterly Board Meetings as check-in points.
- **Feedback loops by nature are dynamic, living, and continuous.** But they are also, importantly, a way to recognize and to hold a relationship. The understanding of feedback loops in this way--a tool for accountability and leadership--builds off the human rights-based framework which has been cornerstone of international Indigenous rights.
- Here **the “What” is held by Tribes.** *What* are the priorities and needs?
- And the **“How” is held by NPAIHB staff.** *How* are we using the expertise and knowledge of NPAIHB to address tribal needs and priorities?

An aerial photograph of a dense forest with a waterfall. The waterfall is located in the upper center of the image, with white water cascading over dark rocks. The forest is composed of many green trees, and the ground is covered in brown pine needles. A large, semi-transparent teal rectangle is centered over the image, containing the text 'What' and 'How'. A yellow, wavy, rope-like border surrounds the central text area.

What

How

Member Tribes



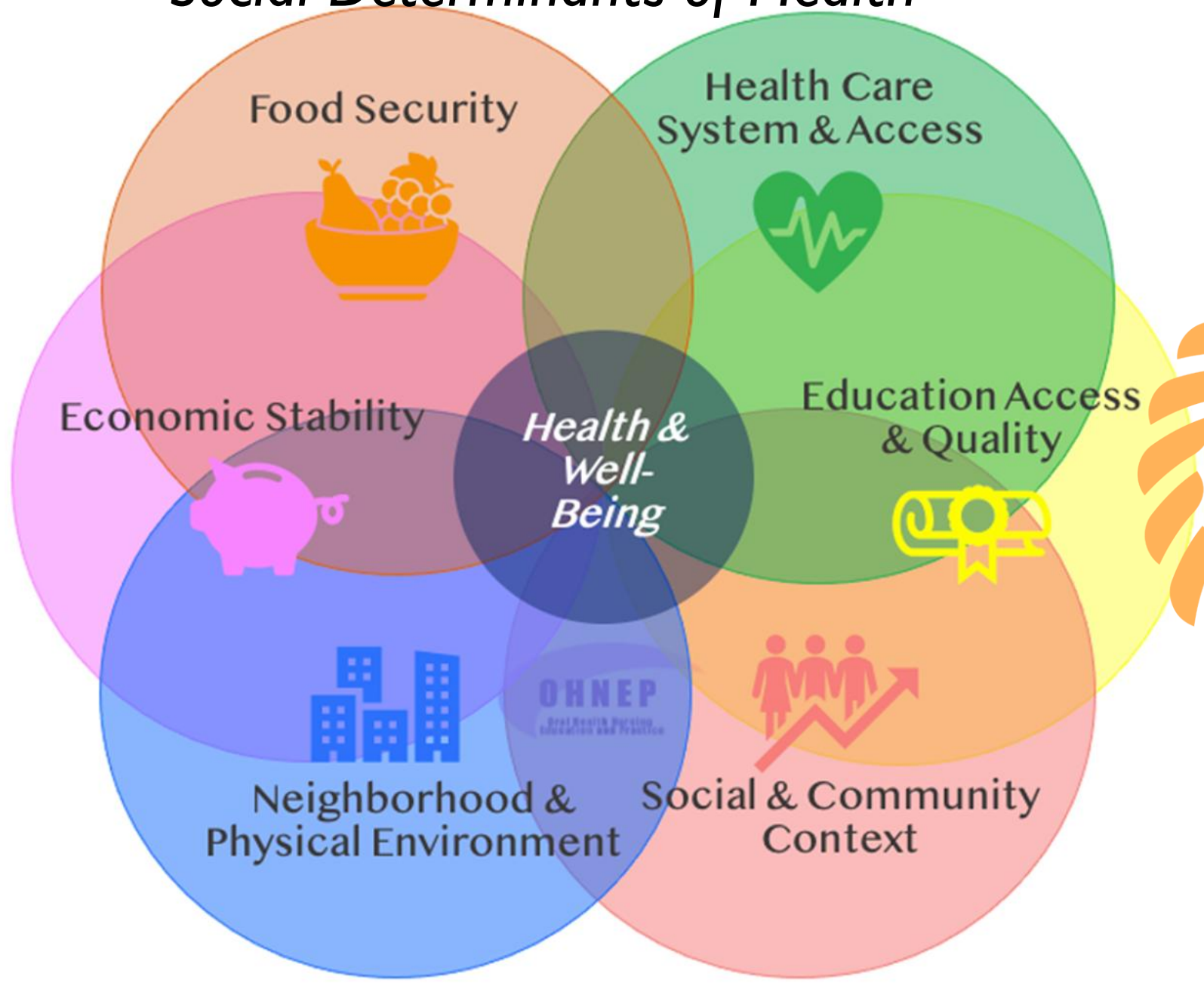
NPAIHB



How Are We Using Social Determinants of Health?

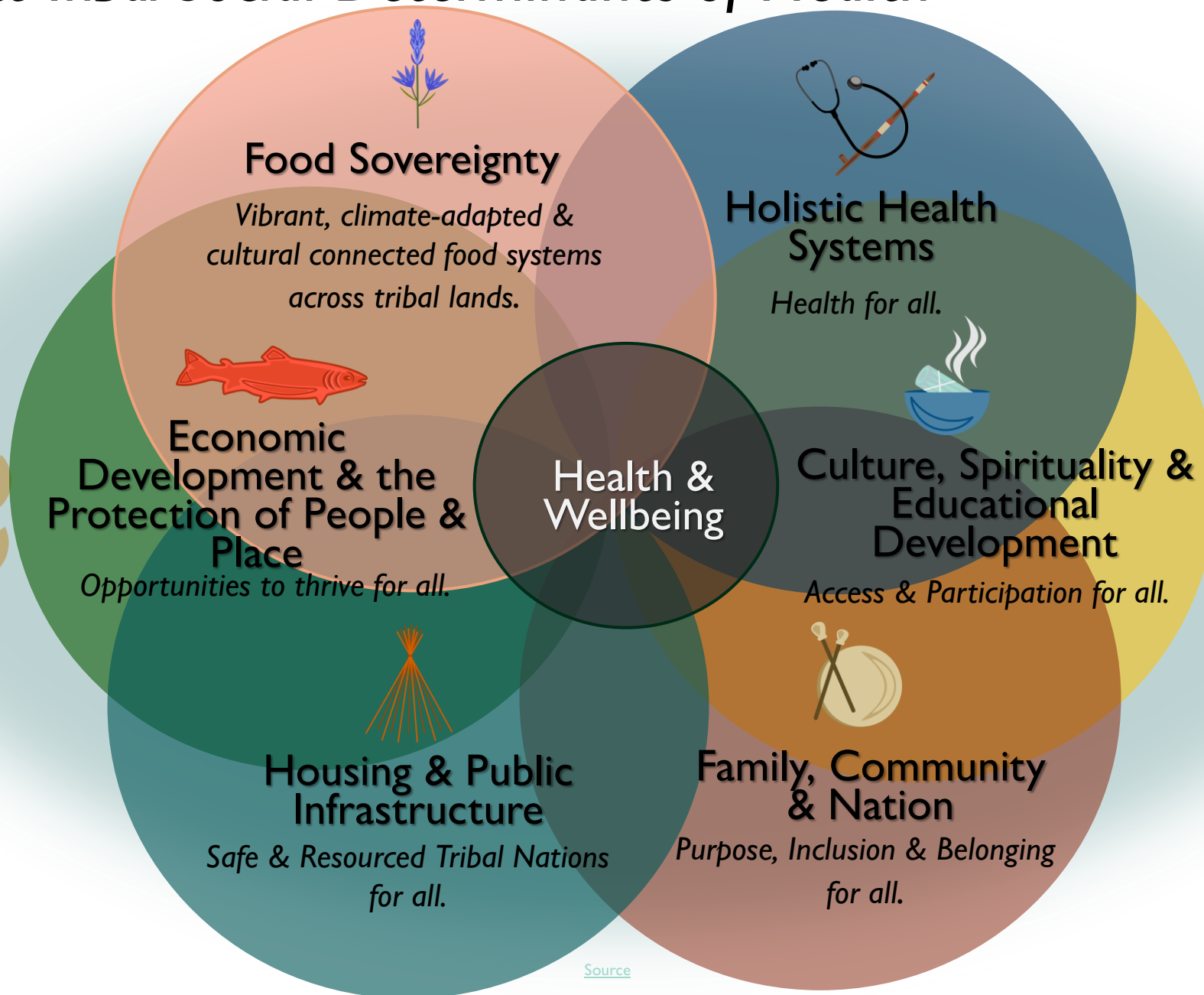
- As we thought about our 2025-2030 Strategic Plan, we looked at a few Northwest Tribes' own strategic plans to better understand how Tribes were framing their own priorities for health (and beyond).
- We noticed that while each Tribe has different contexts and priorities, **Tribes were naturally planning along the Social Determinants of Health (SDoH).**
- We recognized that **SDoH are inherently a way to look holistically at community health and wellbeing and complimented many Indigenous worldviews of interdependence, connection and kinship.**
- We **worked with staff to create an indigenized version of the SDoH** which is grounded in the unique context, opportunities, and strengths of Northwest Tribes
- We renamed these the ***NW Tribal Social Determinants of Health (NW Tribal SDoH)*** and will use these as the shared framework for NPAIHB's 2025-2030 Strategic Plan.
- We then shared our thinking with Delegates at April QBM.
- Delegates also created an Ad Hoc Strategic Planning Committee of the Board which has met monthly from May-October
- **This was our first feedback loop.**

Social Determinants of Health



Northwest Tribal Social Determinants of Health

Self Determination



Source

Tribal Sovereignty



Themes & Priorities



Themes & Priorities

Policy & Advocacy

- Strengthening/Growing Northwest Policy Leadership
- Growing Policy Skills/Acumen within Northwest Tribes
- Building, Strengthening & Maintaining Federal, State & Tribal Relationships
- Strengthening Opportunities Tribal Youth Development, Leadership & Mentorship

Programs & Technical Assistance

- Strengthening Information Sharing
- Growing Programmatic Resources/Domain Expertise (Tribal Priorities)
- Improving Health Care Access
- Reimagining Resource Development



Strategic Pillars & Goals



Strategic Pillars 2025-2030

Pillar I: Northwest Tribal Policy Leadership

Pillar II: Innovative and Strong IHS & Tribal Health Programs

Pillar III: Holistic Tribal Public Health Systems Across the Social Determinants of Health

Pillar IV: Organizational Leadership in Service of Northwest Tribes (NPAIHB)



Strategic Goals 2025-2030

Pillar I: Northwest Tribal Policy Leadership

2025-2030 Goal: *Northwest Tribes lead effective policy advocacy, at all levels, for high-quality, culturally appropriate, and holistic healthcare for American Indians and Alaska Natives.*

Strategies Include:

- Strengthening/Growing NW Tribal Leadership within National, State & Local Policy & Advocacy
- Strengthening/Growing NW Intertribal Leadership (as the Northwest Region and within States)
- Growing Policy Skills/Acumen within Northwest Tribes
- Building, Strengthening & Maintaining Federal, State & Tribal Relationships
- Strengthening Opportunities Tribal Youth Development, Leadership & Mentorship



Strategic Goals 2025-2030

Pillar II: Innovative and Strong IHS & Tribal Health Programs

2025-2030 Goal: *NW Tribes are leaders in providing culturally-tailored, high-quality, innovative, and holistic health programs/systems for American Indians and Alaska Natives.*

Strategies Include:

- Strengthening Culturally-tailored Healthcare which reflects a Tribe's Values & Traditions
- Improving Health Care Access & Continuity of Care
- Growing tribally-driven strategies and expertise in accordance with Northwest Tribal Priorities and in partnership with NPAIHB.
- Workforce Development
- Growing Your Own AI/AN Healthcare Providers
- Building Culturally Responsive Providers



Strategic Goals 2025-2030

Pillar III: Holistic Tribal Public Health Systems Across the Social Determinants of Health

2025-2030 Goal: *NW Tribes are leaders in creating tribally-driven, social, physical, and economic environments that promote health and wellbeing for American Indians and Alaska Natives.*

Strategies Include:

- Strengthening Information Sharing while Protecting Tribal Data Sovereignty
- Reimagining Resource Development for Tribal Health Programs/Systems
- Preparing for Future Needs, Opportunities & Challenges



Strategic Goals 2025-2030

Pillar IV: Organizational Leadership in Service of Northwest Tribes (NPAIHB)

2025-2030 Goal: *NPAIHB is a national leader in Indian Health Policy and in public health initiatives in service of Northwest Tribes.*

Strategies Include:

- Service to and Connection with Northwest Tribes
- Communication
- Professional Development
- Professional Expertise & Excellence
- Team Building
- Organizational Infrastructure



2025 Themes



How Will An Annual Theme Work?

- Delegates will select a theme annually based on their needs and priorities. **The theme recognizes an area of crosscutting work** (ex: leadership & youth development) that Tribes want to look at more deeply throughout the year.
- NPAIHB **staff will use this theme as tool to both connect and guide work across the organization.** Each Division will share how they will integrate the theme in their work.
- NPAIHB will **still report on progress toward Strategic Pillar goals** throughout the year.
- The **theme functions as a framework for annual focus and a dedicated space for discussion and feedback.** It also aims to encourage new collaboration and learning within NPAIHB Divisions and Programs.
- We are working with **Youth Delegates to develop an annual Youth Theme.**



2025-2026 Theme

2025-2026 Theme

Revenue Generation (for Health)

Workforce Development

Leadership/Youth Development

Integrated, Trauma Informed Care/Culturally Informed
Healing

Tribal Data Sovereignty



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