

2016

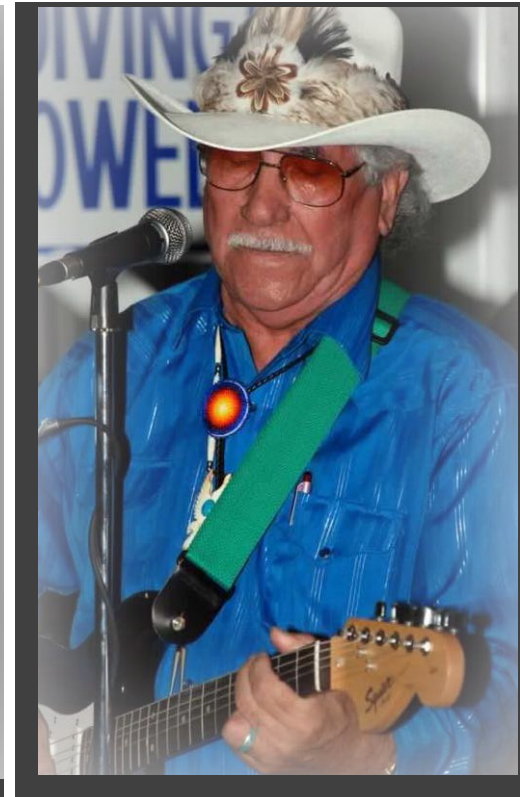




GILBERT BLUE

CATAWBA INDIAN NATION

TRIBAL CHIEF, *1973-2007*



Gilbert Blue was elected Chief of the Catawba Nation in 1973. In 1975, the Tribe reorganized to try to regain federal recognition that was terminated in 1959. Part of this process was writing a new constitution. Chief Blue and other members of the Executive Committee at the time spent countless hours fighting on behalf of the Tribe to regain recognition. Many times these leaders paid for trips to Washington out of their own pockets to meet with lawyers and political leaders.

Chief Blue led the group tasked with negotiating the settlement agreement that helped resolve a land claim the Tribe had concerning the Catawba Nation's original territory that was part of an illegal treaty between the state of South Carolina and the Catawba Nation that was never ratified by Congress. The Tribe was granted federal recognition in 1993 settling the claim to 144,000 acres of land.

Chief Blue was known for his fun personality and big smile. He loved to play the guitar and sing. He made a CD with his songs. He served as Chief until 2007, a total of 34 years. He passed away at the age of 82 in June of 2016.

The Nashville Area Indian Health Service is honored to dedicate the 2016 Annual Report to Chief Blue.

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**AREA DIRECTOR'S
MESSAGE**

1

Assessing & Improving Quality of Care



Accreditation: Under Review by AAAHC
Established: 2012
2016 User Population: 849

Mashpee Wampanoag Health Service Unit

Accredited by: AAAHC*
Established: 2006
2016 User Population: 485

Micmac Service Unit



Accredited by: AAAHC*
Established: 2004
2016 User Population: 1,720

Catawba Service Unit

**Accredited by: The Joint Commission,
Behavioral Health Care**
Established: 1989

**Unity is a 16 bed facility that provides long-term
intensive residential treatment for youth ages 13 to
18 years old.**

Unity Healing Center



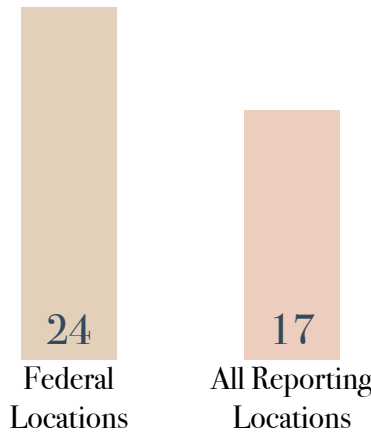
*Accreditation Association for Ambulatory Health Care

24 of 24 GPRA

GPRA

The Government Performance and Results Act or GPRA is a federal law requiring the agency to show how funds are used to accomplish our mission. It consists of over 90 measures and 20 of them are clinical measures.

In 2016, the Federal locations met 24 out of 24 measures. For all reporting sites, 17 of the 24 measures were met. The most challenging measures to meet include childhood immunizations, glycemic control, pneumovax for adults 65 and older, tobacco cessation and blood pressure control.



Patient Experience Survey

Many dental programs receive feedback from patients through a widely used patient experience survey. The Office of Public Health continues to provide assistance in analyzing the dental survey for both Tribal and Federal programs.

Mock Surveys

The Nashville Area Office offers mock surveys to both Tribal and Federal programs. The mock survey is an objective review of a practice based on industry standards. Programs can take advantage of mock surveys to evaluate their practice with recommendations for improvement, and also to assist in preparing for accreditation.



Area Office Mock Survey Team with Mashpee Wampanoag Health Service Unit CEO, Rita Gonsalves

Site Visits

Site visits are central to accomplishing the agency mission. In FY 2016, Nashville Area staff performed 377 site visits. Below is a table illustrating the types of site visits performed.

377 SITE VISITS

OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING Services provided include:

- » Food Service Inspection
- » Solid Waste Facility Inspection
- » Housing Priority System Review
- » Bloodborne Pathogen Training
- » Hazard Communication Training
- » Head Start & Day Care Survey
- » Construction Project Review
- » Utility Management Assistance
- » EPA Compliance Review
- » Homesite Visit & Evaluation
- » Building Renovation Oversight
- » Facility Construction Review
- » Water Treatment Performance Review
- » Sanitation Deficiency Reviews

OFFICE OF PUBLIC HEALTH Services provided include:

- » Accreditation Preparation & Mock Survey
- » Staff Training
- » Clinical Program Evaluation
- » Urban Program Review
- » Mental Health First Aid Training
- » Opioid Overdose Prevention Training (Narcan administration)
- » Dental Program Review

OFFICE OF MANAGEMENT SUPPORT Services provided include:

- » Urban Program Review
- » Policy & Procedure Development
- » Management Support
- » Business Office Support
- » Annual Financial Review
- » Financial Audit
- » PRC Staff Training

DIVISION OF INFORMATION RESOURCES MANAGEMENT &

INFORMATION SYSTEM SECURITY OFFICER Services provided include:

- » Technical Support
- » VistA Imaging Support
- » Server Installation
- » Site Review
- » ICD-10 Update Installation
- » Server Implementation
- » Server Maintenance
- » Domain Controller Installation
- » Network Troubleshooting
- » Site Manager Training
- » Pharmacy Point of Sale Package Setup
- » EHR Go-Live Assistance



PAMUNKEY INDIAN NATION

The *Pamunkey Indian Tribe* is the most recent Tribe to receive federal recognition in the Nashville Area. The Pamunkey Indian Reservation is located on the Pamunkey River east of Richmond, Virginia.

The Area Office is currently collaborating with Tribal Officials to determine the needs of the community and the potential service delivery area.

2

Improving How We Deliver Services

Medical Records

Eighteen Nashville Area sites using the Resource and Patient Management System (RPMS)/Electronic Health Record (EHR) have been upgraded to the new 2014 Certified EHR. Since 2004, there have been 24 EHR Go-Lives in the Nashville Area. Additionally, the Nashville Area has fully transitioned to International Classification of Diseases, 10th revision (ICD-10) with minimal issues.

Telehealth

The Nashville Area had multiple initiatives to expand the use of telehealth services. Federal service units have access to dermatology, radiology, and other services through telehealth capabilities. Multiple sites in the Nashville Area utilize teledermatology services, which are provided by the Associate Dean for Telehealth at the University of Miami.

Additionally, the Nashville Area provided subject matter expertise to the Great Plains Area for evaluating telehealth initiatives.

Capacity Building

The Nashville Area Office provided a wide range of trainings throughout the year. Training topics include EHR, RPMS training, ICD-10, GPRA, site manager training and more. Furthermore, improving how we deliver services, the NAO invested \$151,691 into staff training opportunities.

IPC-Made Simple

The Nashville Area Improvement Support Team led an 8-week program in April-May. The program consisted of weekly webinars with open Office Hours and focused on various topics to improve health service delivery such as access to care, building a quality improvement team, empanelment and more. Thirteen programs throughout the Area participated on the calls which were designed to support the patient-centered medical home (PCMH) recognition process.

Annual Dental Meeting

The 2016 Nashville Area Dental Meeting was held at the Area Office in June with 30-35 participants. The meeting provided updates on some of the hot topics in dentistry today including:

- » Workforce efficiency
- » Use of dental amalgam
- » Pain management
- » Depression screenings in dentistry
- » Opioid abuse
- » Diagnosing and treating periodontal disease
- » Sleep apnea
- » Dental malpractice prevention



Title I Tribal Consultation

The Area Office hosted the second Title I Tribal Consultation with the Tribes located in the southern and eastern region of the Nashville Area. There was 100% participation from the Title I Tribes attending the meeting which was held in New Orleans, Louisiana. The smaller setting allowed for rich discussion over 2 days on topics such as TransAm inventory and process to request assets, Cyber Risk mitigation measures, Title I contract interests, third party collections and much more. It was such a success that Tribes have requested to make this an annual event.

Direct Service Tribes Meeting

The first consultation with Direct Service Tribes (DST) in the Nashville Area was in the summer of 2016. Tribal Nations represented included the Shinnecock Nation, the Mashpee Wampanoag Tribe, and the Catawba Nation Leadership. Consultation occurred prior to the DST meeting for Tribal input on agenda topics. The overarching theme was “What Does It Take To Run A Clinic”. The presenters provided an overview of what goes on behind the scenes on behalf of the Tribes, such as inventory, databases, RPMS, commercial contracting, appropriations request, project management, business office functions and more.





REMEMBER the REMOVAL

The *Remember the Removal* bike ride is an annual event commemorating the forced removal of the Cherokee Nation. The event provides Cherokee Nation Citizens the opportunity to travel along the Trail of Tears and experience the environment their ancestors faced. The purpose of the program is to teach participants about the history, language and culture of the Cherokee Nation, and to develop leadership skills.

The NAO was honored to welcome the riders of *Remember the Removal Project*. They shared experiences of the ride and what motivated them to join the program.

3

Addressing Behavioral Health Issues

Tele-Behavioral Health

Nashville Area Federal service units offer contracted Tele-Behavioral Health Services. The services include counseling and medication management and is provided to our Veteran patients. The Catawba Service Unit established tele-behavioral health clinics for psychiatry and counseling services. In FY 2016, there were 681 tele-behavioral health encounters at the Federal and Urban programs combined.



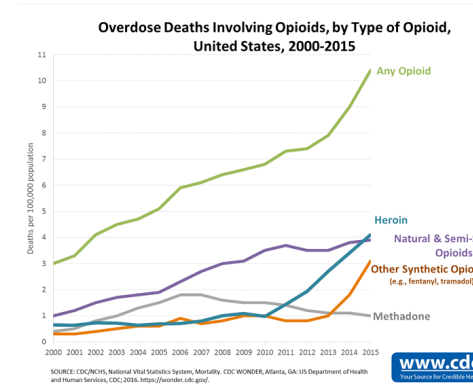
Tobacco Use Intervention

The Nashville Area Office of Public Health hosted the Basic Tobacco Intervention Skills Certification for Native Communities. CDR Misti Houck (pictured at right) is the Chief Pharmacist at the Catawba Service Unit in Rock Hill, South Carolina. CDR Houck was the lead instructor for the certification training consisting of 6 modules to equip staff with the information and tools to prevent and/or treat nicotine dependence.



Opioid Overdose Prevention

Death from opioid overdose is an epidemic impacting all races, both male and female, and nearly all ages. According to the Centers for Disease Control and Prevention (CDC), opioids are involved in approximately three of every five deaths by drug overdose. In 2014, more than 28,000 people died from opioid overdose with more than half involving prescription opioids. Additionally, between 2013 and 2014, the rates of death caused by methadone has not increased. However, deaths involving heroin increased 26%, and deaths due to synthetic opioids (for example, fentanyl) has increased 80%.



American Indians/Alaska Natives are among those with the highest rate of medical and non-medical use of opioid pain relievers. The IHS has responded to this epidemic by:

- » Revising the Indian Health Manual to include a chapter on Chronic Non-Cancer Pain Management
- » Standardizing chronic pain and prescribing policies across the Nashville Area
- » Requiring all IHS prescribers to receive training
- » Developing IHS Suboxone Programs
- » Training and distribution of Narcan/Naloxone by NAO staff





HONORING our VETERANS

Armistice Day, as this commemoration was first proclaimed, recognized the day the ceasefire was signed during World War I, putting an end to hostilities on the eleventh hour of the eleventh day on the eleventh month of 1918. Originally designed to honor those who fought in World War I, Congress replaced the word "Armistice" with "Veterans" in 1954 to honor all American veterans.

On November 11, 2015, we recognized our veteran staff for their service and sacrifices they've made serving our country. There are 17 service members at the Area Office who served in the Marines, Navy, Air Force, and the Army.

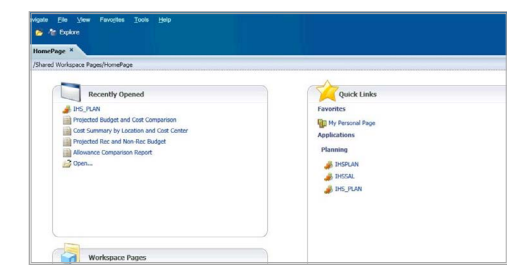
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Strengthening Management

Contract Support Cost

In 2016, contract support costs (CSC) totaled \$31 million, 100% of CSC were obligated to tribes. In total, the NAO received 117 CDA claims and 109 were settled or closed out. There are eight open CDA claims remaining and all of these currently have settlement offers extended.

100% CSC



Operational Planning

The Nashville Area Office continues to use Hyperion for operational planning, developing Area spending plans, and budgeting by site. Hyperion is a comprehensive, web-based application that delivers financial reporting and analysis in single, highly scalable software solution.

Business Office

We continue to develop the Nashville Area Business Office (NABO) to support third-party billing and revenue generation. The NABO offers support in coding, chart auditing, billing, accounts receivable, training and technical assistance. In FY 2016, the NABO processed over \$1.2 million in collections from third party revenue with a 53% increase over last year. Additionally, efforts to clean up open documents are valued at over \$80,000. Refer to the financial section for more information.

53% REVENUE INCREASE

Customer Service

At the Nashville Area Office, the First Impressions Team leads customer service initiatives. This year, the First Impressions Team updated orientation material to introduce new employees to the Nashville Area. Now we include the historical background of the Nashville Area and how it has evolved over time from the first Nashville Area Director, Jim Meredith, as part of the orientation. Pictured at right is RADM Jim Meredith speaking at the 2016 Nashville Area Awards Ceremony.



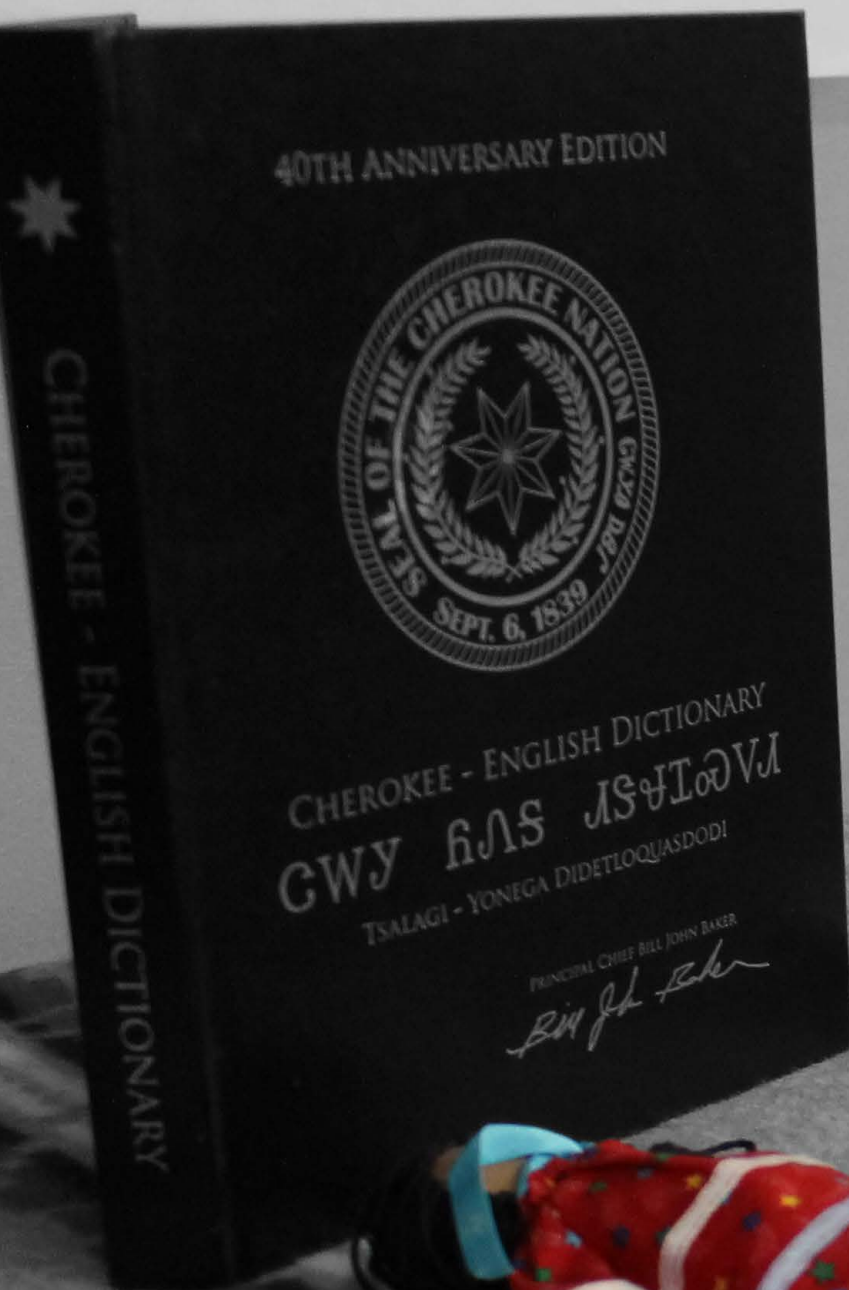
Human Resources

The NAO assumed more Human Resources (HR) functions from regional partners this year. Additional staff joined the Human Resources Department to serve in Employee Relations and to review and audit HR regulatory requirements (proing). At the NAO, the average time to complete a new hire in FY 2016 was 72 days as compared to the agency standard of 80 days.

General Staff Meetings

The NAO held a general staff meeting every quarter. This is an opportunity to keep staff informed of what is going on in the Nashville Area and across Divisions. The General Staff Meeting Prep Team continues to design meetings that foster employee engagement. Pictured at right is the General Staff Meeting Team.





OUR HERITAGE

Each November, the Nashville Area Office celebrates Native American Heritage Month. As part of the celebration, we participate in the *Rock Your Moes* event. It's a popular event in Indian Country to celebrate the cultures of Native Americans and other Indigenous peoples.

At the Nashville Area Office, sixty percent of the staff are of native decent and represent 18 Tribes and Nations.

5

Engaging Local Resources

Facilities Engineering

Among its many accomplishments in FY 2016, the Facilities Engineering Division completed a solar hot water sustainability project at the Unity Healing Center. The investment into the project is expected to be recuperated in approximately 5 years.



Sanitation & Facilities

In FY16, the Sanitation & Facilities Construction (SFC) program successfully secured \$2.283 million in IHS Regular Funds, \$3.118 million in IHS Housing Funds, \$1.28 million in USEPA Clean Water Act Funds, and \$672,000 in USEPA Safe Drinking Water Act Funds. This funding resulted in the Area Director's approval of 34 new SFC projects for FY16. These new projects will benefit approximately 2,629 Indian homes from 20 tribal nations across 11 states. The SFC program also completed 21 projects in FY16 that provided new and/or improved sanitation facilities for approximately 2,660 Indian homes. The SFC Program completed the Westside Sewer System on the Alabama-Coushatta reservation. The project was a multiyear, multiphase collaboration involving the Tribe, Rural Development, EPA and IHS. The three phase project constructed a wastewater treatment plant and a wastewater collection system that serves 107 homes.



Project TransAm

The TransAm program continues to provide quality assets to programs across the nation. For instance, the TransAm Program provided the Albuquerque Service Unit with a mobile dental unit, delivered a semi-truck and mobile medical trailer to the Otoe-Missouria Tribe of Oklahoma, and distributed three ambulances across the nation to tribes outside the Nashville Area. TransAm distributed equipment within the Nashville Area valued at over \$1.0 million. In FY 2016, the TransAm program transferred over \$6.8 million in assets to 66 Tribes and 8 service units.



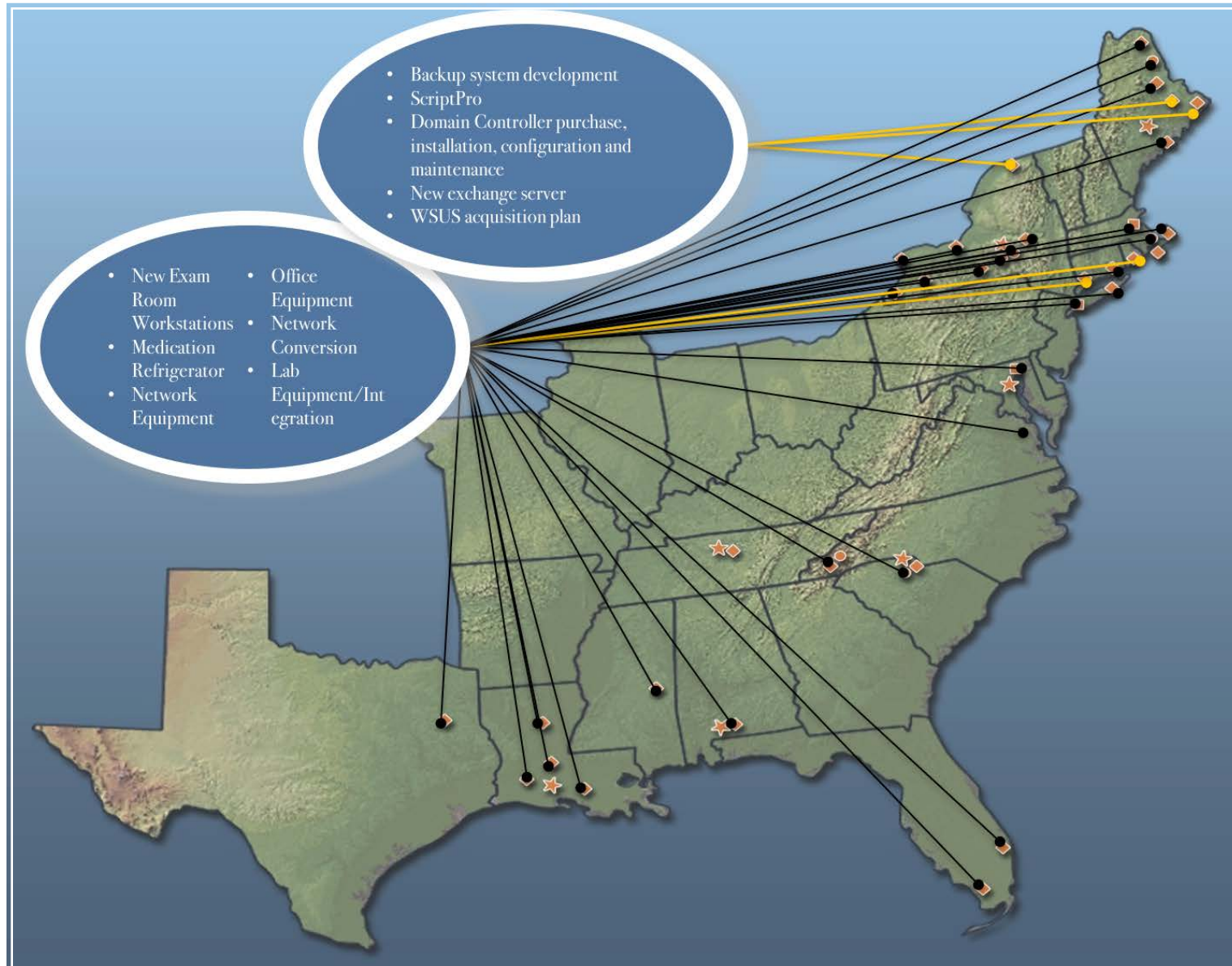
Communication

We continuously update our partners through multiple channels of communication. For example, each service unit meets with Tribal leaders every quarter. Additionally, we introduced a quarterly newsletter in FY 2016. Through the newsletter, the Area Director provides Area-wide updates and features current events, upcoming training opportunities and any significant changes in staffing.



IT Updates

Fiscal Year 2016 was particularly active with information technology updates. The Division of Information Resources and Management (DIRM) works diligently to ensure facilities have the equipment and capabilities they need to provide quality care. The DIRM supplied and configured new routers for each site in the Nashville Area. This allows for better connectivity with the capability of upgrading to additional network connections. Additionally, we covered the cost of IHS Mail for the first 3 years for a number of sites, as well as hundreds of licenses for virus protection software were distributed throughout the Area. With the investment in IT, VistA Cluster is being replaced, along with Archive Appliance. The current system is outdated and is not capable to hosting additional sites. Once complete, the Nashville Area will have the potential to host all tribes in the Area.



Car Seat Safety

The NAO partnered with United Southern and Eastern Tribes on a Child Passenger Safety (CPS) Technician training and distribution project. The project consisted of 11 Tribal staff members and Office of Environmental Health and Engineering (OEHE) staff attending a week long CPS course held in Nashville, Tennessee in July. Car seat distribution projects will be conducted on the reservations over the next year and are projected to distribute over 400 car seats in the Nashville Area.



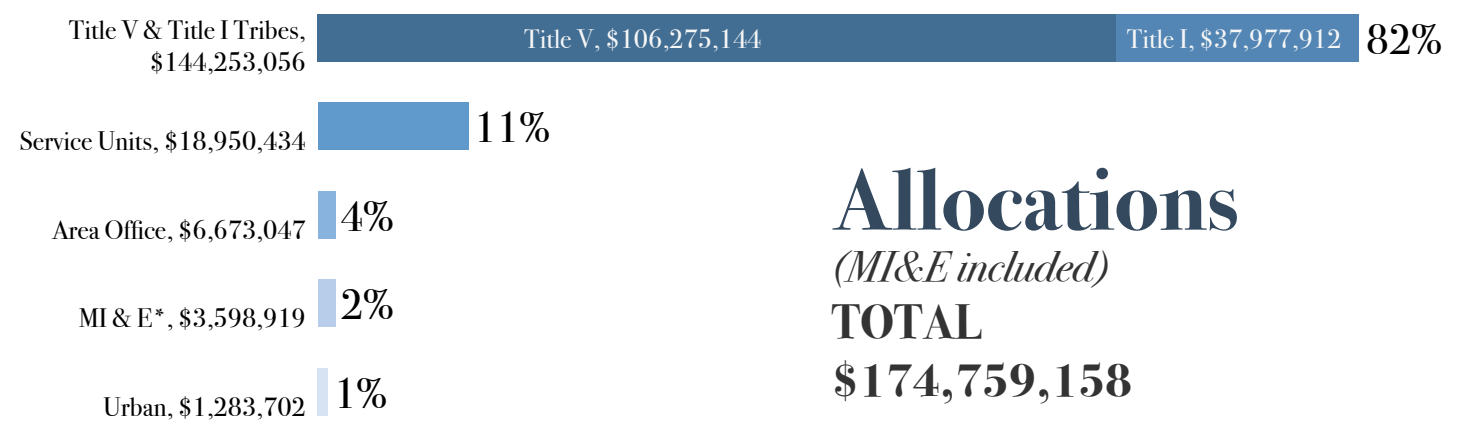
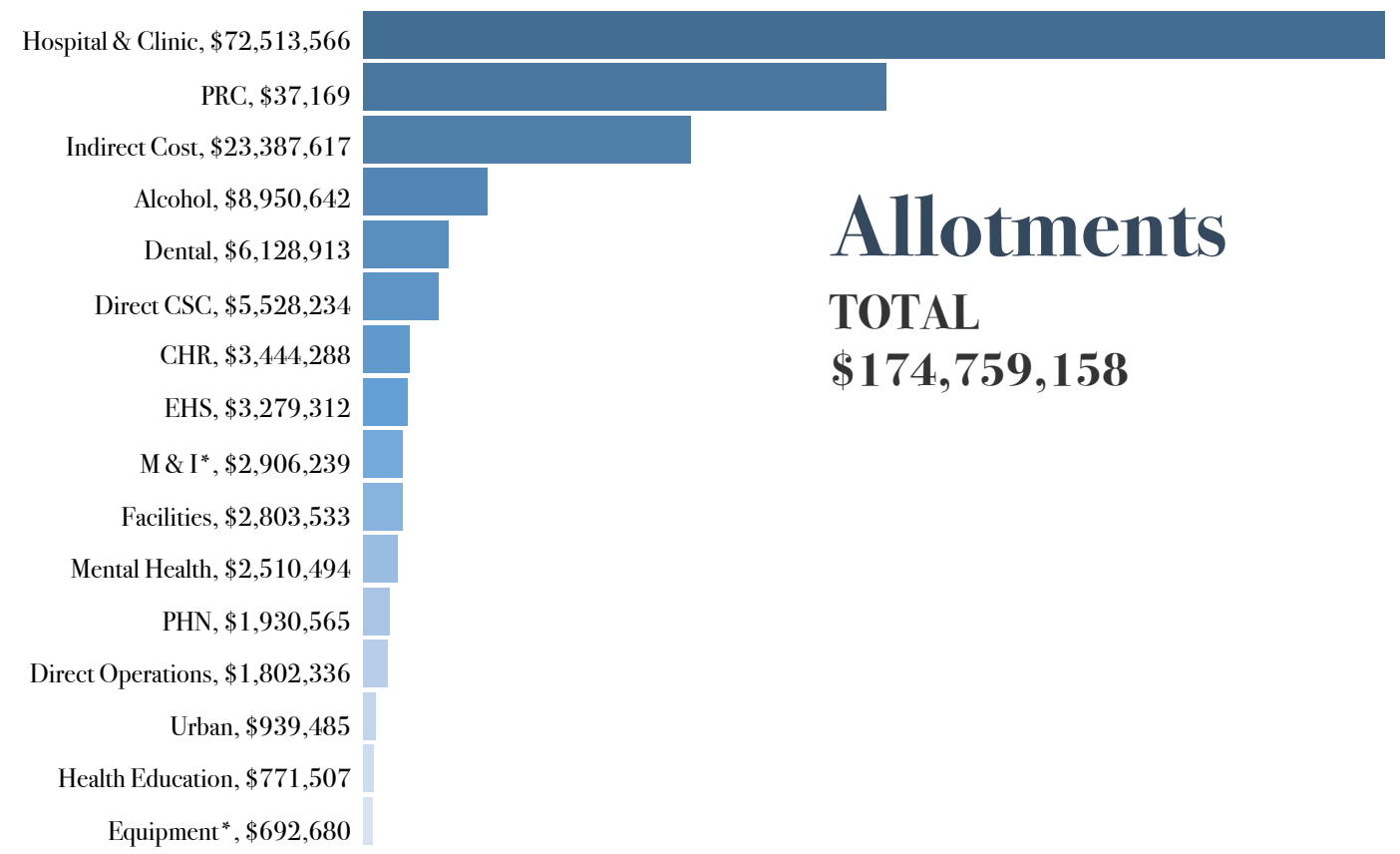


EMPLOYEE ENGAGEMENT

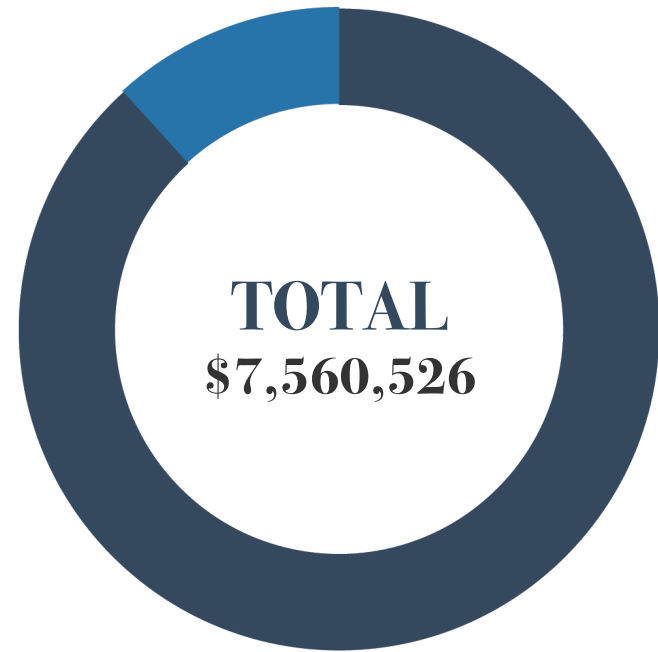
The NAO held an inter-agency event bringing together the Indian Health Service, the Bureau of Indian Affairs and United South and Eastern Tribes, Inc (USETI) to help foster employee engagement and relationship building across agencies and organizations.

6

Financial Transparency

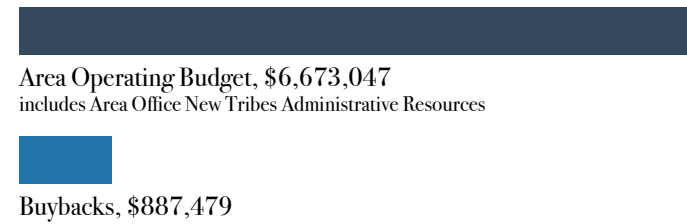


* non-recurring funds to the tribes and service units



Area Operating Budget

FY 2016

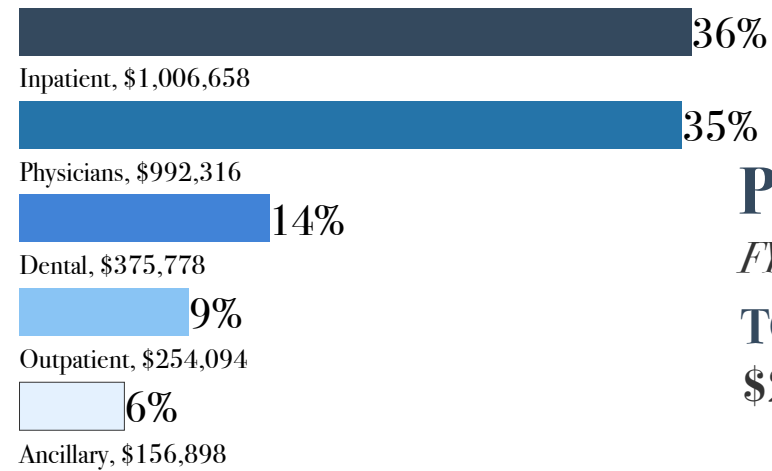
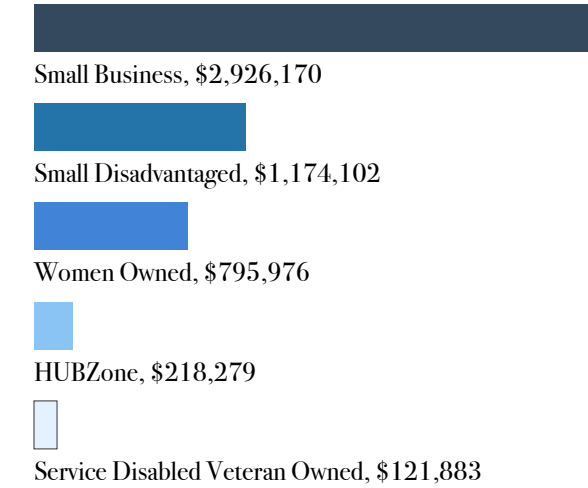


Meeting Agency Small Business Goals...



Small Business Spending

FY 2016



PRC Payments

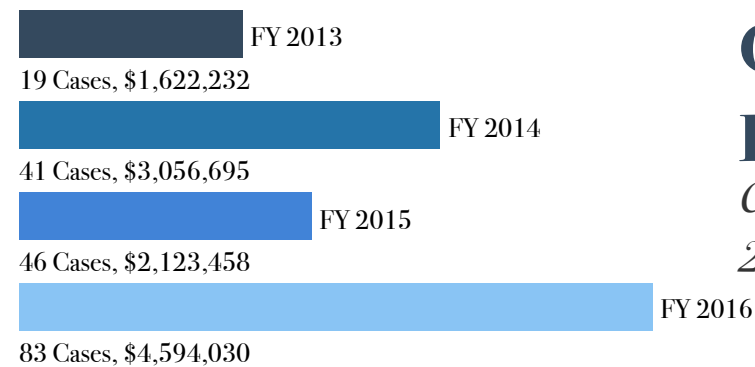
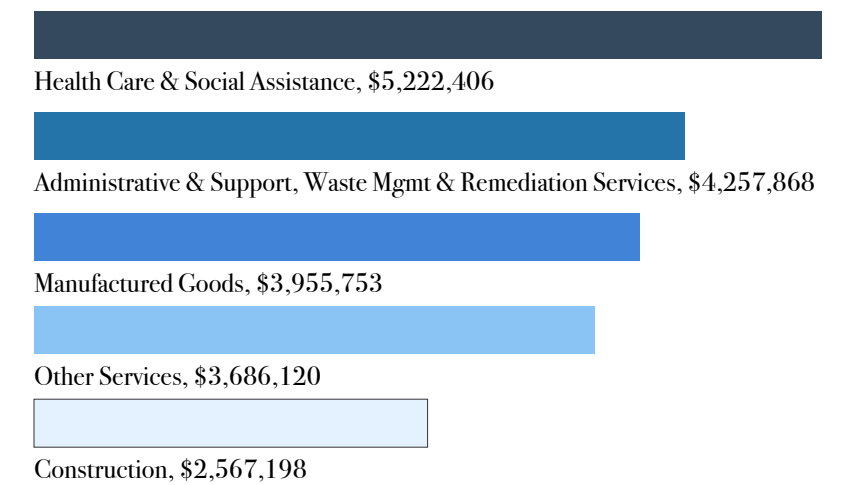
FY 2016 Types of Payments

TOTAL
\$2,785,743



Contract Categories

(combined data from 2011-2015)

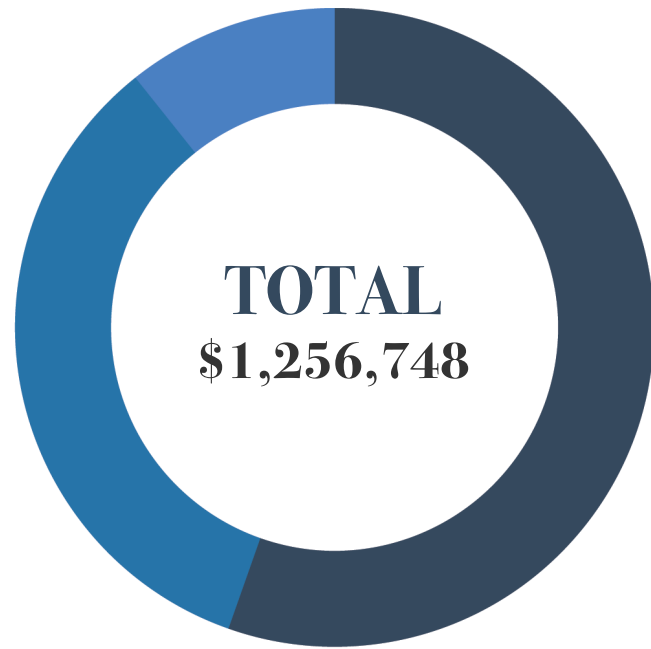


Catostrophic Health

Emergency Fund

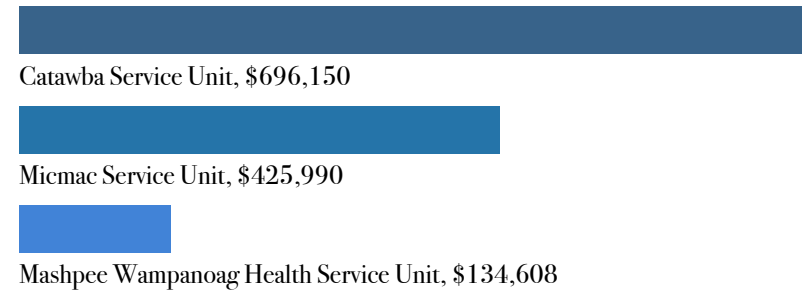
Cases Funded & Amount Reimbursed

2013-2016

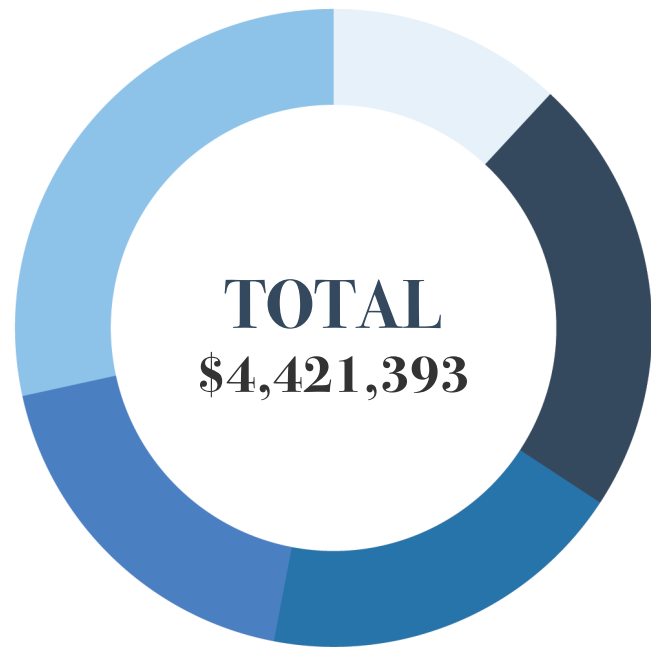


Collections

FY 2016

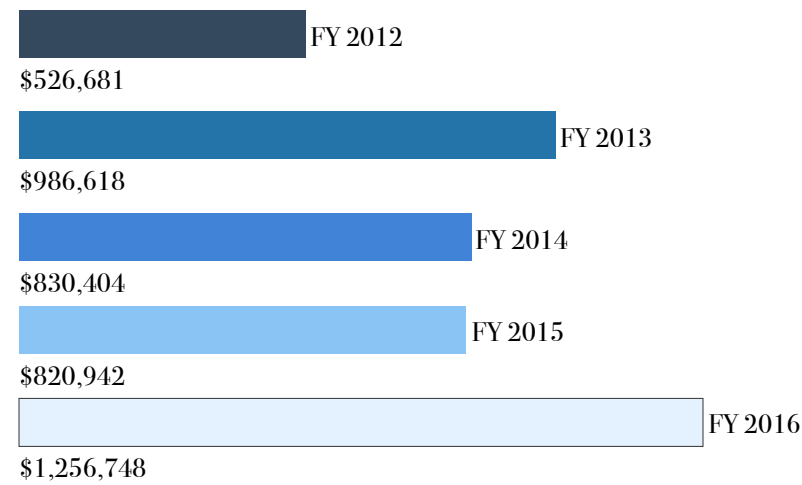


Celebrated with the Eastern Band of Cherokee Indian's opening of their new Hospital



Collections

FY 2012-2016



2016 Annual Awards Ceremony



Bree Tiger-Riggan Received a Special Recognition Award from the DST Committee



Employees Receive Wellness Checks



Area Office Staff Support National Wear Red Day to promote Women's Heart Disease Awareness



Kyle Ketcher Honors His Uncle Hastings Shade



Martha Ketcher Honors Her Mother Margie Henson



Leaders from Bureau of Indian Affairs, Indian Health Service, and United South & Eastern Tribes, Inc.



Riley Grinnell Honors His Grandfather Earl F. Grinnell



Mitch Wright Honors Navajo Code Talkers Samuel H. Begay and Kenneth Tsosie



Dr. Bruce Finke Receives the Area Director's Award for Excellence



Farewell Event for Dr. Ricks (former Dental Officer & OPH Director)



Area Office Staff Participate in National Walking Day 2016



TransAm Warehouse Ribbon Cutting



Kicking Off the New Fiscal Year



Military Veterans at the Nashville Area Office with Guests from the US Air Force

Honoree
Margie Henson

MESSAGE from the AREA DIRECTOR

I hope you have enjoyed reading our 2016 Annual Report. One of the highlights of the year is producing this annual report for you. It provides us an opportunity to reflect back over the past year and realize how much we've accomplished in such a short time. With so much good work happening, it can be challenging to capture all the important work in just a few pages of a report. As we progress through 2017, we will continue to focus on impacting the lives of our customers. To accomplish this, we will focus our energy on key agency priorities. First, we will adopt the IHS Quality Framework to improve health outcomes for patients and provide a care delivery service all patients trust. Second, there are some things you have to see to appreciate, and I encourage staff to get out and see the work being done on the frontline. Lastly, we hope that the outcomes of the work we all do will speak volumes to the commitment to our mission.

I'm thankful to be apart of the Nashville Area. Together with our staff and partners, we strive to raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level.

Dodo dig oh vi (Until we meet again),

-

Martha Ketcher
Nashville Area Director

OUR MISSION...

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

OUR GOAL...

To ensure that comprehensive, culturally acceptable personal and public health services are available and accessible to American Indian and Alaska Native people.

OUR FOUNDATION...

To uphold the Federal Government's obligation to promote healthy American Indian and Alaska Native people, communities, and cultures and to honor and protect the inherent sovereign rights of Tribes.

AGENCY PRIORITIES...

Developed with input from staff and Tribes as a strategic framework to focus agency activities and priorities for changing and improving the IHS:

- » Assessing Care
- » Improving How We Deliver Services
- » Addressing Behavioral Health Issues
- » Strengthening Management
- » Bringing Health Care Quality Expertise to IHS
- » Engaging Local Resources

Thank you

for reading our annual report.

Visit ihs.gov/nashville.

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