



# Northern Cheyenne Tribal Health Strategic Plan Years 2024–2026





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## ACKNOWLEDGMENTS

Participants from Northern Cheyenne Tribal Health (NCTH) attended both planning sessions on October 16-18, 2023.

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Marina Mitchel	Health Promotions Director
Linda Brady	Board Administrator
Tanya Camacho	Employee Services Director
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Melissa Fisher	Ashland District
Eva Foote	Ashland District
Debra Charette	Muddy District
Norma Gourneau	Busby District

### Northern Cheyenne Tribal President:

Serena Wetherelt	President of Northern Cheyenne Tribe
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CALLING OUR SPIRITS FORWARD

Calling Our Spirits Forward (COSF) is an Indigenous Led Public Health Non-Profit. Our mission is to empower Indigenous communities within Montana by addressing the social determinants of health and enhancing structural access to sustainable public and community health resources that were previously limited or



## Introduction and Background

Northern Cheyenne Tribal Health (NCTH) is deeply committed to addressing the healthcare needs of its tribal members. NCTH operates under the guidance of its Executive Director, Deputy Director, and a Board of Health Commissioners (BOHC).

This document synthesizes NCTH's collective expertise and shared vision, encompassing strategic pillars, measurable objectives, clear action steps, and tangible outcomes, all aligned with organizational structure and operational goals. It will serve as the roadmap guiding NCTH's endeavors for the next three years, fully aligned with its mission to enhance the health and well-being of Northern Cheyenne Tribal Members.

The strategic planning sessions and the guidance for developing this document were facilitated by Calling Our Spirits Forward (COSF), an Indigenous-led Public Health Non-Profit with a decade of experience with Indigenous Public Health Leadership.

This journey commenced with planning sessions to bring together diverse stakeholders to share their valuable insights and perspectives on NCTH's path forward. The two-day strategic planning sessions were held October 16-18, 2023, at the Big Horn Resort Conference Center in Billings, MT. These sessions brought together NCTH Administrative Leadership, Departmental Directors, the Board of Health Commissioners (BOHC), and other stakeholders.

The Northern Cheyenne Tribal Health Strategic Plan 2024-2026 is firmly rooted in COSF's Indigenous Public Health Practices and Frameworks. NCTH's commitment to improving healthcare accessibility and addressing the unique healthcare needs of its tribal members is reflected in this strategic plan. The following sections provide a comprehensive overview of NCTH's strategic objectives, including measurable targets and key initiatives to advance healthcare services and community well-being within the Northern Cheyenne community.



## NCTH Mission, Vision, and Conceptual Framework

### Mission Statement

The Mission of the Northern Cheyenne Tribal Health is to ensure quality community-based health and wellness through direct care and preventative initiatives. Our core principles within our mission statement align with the Cheyenne Way of Life to provide support and encouragement and empower the community for overall access to health services.

### Vision Statement

Our Vision is to incorporate modern and traditional health-based models that cultivate intersectionality to evidence-based interventions to advance the overall health autonomy and wellness of the Northern Cheyenne Nation.

### NCTH Conceptual Framework

Figure 1 of the Northern Cheyenne Tribal Health (NCTH) Conceptual Framework illustrates the organization's core components: Equitable Services (prevention, intervention, healing, education), Staff/Employees (services, staff, self-care, motivation, accountability, communication), Kinship (community, family relationships), and Traditional Wellness (holistic well-being, culture, ceremonies).

These components are central to NCTH's Indigenous public health approach, promoting health through employees, environmental factors, and culturally informed practices rooted in Northern Cheyenne traditional healing knowledge systems.

At the core of NCTH's mission is the health and well-being of Northern Cheyenne tribal members. NCTH will provide culturally enriched programs, equitable services, and staff support to enhance traditional wellness.

Over the next three years, NCTH will align its efforts with these core components, maintaining fidelity to its mission and vision.

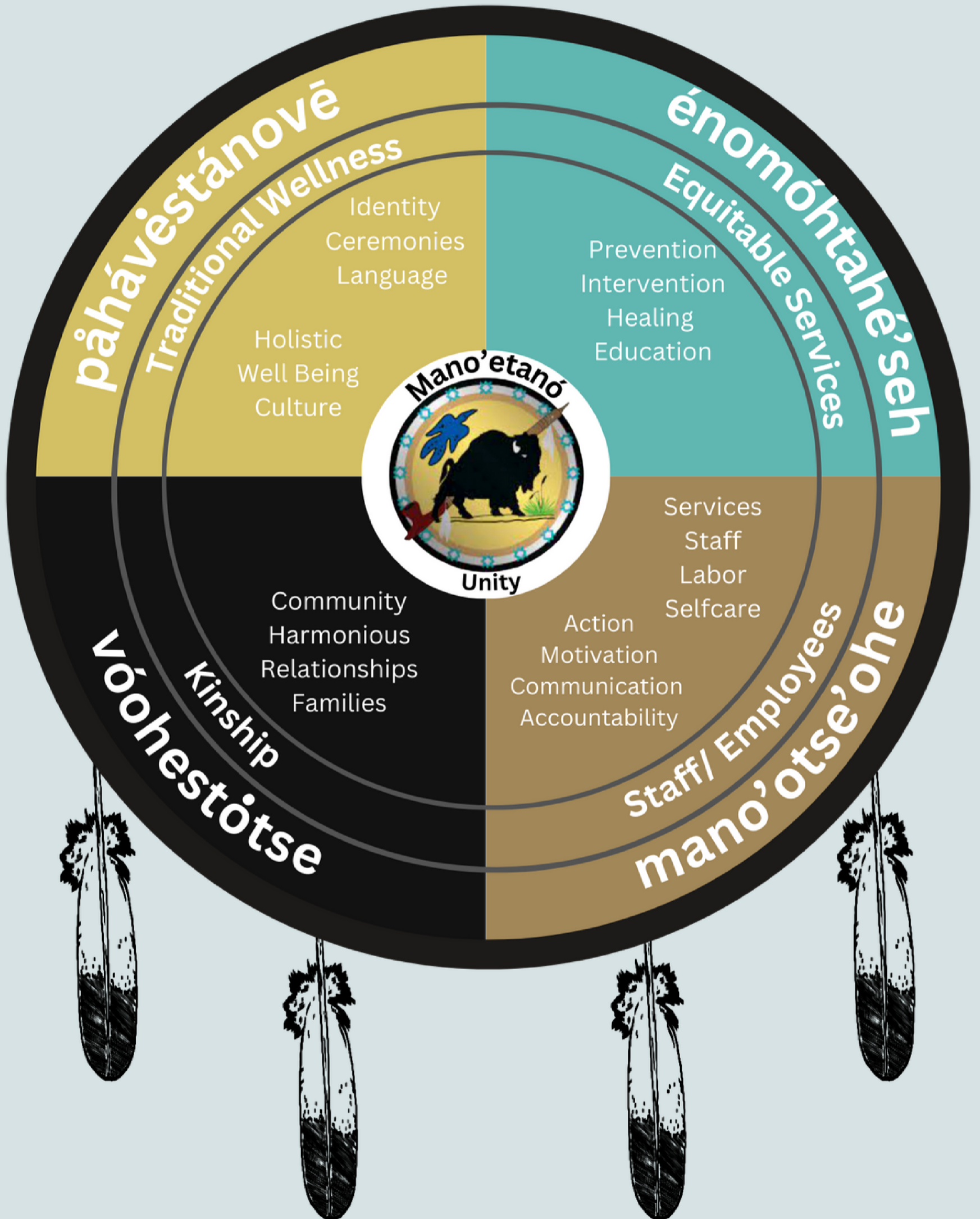


FIGURE 1. NCTH CONCEPTUAL FRAMEWORK



## **Northern Cheyenne Tribal Health Organizational Values**

**Honesty:** We commit to transparent and truthful communication.

**Accountability:** We take responsibility for our actions and strive for excellence.

**Community Trust:** We build and maintain trust within the community.

**Quality-Based Care:** We consistently strive to deliver high-quality assurance in our tribal health program services.

**Respect for One Another:** We value each Northern Cheyenne Tribal Health team member and treat everyone respectfully.

**Compassion:** We respond with empathy and kindness.

**Safety Awareness and Protection:** We prioritize safety and mitigate risks.

**Advocating for Those in Need:** We champion those facing challenges and uphold an open-door policy for all community members to feel seen, heard, and welcomed into each Northern Cheyenne Tribal Health program.

**Strengthening Cultural Kinship Connections:** We support tribal families and strengthen community bonds.

**Embracing Our Cultural Ways:** We celebrate and honor our Cheyenne heritage and lifeways.



## NCTH STRENGTHS, SHARED VISION, AND STRATEGIC STEPS

### NCTH Strengths:

1. **Cultural Importance:** NCTH is deeply rooted in Northern Cheyenne culture, preserving and integrating cultural elements into programs, resonating with the community.
2. **Leadership Transformation:** In recent years, NCTH has experienced significant leadership shifts, bringing fresh perspectives, strategic thinking, and innovation.
3. **Dedicated Workforce:** NCTH benefits from a team of dedicated and passionate individuals with a visionary and forward-thinking mindset, showcasing unwavering commitment to NCTH's mission.
4. **Tribal Government Support:** NCTH holds a unique advantage due to the active involvement and strong support from the Northern Cheyenne tribal government, enhancing unity and collaboration.

These strengths, combined with NCTH's unwavering dedication to Northern Cheyenne community health, will shape the success of NCTH's strategic plan, advancing NCTH's mission, vision, and values while staying true to cultural heritage.

### Shared Vision for 2024–2026:

"In the next three years, NCTH envisions thriving health programs prioritizing wellness and delivering culturally sensitive, trauma-informed services. These services will be provided by a proficient team of community providers and cultural specialists, effectively contributing to disease prevention and addressing health disparities."

### Strategic Steps: Northern Cheyenne Tribal Health (NCTH) has prioritized strategic goals within six pillars

1. **Operational Duties:** Enhance efficiency and compliance through streamlined operational duties.
2. **Recruitment/Staffing:** Build a sustainable workforce through effective recruitment and retention.
3. **Educational Outreach:** Strengthen community health education and outreach.
4. **Specialized Services:** Expand and enhance specialized health services.
5. **Crisis Intervention:** Strengthen crisis management and community support.
6. **New NCTH Infrastructure Building:** Upgrade infrastructure and expand capacity.

This strategic plan underscores NCTH's commitment to collaborative efforts with the Northern Cheyenne community and partners to enhance services for Northern Cheyenne community members over the next three years.



The Northern Cheyenne Tribal Health's 3-year Strategic Plan for 2024-2026 encompasses six strategic pillars, each with specific goals and action plans. Below is the organization and development of the plan, specifying short-term (within a year), medium-term (within 2 years), and long-term (within 3 years) goals and actions for each pillar.

## **STRATEGIC PILLAR 1**

### **STRATEGIC PILLAR 1: OPERATIONAL DUTIES**

#### **ENHANCE EFFICIENCY AND COMPLIANCE THROUGH STREAMLINED OPERATIONAL DUTIES**

##### **SHORT-TERM (WITHIN 3 MONTHS)**

- 1. COLLABORATE WITH MANAGEMENT, DEPARTMENTAL HEADS, AND STAFF FOR INPUT AND COMMUNICATION TO UNDERSTAND CURRENT OPERATIONAL DUTIES.**
- 2. HR WILL WORK CLOSELY WITH EACH DEPARTMENT DIRECTOR TO COMPILE A COMPREHENSIVE LIST OF CLEAR DUTIES ALIGNED WITH THE AFA SCOPE OF WORK AND PROVIDE UPDATED JOB DESCRIPTIONS (JDS).**
- 3. CREATE AN ONBOARDING PROCESS INTEGRATING HR AND DEPARTMENTAL DIRECTORS TO ENSURE NEW STAFF UNDERSTAND THEIR RESPONSIBILITIES.**
- 4. DOCUMENT CLEAR OPERATIONAL DUTIES THAT ALIGN WITH THE AFA SCOPE OF WORK.**

##### **MEDIUM-TERM (WITHIN 6 MONTHS)**

- 1. DEVELOP A HARD-COPY PROCESS FACILITATED BY HR AND ACQUIRE THE NECESSARY TRAINING TO IMPLEMENT IT EFFECTIVELY.**
- 2. IMPLEMENT DIRECT SERVICES, INCLUDING TRANSPORTATION CARE MANAGEMENT REPORTING WITHIN EHR AND ALL INTERNAL REPORTING PLATFORMS.**
- 3. ARRANGE TRAINING AND SUPPORT SESSIONS FROM PLATFORM EXPERTS TO ENSURE EFFECTIVE USAGE.**

##### **LONG-TERM (WITHIN 1 YEAR)**

- 1. CREATE AND IMPLEMENT POLICIES FOR INTERNAL MANAGEMENT TO ENSURE ONGOING EFFICIENCY AND COMPLIANCE WITHIN THE ORGANIZATION.**
- 2. EXPLORE OPPORTUNITIES TO BRING CREDENTIALING SERVICES IN-HOUSE FOR STAFF.**
- 3. FACILITATE THE ATTAINMENT OF NECESSARY CREDENTIALS AND CERTIFICATES.**

This comprehensive strategic plan guides Northern Cheyenne Tribal Health's growth and advancement over the next three years. It emphasizes the organization's commitment to enhancing efficiency, strengthening its workforce, expanding educational outreach, improving specialized services, enhancing crisis management, and upgrading infrastructure. Regular monitoring and evaluation will be integral to achieving these objectives, ensuring that the organization remains focused and adaptable in pursuit of its mission. These goals provide a clear direction and a firm commitment to advancing the organization in these vital areas.

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## **STRATEGIC PILLAR 2**

### **STRATEGIC PILLAR 2: RECRUITMENT/STAFFING**

#### **BUILD A SUSTAINABLE WORKFORCE THROUGH EFFECTIVE RECRUITMENT AND RETENTION**

##### **SHORT-TERM (WITHIN 1 YEAR)**

- 1. IDENTIFY ALL PROVIDERS NEEDED.**
- 2. DEVELOP REQUEST FOR PROPOSALS (RFPS) FOR HIRING PROVIDERS.**
- 3. ESTABLISH BUDGET CAPACITY FOR RECRUITMENT.**
- 4. DETERMINE THE PAY SCALE FOR NEW HIRES.**
- 5. CREATE ADVERTISING STRATEGIES TO ATTRACT CANDIDATES.**
- 6. INITIATE TRAINING AND PROFESSIONAL DEVELOPMENT PROGRAMS FOR STAFF.**
- 7. EXPLORE RETENTION METHODS SUCH AS HOUSING, 401(K), MEDICARE/PRIVATE HEALTH INSURANCE PLANS, AND HSA.**
- 8. DEFINE THE NUMBER OF PATIENTS TO REACH.**

##### **MEDIUM-TERM (WITHIN 2 YEARS)**

- 1. INITIATE RECRUITMENT PROCESSES BASED ON RFPS.**
- 2. IMPLEMENT RETENTION INCENTIVES.**
- 3. CONTINUE TRAINING AND PROFESSIONAL DEVELOPMENT.**

##### **LONG-TERM (WITHIN 3 YEARS)**

- 1. ASSESS THE EFFECTIVENESS OF RECRUITMENT AND RETENTION STRATEGIES.**
- 2. MAKE NECESSARY ADJUSTMENTS TO ENSURE A SUSTAINABLE WORKFORCE.**

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## **STRATEGIC PILLAR 3**

### **STRATEGIC PILLAR 3: EDUCATIONAL OUTREACH**

#### **STRENGTHEN COMMUNITY HEALTH EDUCATION AND OUTREACH**

##### **SHORT-TERM (WITHIN 6 MONTHS)**

- 1. SECURE FUNDING FOR CHA COMMUNITY HEALTH ASSESSMENT ADDENDUM IN 2024.**
- 2. INITIATE TRAINING, CHARTING REPORTING, AND FOLLOW-UP PROGRAMS.**
- 3. STRENGTHEN CASE MANAGEMENT EFFORTS.**
- 4. STREAMLINE PLATFORMS FOR EFFICIENCY.**
- 5. ESTABLISH DEPARTMENTAL PARTNERSHIPS AND COLLABORATIONS.**
- 6. BEGIN COMMUNITY OUTREACH METHODS.**
- 7. WORK ON TRANSPARENCY BY UPDATING THE WEBSITE.**

##### **MEDIUM-TERM (WITHIN 1 YEAR)**

- 1. IMPLEMENT THE CHA COMMUNITY HEALTH ASSESSMENT ADDENDUM.**
- 2. ENHANCE TRAINING AND REPORTING EFFORTS.**
- 3. STRENGTHEN COMMUNITY PARTNERSHIPS.**
- 4. ENSURE AN ACTIVE AND UP-TO-DATE WEBSITE.**

##### **LONG-TERM (WITHIN 2 YEARS)**

- 1. CONTINUOUSLY ASSESS AND IMPROVE EDUCATIONAL OUTREACH PROGRAMS.**
- 2. SUSTAIN COMMUNITY PARTNERSHIPS AND COLLABORATIONS.**

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## **STRATEGIC PILLAR 4**

### **STRATEGIC PILLAR 4: SPECIALIZED SERVICES**

#### **EXPAND AND ENHANCE SPECIALIZED HEALTH SERVICES**

##### **SHORT-TERM (WITHIN 6 MONTHS)**

- 1. START THE HIRING PROCESS FOR FOUR EPIDEMIOLOGISTS FOR NCTH DEPARTMENTS.**
- 2. DEVELOP PALLIATIVE CARE SERVICES.**
- 3. ESTABLISH RECOVERY AND AFTERCARE SERVICES.**
- 4. BEGIN COMMUNITY ELDER SERVICES.**

##### **MEDIUM-TERM (WITHIN 1 YEAR)**

- 1. HIRE EPIDEMIOLOGISTS AND IMPLEMENT THEIR ROLES.**
- 2. EXPAND AND REFINE SPECIALIZED SERVICES.**

##### **LONG-TERM (WITHIN 2 YEARS)**

- 1. EVALUATE THE IMPACT AND EFFECTIVENESS OF SPECIALIZED SERVICES.**
- 2. ENSURE THE SUSTAINABILITY AND GROWTH OF THESE SERVICES.**

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## **STRATEGIC PILLAR 5**

### **STRATEGIC PILLAR 5: CRISIS INTERVENTION**

#### **STRENGTHEN CRISIS MANAGEMENT AND COMMUNITY SUPPORT**

##### **SHORT-TERM (WITHIN 3 MONTHS)**

- 1. CREATE A CRISIS INTERVENTION TASK FORCE.**
- 2. IDENTIFY COMMUNITY STAKEHOLDERS FOR CRISIS IDENTIFICATION.**

##### **MEDIUM-TERM (WITHIN 1 YEAR)**

- 1. IMPLEMENT COMMUNITY SURVIVOR SERVICES.**
- 2. STRENGTHEN CRISIS INTERVENTION EFFORTS.**

##### **LONG-TERM (WITHIN 2 YEARS)**

- 1. ESTABLISH A SUSTAINABLE CRISIS INTERVENTION SYSTEM.**
- 2. CONTINUOUSLY ENGAGE COMMUNITY STAKEHOLDERS IN CRISIS IDENTIFICATION AND MANAGEMENT.**

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## **STRATEGIC PILLAR 6**

### **STRATEGIC PILLAR 6: NEW NCTH INFRASTRUCTURE BUILDING**

#### **UPGRADE INFRASTRUCTURE AND EXPAND CAPACITY**

##### **SHORT-TERM (WITHIN 1 YEAR)**

- 1. DEVELOP A LAND USE PLAN FOR THE NEW NCTH BUILDING.**
- 2. OBTAIN A PRELIMINARY REPORT FROM HASKELL CONTRACTING.**
- 3. START RESEARCH HUBS FOR NCTH EPIDEMIOLOGISTS.**
- 4. BEGIN MODERNIZING DATA AND INFORMATION SYSTEMS.**

##### **MEDIUM-TERM (WITHIN 2 YEARS)**

- 1. CREATE A CAPABILITY STATEMENT FOR THE NEW BUILDING.**
- 2. ESTABLISH CONTRACTS AND TASK ORDERS.**
- 3. DEVELOP A CAPITAL CAMPAIGN STRATEGY.**

##### **LONG-TERM (WITHIN 3 YEARS)**

- 1. SECURE BUY-IN FROM FOUNDATIONS AND FUNDING SOURCES.**
- 2. CREATE A GRAPHIC RENDERING OF THE NEW NCTH BUILDING.**

This comprehensive strategic plan guides Northern Cheyenne Tribal Health's growth and advancement over the next three years. It emphasizes the organization's commitment to enhancing efficiency, strengthening its workforce, expanding educational outreach, improving specialized services, enhancing crisis management, and upgrading infrastructure. Regular monitoring and evaluation will be integral to achieving these objectives, ensuring that the organization remains focused and adaptable in pursuit of its mission. These goals provide a clear direction and a firm commitment to advancing the organization in these vital areas.



NORTHERN CHEYENNE  
TRIBAL HEALTH  
STRATEGIC PLAN  
YEARS 2024–2026



# + + + + + + A 4-Steps Process for Strategic Planning



**NORTHERN CHEYENNE  
TRIBAL HEALTH**  
**PROMOTING HEALTHY  
LIFESTYLES**  
**TODAY, TOMORROW & FOREVER**

## **1** Assess the Current State with an Indigenous Public Health Lens

- Conduct a comprehensive assessment of Northern Cheyenne Tribal Health's current state, including programs, resources, and administrative processes.
- Incorporate an Indigenous Public Health Framework with input from Northern Cheyenne Tribal Health Administrative Staff and the Board of Directors.
- Ensure the assessment considers alignment with Cheyenne values and cultural intersectionality to reflect community health needs and services.

## **2** Develop a Strategy Rooted in Indigenous Values

- Collaboratively define a strategic vision and mission that reflect Cheyenne values and prioritize community wellness.
- Establish clear, measurable goals and objectives aligning with Northern Cheyenne Tribal Health's commitment to Indigenous perspectives and community well-being.
- Engage a diverse group of stakeholders and advisors to ensure the incorporation of their insights into developing strategies.

## **3** Implement Strategy with Collaboration

- Formulate a detailed implementation plan that clearly outlines the roles and responsibilities of administrators, the Board of Directors, and partners.
- Create ongoing collaboration and communication mechanisms between Northern Cheyenne Tribal Health administrators, the Board, and stakeholders.
- Ensure Indigenous perspectives are considered and actively integrated into program development, budgeting, and resource allocation decisions.

## **4** Monitor and Adapt with Cultural Responsiveness

- Develop a robust monitoring and evaluation framework that includes success indicators and cultural considerations.
- Regularly review progress, with input from partners and community members, to assess the effectiveness of strategies and initiatives.
- Celebrate achievements that exemplify Northern Cheyenne Tribal Health's commitment to health promotion, core values/beliefs, and the betterment of the Northern Cheyenne community.



## **Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis Summary: Key Organizational Issues**

**In the Tribal Health strategic planning process, we actively evaluate our internal strengths and weaknesses and identify external opportunities and threats. Our goal is to actively harness our strengths, seize new opportunities, mitigate potential threats, and rectify weaknesses to ensure organizational success.**

### **Strengths:**

- Culture
- Shift in leadership.
- Dedicated and passionate employees with a visionary and forward-thinking mindset.
- Strong tribal government involvement and support.
- Healthy and consistent communication.
- Effective networking with external agencies for collaboration.
- A collaborative team approach.
- Positive workplace environment.
- Establishment of policies and procedures.

### **Weaknesses: Areas for Improvement**

1. Clarity in administrative direction.
2. Implementation of comprehensive onboarding processes for personnel.
3. Cultivating a culture of effective communication.
4. Strengthening community health outreach education, particularly in priority areas such as suicide and diabetes prevention.
5. Establishment of clear case management procedures.
6. Enhancing communication protocols to promote a positive work environment.
7. Consideration of medical oversight and the potential recruitment of a medical director.
8. Development of infrastructure, including departmental space.
9. Exploring opportunities for increased tribal financial support and involvement in finance and procurement.
10. Modernizing organizational development and policies to enhance internal processes and autonomy.
11. Addressing workplace dynamics through trauma-informed care.
12. Updating and streamlining the organizational chart.
13. Implementing accountability measures for quality assurance and behavior improvement.
14. Revision and modernization of policies, particularly health policies.
15. Development of transparent criteria for determining pay wages, with potential involvement of an ethics committee.
16. Strengthening public affairs efforts, including transparency, job opportunities, and communication initiatives.
17. Enhancing the organization's online presence.
18. Establishing effective communication channels with I.H.S. through collaborative relationships and agreements.
19. Technology upgrades, including training, cybersecurity measures, and E.H.R. platform improvements.
20. Enhancing the quality of care, focusing on patient follow-up, and digitizing reporting processes.
21. Promoting employee well-being through self-care practices.
22. Developing comprehensive emergency plans for various scenarios, such as fire, power outages, severe weather, water shortages, disease outbreaks, and updating the emergency operational plan (E.O.P.) led by D.E.S.
23. Creation of a hazard mitigation plan specific to the tribe, with separate leadership under D.E.S.

**These identified strengths and weaknesses will guide our strategic planning efforts to optimize our operations and service delivery while addressing potential challenges and leveraging external opportunities.**

**Opportunities:**

**1. New Building:**

- All departments are hoping to be under the same roof.
- Indoor amenities like gyms, conference/training rooms, wellness and healing rooms, instructional cooking kitchen, and more.
- Outdoor features include a community garden, sports facilities, a walking path, and medicinal plant landscapes.
- Various facilities for staff and patients, such as exam/intake rooms, sensory rooms, cultural spaces, and more.
- Sustainable elements like alternative energy, backup generators, and water quality filtration.
- Additional services like dental space, records storage, supply procurement, and mobile unit storage.

**2. Locations:**

- Expansion and establishment of tribal health locations.

**3. Revenue Generation:**

- Exploring new avenues for generating revenue.

**4. Recovery Services:**

- Opportunities in the field of recovery services.

**5. EMS (Emergency Medical Services):**

- Enhancing emergency medical services.

**6. Behavioral Health:**

- Expanding behavioral health services.

**7. PHNs (Public Health Nurses):**

- Strengthening the role of public health nurses.

**8. School-Based Health Services:**

- Providing healthcare services in school settings.

**9. THIP (Tribal Health Improvement Plan):**

- Implementation and improvement of the tribal health improvement plan.

**10. SDPI (Special Diabetes Program for Indians):**

- Opportunities related to diabetes prevention and treatment.

**11. Transportation Services:**

- Exploring transportation services, potentially for veterans, oncology patients, and specialized healthcare needs.

**12. Contracting Service Unit (638 Contracting):**

- Feasibility study and exploration of contracting services.

**13. Grant Opportunities:**

- Pursuing grants for various initiatives.

**14. Loan Repayment Program:**

- Initiating a loan repayment program.

**15. Self-Care (Retention and Retainability):**

- Focusing on self-care initiatives to retain staff and improve their well-being.

**16. Health Staff Development:**

- Enhancing the development of healthcare staff.

**17. Debriefing Services:**

- Offering debriefing services for staff within a trauma wellness practice.

## **Threats: Potential Challenges**

### **1. Finance:**

- Financial barriers and training needs.
- Funding inconsistencies and opportunities.
- Concerns related to unhealthy politics and ethics.
- Challenges in accessing grants.

### **2. Procurement:**

- Need for consistent contract management.
- Issues with vendor fees and slow payment of invoices.

### **3. I.H.S. (Indian Health Service):**

- Reluctance to collaborate for Tribal Health response strategies.
- Challenges related to tribal program segregation and siloed work.
- Communication gaps and need for cultural sensitivity training.
- Administrative frameworks that may be non-progressive.
- Potential loss of revenue.
- Need more specialized providers and specialists available in-house.
- The need for developmental clinics and emotional health services.

### **4. Employee Retention:**

- Challenges in retaining employees due to inadequate benefits packages, healthcare insurance, and retirement options.
- Housing accessibility issues.
- Employee relocation for personal reasons.
- Work overload and low pay concerns.
- Cultural challenges such as exploitative behaviors and bullying.
- Burnout and secondary trauma among staff.
- The need for internal services, debriefing, and recognition of employee behaviors.
- Promoting self-care and fostering trust within the workplace.

### **5. Staffing Levels:**

- Operating at 70% staffed capacity, requiring full staffing.

### **6. Staff Training:**

- The challenges in retaining trained staff include recovery programs, childcare, and educational services.
- There is a need for formal plans and contract agreements to address retention.

### **7. Congressional Budget Cuts:**

- Potential budget cuts beyond the organization's control.
- The importance of lobbying for supportive bills and policies.
- The necessity of creating an emergency funding plan in preparation for budget cuts.

### **8. Rural Recruitment:**

- Difficulties in recruiting staff in a rural environment.

### **9. Weather-Related Issues:**

- The need for an emergency plan in response to weather-related challenges.
- Coordination with the Department of Emergency Services (D.E.S.) and updating the Emergency Operational Plan (E.O.P.).
- Impact on work operations.

**These potential challenges may require proactive measures and strategies to mitigate their impact on the organization.**

## **Action Strategies to Achieve Goal:**

### **1. Operational Duties per Department:**

- Collaborate with management, departmental heads, and staff for input and communication.
- Establish clear and standardized operational duties for all staff to follow.

### **2. Direct Services Implementation:**

- Implement direct services, including transportation care management reporting within EHR (Electronic Health Record), Acucare, and all internal reporting platforms.
- Arrange training and support sessions from platform experts to ensure effective usage.

### **3. Onboarding and Staff Training:**

- Develop a comprehensive onboarding process.
- Provide staff training to ensure competence in assigned duties.

### **4. Clear Communication of Duties:**

- Establish transparent communication channels for duties and responsibilities.
- Clarify roles regarding licensing, contracting services, and liability management.

### **5. In-House Credentialing:**

- Explore opportunities to bring credentialing services in-house for staff.
- Facilitate the attainment of necessary credentials and certificates.

### **6. Policy Implementation:**

- Develop and implement policies related to weather responsibilities, liability, and medical situations.

## **Outputs:**

- Creation of an onboarding process integrating HR and departmental directors.
- Documentation of clear duties aligned with the AFA scope of work.
- Distribution of updated job descriptions (JDs) within three months as a short-term goal.

## **Short-term Goal (Within 3 Months):**

- HR will collaborate with each department director to compile a list of clear duties in line with the AFA scope of work and provide updated JDs.

## **Medium-term Goal:**

- Develop a hard-copy process facilitated by HR and acquire the necessary training to implement it effectively.

## **Long-term Goal:**

- Create policies for internal management to ensure ongoing efficiency and compliance within the organization.

## **Strategic Planning Session (October 16-17 2023):**

**During our strategic planning session on October 16-17, we will work collaboratively to combine all duties for creating the onboarding instructional package, aligning with our goal of streamlining operational duties and enhancing organizational efficiency.**

## Behavioral Health Programs

**Recovery Program:** Offers resources and support for individuals dealing with substance abuse or addiction through counseling, therapy, support groups, and referrals.

Issues to address:

**Behavioral Health:** Addresses mental health concerns through counseling, therapy, psychiatric services, and mental health education.

Issues to address:

## Veteran and Healthcare Access Programs

**Veteran Affairs Services:** Provides specialized healthcare services and support to Northern Cheyenne veterans, including medical care, counseling, benefits assistance, and referrals.

Issues to address:

**TPSP (Tribal Premium Sponsorship) Program:** Assists eligible individuals in accessing healthcare coverage through insurance navigation, enrollment support, and coordination with healthcare providers.

Issues to address:

## Emergency and Medical Services

**EMS (Emergency Medical Services):** Delivers emergency medical care and transportation during critical situations for Northern Cheyenne tribal members.

Issues to address:

## Financial and Administrative Programs

**3rd Party Revenue (Medical coding and billing):** Manages medical coding and billing processes for efficient financial transactions.

Issues to address:

## **Section 2: Key Programs Overview**

Start with an overview of Northern Cheyenne Tribal Health's major programs.

Mention Northern Cheyenne Tribal Health's plans to establish a School-Based Health modular Clinic site within high schools and the organization's oversight of the PHN (Public Health Nursing Program) to enhance public health initiatives.

## **Section 3: Program Details**

### **Health Promotion and Prevention Programs**

**Wellness & Diabetes Program:** Promotes wellness and supports individuals with diabetes through education, coaching, transportation assistance, food boxes, and Medicaid services.

**T-HIP (Tribal Health Improvement Program):** Provides comprehensive support to AI/AN Passport to Health Medicaid Members with chronic illnesses or at risk of serious health conditions. Includes disease management, care coordination, specialized healthcare access, and transportation assistance.

**Health Promotions:** Promotes health and prevents diseases through initiatives such as school education, environmental health, sexual reproductive health education, WIC services, suicide prevention, tobacco prevention, and oncology prevention and education.

# Community Health and Outreach Programs

**CHR (Community Health Representatives):** Utilizes community health representatives to provide essential services like life skills training, supplies distribution, medication pickup, firewood provision, home visits, and on-site visits for the elders.

## **Section 4: Future Initiatives**

Mention any upcoming initiatives or plans for further expansion or improvements, such as the School-Based Health modular Clinic site and the PHN program.

## **Section 5: Conclusion**

Summarize Northern Cheyenne Tribal Health's commitment to the health and well-being of the Northern Cheyenne community, highlighting its Indigenous public health approach to healthcare and wellness.