



TRIBAL
HEALTH

Tribal Health: A Year in Review

2022

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A YEAR OF GROWTH

When Tribal Health launched in 2015, we had a vision of providing culturally sensitive care at healthcare facilities in Tribal nations. At the time, we had one contract in Arizona, but we recognized the great opportunity to change the game of healthcare delivery - so we dared to dream big. Today, that dream has manifested into something even bigger than I could have ever imagined.

All change begins with a vision - in our case, a vision of multigenerational healthcare transformation. Being an effective change agent means pairing vision with action. This year, our vision got bigger and we took unprecedented action.

We added multiple new facilities and new specialties. Our business team expanded across our recruiting, HR, accounting, operations, and credentialing departments, with a focus on technology investments to move our business forward. We also earned some incredible awards and launched a new pillar that brings culturally sensitive behavioral healthcare and substance misuse treatment to Tribal nations.



Above all, our tenacious frontline staff provided exceptional patient care. From treating critical patients in snowbound hospitals to covering staffing shortages, they persevered, innovated, and achieved. We believe our providers are the gold standard of healthcare staffing and are honored to work with such incredible people who share a singular purpose of improving care across the country.

We are confident that 2023 will be our most impactful year yet. We are expanding into new communities with new partners. We've extended our vision to solve health disparities for other populations while retaining our focus on Native healthcare. Our vision is to create maximum impact by expanding services to similarly aligned communities and critical specialties.

Martin Luther King Jr. said, "Life's most persistent and urgent question is: 'What are you doing for others?'" As an organization, we strive to answer this question with purpose and positivity every day.

Please accept our sincerest thanks as our partners and collaborators who play such a pivotal role in connecting underserved communities to quality care. Our power is in partnerships - and we know that by working together, we can achieve our vision. We are forever grateful to those of you who have joined us on this mission.

With sincerest gratitude from the Tribal Health team,

Morgan Haynes
President

2022 HIGHLIGHTS

Our growth accelerated like a comet in 2022, as we sent world-class staff to an increasing number of Indian Health Service and Tribal facilities. We began to provide behavioral health services - and we signed with new client facilities in Arizona, Minnesota, South Carolina, Washington and Alaska. Here's where the year took us.

Clinical Expansion

Our clinical roster added specialists in women's health, dentistry, family medicine, pharmacy, internal medicine, and other disciplines to facilities. Shift fulfillment rates hit 100% - but demand skyrocketed so high that our CEO Dr. John Shufeldt worked side by side with our teams at ERs across the country.



Recognition

We were honored to be named the 2022 recipient of the Small Business Prime Contractor of the Year Award by the U.S. Department of Health and Human Services (DHHS) - and to earn The Joint Commission's Gold Seal of Approval® for Health Care Staffing Services Certification. Also exciting: our CNO Whittney LaCroix was named one of SIA's Global 150 Women in Staffing and our President Morgan Haynes was named to 40 under 40 - twice.

Stronger Infrastructure

Internally, we added new leaders and team members in HR, accounting, operations and credentialing - and invested in smart technology to create an even more efficient experience for our healthcare staff. Most of all, we more than doubled our recruiting team across the country to keep up with our rapid expansion.

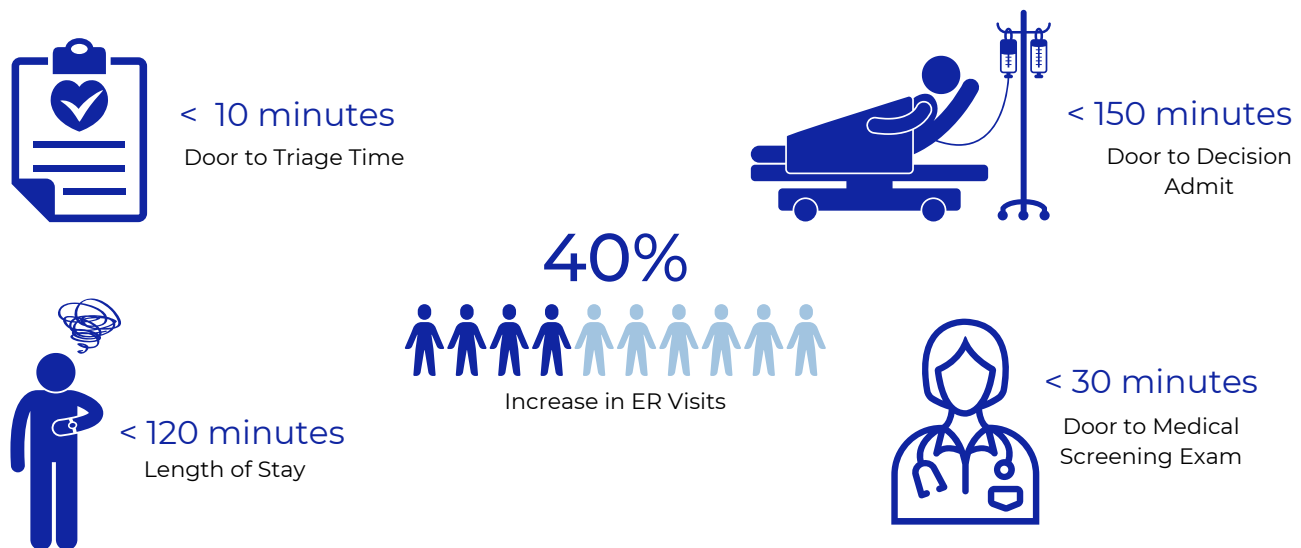


AN ED SUCCESS STORY

Our metric-managed approach to Emergency Department practice management means we align facilities with national standards for care. Data-driven improvement plans focus both on patient care factors like wait times and turnover, and meeting community needs through innovations such as creating mobile ED units. These facility improvements can mean the difference between life or death on reservations where transporting patients to another facility can take hours.

2022 saw a nearly 40% increase in ED visits at one Southwest IHS hospital. Our goals were to accommodate the growth while meeting the national standards for care, driving smarter efficiencies, and training the facility staff in new clinical skills.

Results: we met or exceeded National Standards of Care.



We also implemented process improvements and clinical training.

Quality Assessment & Performance Improvements

- Weekly meetings with defined goals, timelines, accountability
- RN Chart Review
- Daily chart reviews and audits with real-time coaching
- Tracer Charts
- OPPE/FPPE
- Code blue, intubations, blood transfusions, suicidal patients and restraints
- Quarterly performance evaluations
- Patient satisfaction surveys

New Policies, Procedures, and Processes

- Fall Risk Assessment
- Pain Assessment and Reassessment
- Care of the Suicidal Patient in the ED
- Sitter Training and Log
- Opioid Management in the ED
- Care of the Acutely Incapacitated and Intoxicated Patient
- Restraint Policy
- Moderate Sedation
- Infection Control
- Supply Procurement/ Ordering Process
- Standardized team member onboarding
- De-escalation training program
- Mock Codes / Advanced Airway Training
- Care of the Sexual Assault Patient in ED

Ongoing Staff Education

- Emergency Severity Index Training
- ESI algorithm
- Certifications
- Monitoring and renewal of ACLS, BLS, PALS, TNCC/ATLS, and CPI
- Annual Skills Fair ensures clinical competency training for all inpatient and ED nursing and MSA staff.
- EMTALA and HIPPA Training



CULTURALLY RELEVANT BEHAVIORAL CARE

Tribal Behavioral Health partners culturally informed care with expertise in mental illness and substance abuse treatment. Our goal: to address the shortage of behavioral health resources in Indian Country.

When Behavioral Health Director Denny Haag led an Indian Health Service facility, he witnessed firsthand the urgent need for culturally intelligent behavioral services in Tribal communities. Many Indigenous patients faced the same conundrum, he observed: they couldn't find behavioral programs in their area, but experienced discrimination in the non-Native clinical environments they could find.

“Partnering with Native American communities to collaboratively design culturally centered approaches to behavioral healthcare is another way we can support the revitalization of Tribal nations.”

- Jed Rudd, COO

That was the impetus for Tribal Behavioral Health, which we launched in 2022 to provide a full spectrum of clinically advanced, culturally sensitive behavioral health programs for Native communities.

Services include:

- Primary mental health
- Detox and residential services
- Outpatient programs
- Traditional Native American therapies
- Reintegration programs
- Recovery support
- MAT programming
- Wraparound services

Tribal Behavioral Health can add additional staff to existing facility programs or design new clinical programs customized to each facility's needs. We also work with our architectural partners to build new clinical facilities and patient housing structures. Our vision is to create a new kind of healthcare environment for Native Americans – and drive long-lasting change in Tribal nations.

TURNING CONNECTION INTO COMMUNITY

From a new podcast to conferences to mentorship, it's not a surprise our team picked "collaborative" as their #1 word to describe us.

The Tribal Health Podcast

The Tribal Health Podcast launched in February to explore the topics that shape modern Indigenous lives. Every episode features a conversation on issues like mental health, chronic conditions in Tribal nations, the legacy of the forced boarding school era, and other topics.

Some of our guest have included Dr. Mary Owen (Tlingit), Associate Dean of Native American Health at University of Minnesota Medical Schools, Serene Thin Elk, Chief Behavioral Health Officer at South Dakota Urban Indian Health, and leaders from the National Native American Boarding School Coalition.



Conference Connections

Tribal Health was active on the conference circuit this year. We participated in the National Alliance on Mental Illness's AZ Annual Meeting and Tribal Gathering with representatives from all of Arizona's 22 tribes. The following week, we presented a poster session on rural and Indigenous health at the National Rural Health Conference in May. Our President Morgan Haynes also served as a panelist on a Department of Health and Human Services Small Business National Virtual Conference session.

Next we exhibited at the Reservation Economic Summit in Las Vegas, where we had the privilege of meeting Tribal leaders and healthcare change agents from across the country. We ended the year by attending the Emergency Nursing Conference and the American College of Emergency Physicians Conference. Both offered an opportunity to explore the latest in clinical innovations and to meet emerging talent.



Mentoring the Next Generation

Education is close to our hearts at Tribal Health. We partnered with Cahokia SocialTech + ArtSpace to mentor Native high school students at Indigenize the Future Career Night, providing advice on attending college and pursuing careers in healthcare, business, and technology.

Our CNO Whittney LaCroix had the opportunity to meet future healthcare leaders at HOSA - Future Health Professionals, formerly known as Health Occupations Students of America (HOSA), an international organization for high school

students interested in healthcare careers. As keynote speaker, Whittney offered advice on pursuing a successful clinical career and helped the students learn about Indigenous health disparities.

Indigenous Peoples Day

The first Indigenous Peoples' Day Phoenix Fest launched October 10 to celebrate Indigenous excellence in art, entertainment, entrepreneurship, and community building. As our former DEI Director Melody Lewis said, "the festival will provide an opportunity to see and hear accurate representation of the wide diversity of Indigenous cultures, languages, and expressions of art."

The festival was a vibrant event that included vendor markets, an Indigenous film festival, a fashion show, a skateboard competition, and amazing bands - and we were proud to be VIP sponsors.

Snowbound in the Great Plains

December brought horrific snow conditions to South Dakota reservations, with roads blocked by drifts up to 20 feet tall and a wind chill that hit -50° F at times. The snowplow broke and water pipes froze, leaving families without heat, groceries, and drinkable water. The snow was so high that some of our staff had trouble crossing the street from staff housing to the facility. Women went into labor, critical patients couldn't be transferred, and dialysis patients were stuck without treatment. Facilities ran low on food.

We contributed a snowplow and shipped in food, while our providers cancelled their plans to stay and help. It was an incredible example of teamwork and collaboration with the community - and the ability to overcome the odds when patient lives are at stake.





WHERE WE'RE GOING IN 2023

Our 2023 action plan: to bring health equity to other deserving populations in need of quality care.

Teaming Partnerships

Our mission includes supporting an increase in Native-owned healthcare organizations and Native physicians and nurses. To that end, we have partnered with Native-owned small businesses to support their role in the Buy Indian Act, providing our clinicians for their endeavors in Indian Country.

Healthcare and STEM Education

Transforming Indigenous healthcare means increasing Native American representation in medicine. We have launched a new program to bring free STEM and healthcare education programs to schools in our service areas, from academic curriculum to one-on-one mentorship. Our goal is to support STEM educational and career pathways for Native communities - and to enrich the Native healthcare talent pipeline.

Federal Contracting

After winning the DHHS Small Business Prime Contractor of the Year Award, our momentum connected us to other federal agencies. Their service branches often experience the type of healthcare challenges we can solve through adaptive staffing solutions and quick deployments. We look forward to bringing quality care to new populations - and to collaborating with new federal agencies.

Veterans' Health

Many veterans experience complex health challenges, such as hearing loss, PTSD, traumatic brain injuries, and suicidal ideation. Yet nearly a quarter live in rural areas, making it difficult to access care. Tribal Health supports all veterans who have served our country, and is honored to bring quality care to veterans' clinics this year.

CONNECT WITH US

Tribal Health brings culturally sensitive care, world-class providers, and a kinder patient experience to every engagement.

If you're in search of sustainable healthcare change, contact us to find out how we can partner with you to create healthcare transformation.

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