

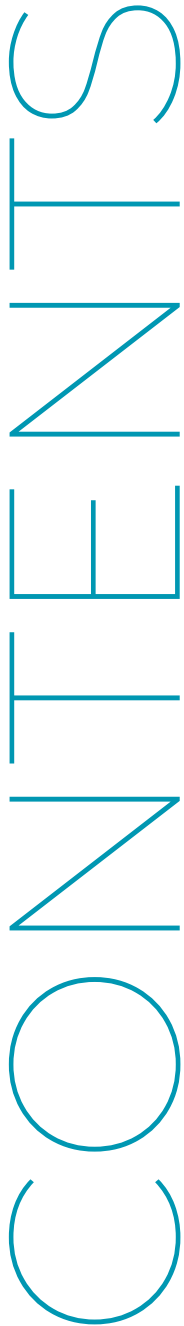


TRIBAL
HEALTH

Tribal Health: The Janus Report

2023 - 2024

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A YEAR OF EXPANSION

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, and action fueled our journey through 2023.

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 launched a new program to bring complimentary STEM education to high schools on Tribal lands. Dr. Shufeldt became Executive Chair of the Board while I succeeded him as Chief Executive Officer and our Chief Nursing Officer Whittney became President.

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 2024 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

Morgan Haynes
Chief Executive Officer



A NEW HOSPITAL ON NAVAJO LANDS

A \$128 million state-of-the-art hospital opened in Navajo Nation - and Tribal Health was thrilled to be part of it.

At the dawn of 2023, the Navajo citizens of Dilkon, Arizona didn't have too many healthcare options. If they wanted to pick up a prescription, they had to drive 90 minutes to the nearest pharmacy. An ultrasound to diagnose an ovarian cyst or an x-ray for broken ankle required an even longer trip.

That changed in August with the opening of Dilkon Medical Center, a \$128 million facility with state-of-the-art equipment and medical services. The facility provides medical services to Dilkon, Birdsprings, Indian Wells, Jeddito, Leupp, Teesto, Tolani Lake, and White Cone. Sitting on 43 acres, the 154,000-square-foot medical center includes level 3 emergency and trauma treatment, 12-bed inpatient care, primary care, eye care, dental care, diagnostic imaging, laboratory, pharmacy, physical therapy, behavioral health, and support services.

It also houses offices for the Navajo Nation and Winslow Indian Health Services, which includes services for diabetes prevention and treatment, health education, breast and cervical cancer program, behavioral health, and home and public health nursing.



"Dilkon Medical Center will provide invaluable care to thousands of people in the surrounding communities - and we are so honored to be part of that," said Tribal Health President Whittney LaCroix. "I'm especially proud of our nurses, who played a pivotal role in such a successful opening. This team is an amazing and well-oiled machine!" She noted they had a trauma patient the very first day and everything went smoothly.

Other members of Team Tribal helped set up housing, unloaded furniture, and put in long hours getting this launch off the ground. Our team loved learning more about Navajo culture and attending the ribbon-cutting ceremony featuring Navajo Nation President Buu Nygren and IHS Director Rosalyn Tso.

The facility brings more than medical care to the area - it also opens a door to new jobs, economic development, and other opportunities. Assisting with the launch of Dilkon Medical Center has been a privilege and we look forward to a long relationship to come.





INCREASING NATIVE REPRESENTATION IN MEDICINE

Tribal Health's new STEM education program is free to our service communities - providing an academic launchpad that can increase Native representation in medicine, technology, and other fields.

“Transforming Native American healthcare means changing the system from the inside out. Native providers can build deeper trust with patients and provide care consistent with their values and cultural traditions. Providing a springboard into STEM education is one way we can increase the number of Native medical students, physicians, and nurses.”
~ Dr. Vikram Shankar, Chief Medical Officer

Today many successful Tribal members are investing in their community's economic development - but Native professionals are still underrepresented in STEM fields such as healthcare, engineering, and technology. One reason: studies show that Native high school students have less access to STEM coursework than other groups, impacting their career opportunities and ultimately stewardship of Tribal land, resources, and healthcare.

Our new STEM (science, technology, engineering, and mathematics) digital education program helps Native students prepare successfully for STEM careers. Free of charge for our service communities, the curriculum provides interactive lessons, activities, and assessments that can be integrated into existing classroom programs. Instructors can assign student work, grade quizzes, and rely on a library of tutorials and teachers' guides for support. Best of all, each student can produce a lifetime portfolio to showcase their work and skill sets on their college and internship applications.

“The need for more Native physicians and nurses was especially apparent during the COVID-19 pandemic, which disproportionately impacted Indigenous lands,” said Tribal Health President Whitney LaCroix. “We're excited to connect more students to healthcare careers, which benefits patient outcomes as well as community health.”

2023 HIGHLIGHTS



Our client retention rate was **92%**

We added half a dozen new specialties, launched a new executive direct hire option, and a consulting service that helps facilities achieve Joint Commission accreditation.



Tribal Health and its leaders were honored as Best Small Business (large category), Top 100 Leaders in Staffing, Global Power 150 Women in Staffing, Top 50 Women Leaders in Healthcare, and 40 under 40.

“Inclusive” was our team’s #1 word to describe our culture.



We added multiple client facilities in 8 new states, expanding our national presence in Alaska, New England, the South, the Midwest, the Pacific Northwest, and the Southwest.

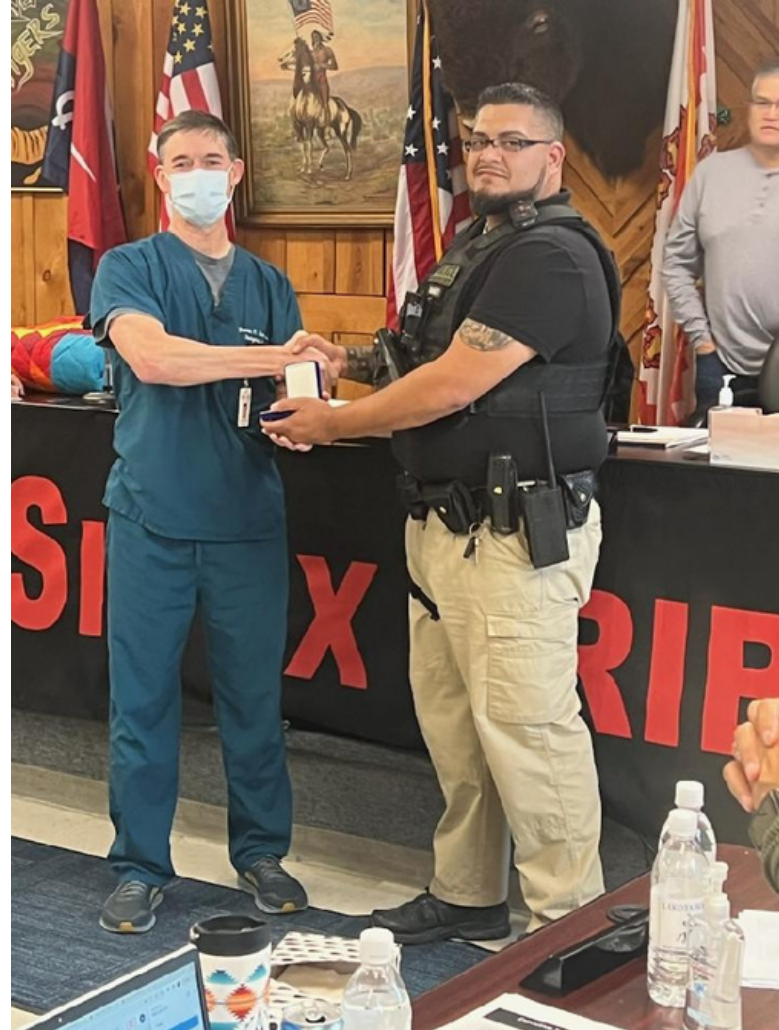
TURNING CONNECTION INTO COMMUNITY

Honoring a Healthcare Hero

Who can forget the horrendous Great Plains blizzard of December 2022? Rosebud Sioux Tribe Police Officer Joshua Marti single-handedly saved the life of a Rosebud patient when EMS could not reach a diabetic patient whose life was at risk. Officer Marti walked in freezing temperatures through snow drifts to reach him, placed him in a sleeping bag and dragged him to his police cruiser, then took him to IHS ER.

The ER team saved the patient, who had life-threatening acidosis, with an expected pH of 6.8, and a blood sugar of 1200. Dr. Barrows commended Officer Marti to the Bureau of Indian Affairs. The result: BIA Law Enforcement awarded Officer Marti both a Life Saving Award and the Medal of Valor for saving a life while risking his own - with the awards presented by Dr. Barrows.

The Rosebud Tribe president said that this was the first time such a great honor had been paid from federal law enforcement to an officer of the tribe, and that they deeply appreciated the recognition of their work.



Conference Connections

Tribal Health was active on the conference circuit this year. We participated in the Emergency Nurse Conference and American College of Emergency Physicians Conference, as well as Staffing Industry Analysts' Executive Conference and the NALTO Fall Fly-In.

Especially memorable was the Native American Healthcare Conference, where we presented a panel on culturally competent care. Our CEO Morgan Haynes and President/Chief Nursing Officer Whitney LaCroix shared best practices for patient care, integrating medical and behavioral care, trauma-informed medicine, and increasing Native American representation in the healthcare talent pipeline.

Honoring Native Elders with Culturally Sensitive Care

Native American Elders have lived through decades that include forced boarding schools, forced sterilization, environmental poisoning, and state-sanctioned discrimination. Some had grandparents who grew up in families directly impacted by the Trail of Tears.

But lack of resources on Tribal lands can mean some Elders must travel to facilities where their values and needs are disrespected or ignored.

President Officer Whittney LaCroix penned an article for *American Nurse Journal* instructing nurses in providing culturally responsive care. From showing cultural humility to listening to families, Whittney's article examined the factors that can compromise care for this new generation of Native American Elders and steered nurses to driving better clinical outcomes and providing a more respectful end-of-life patient experience.



Celebrating School Days

Do you remember the first day of school as a kid? It was always fun to buy new notebooks and pencil cases when starting a new grade. But not every family can afford the cost of school supplies, especially when living in a shelter.

This summer, we held a Back-to-School Supply Drive for shelters in our service communities, donating dozens of backpacks, lunch boxes, pens, markers, art supplies, study guides, clothing, and other supplies to set Native children up for academic success.

Ultimately we collected enough to donate to Native Health, Phoenix Indian Center, and several family shelters in our service communities. Education is dear to our Tribal Health hearts - and this was a great way to support Native kids in the classroom.

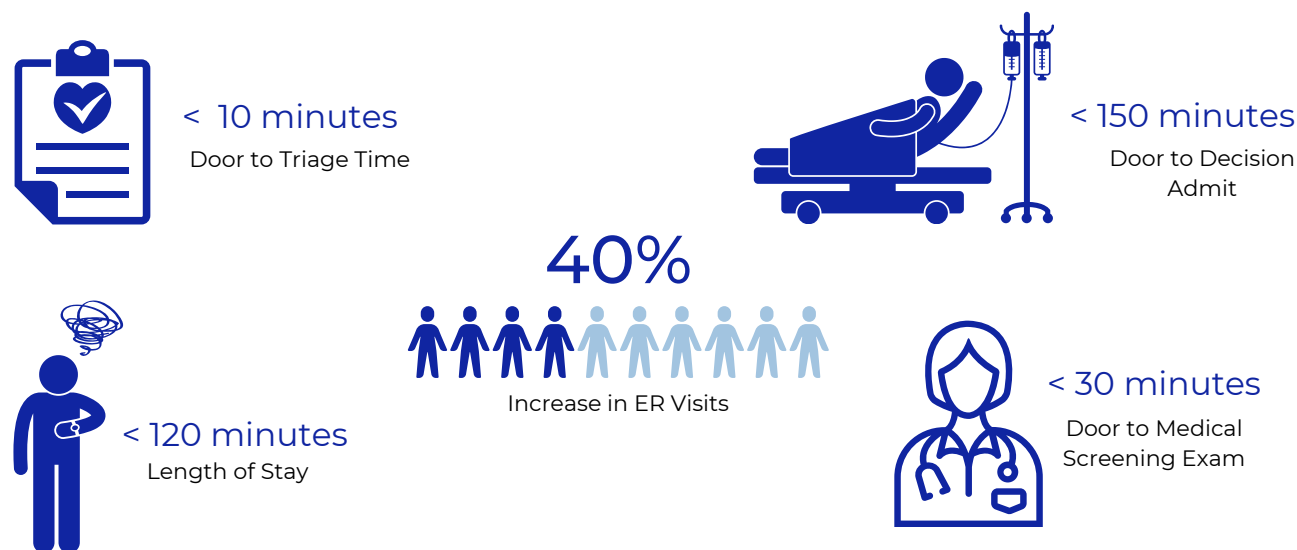
AN ED SUCCESS STORY

We often say we're "data-driven or "metric-managed" - but what does that mean? Here's the story of how our approach to Emergency Department practice management transformed one IHS facility in the Southwest.

Typically, our 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.

2023 saw a nearly 40% increase in ED visits at one of our client facilities. Our goals were to accommodate the growth while 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



MENTOR MEETS PROTEGE: SHARED MISSION

Nine years ago, Tribal Health was the new kid on the healthcare staffing block. Today, we've built a phenomenal provider network, and acquired a thorough education in Indigenous health and federal contracting. So it only makes sense that we've paired up with smaller staffing companies to share our knowledge - and some of our staff.

Shared Mission is a joint venture between Tribal Health and Vision Quest Solutions. We provide mentorship, staff, and operational guidance, whether that's identifying contract opportunities or providing specific clinical specialties. This allows Vision Quest to bid on bigger contracts than they would otherwise. By sharing our experience and qualified healthcare professionals, smaller staffing companies can bring our clinical and administrative experience to their contracts - enhancing their reputation and their revenue.

There are a few reasons we were motivated to embark on this kind of partnership.

~ Our robust provider network includes specialists across pharmacy, dentistry, pediatrics, primary care, obstetrics, behavioral health, family practice, and other disciplines. We can supply specialty care that other staffing companies just don't have access to.

~ Our physicians and nurses always bring quality and experience to the table. Many have attended top-tier residency programs, and taught in top medical schools and teaching hospitals. Our physicians are American Board of Emergency Medicine eligible or certified.

~ Our healthcare team is trained in providing culturally sensitive care for Native patients - and many are Native themselves.

~ Our team knows how to align facilities with national standards for care. Shared Mission can create data-driven performance improvement plans to improve morale, lengthy wait times, turnover, and other areas impacting patient care.

~ We offer administrative and credentialing support, as well as rigorous screening. Our specialists are experienced with complex federal requirements, while our legal team ensures compliance with all contract terms and conditions.

Shared Mission has been a deeply gratifying experience - and we look forward to partnering with other Native-owned companies.



QUICK RESPONSE FORCE

Emergency care can't wait. But as anyone who works in Indigenous health can tell you, coverage gaps happen. And it's not easy to quickly swap in a replacement provider on a remote reservation.

Enter our Quick Response Force, able to deploy quickly to the emergency department of any Indian Health Service or 638 facility we work with. Our QRF team offers EM physicians, nurse practitioners, and physician assistants who can fly immediately to whatever facility that needs coverage. This is their full-time job, so they are always available to provide quality emergency medicine on any team that needs it. Best of all, they're experienced in culturally responsive care.



NEW PROGRAMS

ACCREDITATION SUPPORT

As a Joint Commission accredited organization, we have helped many client facilities successfully obtain Joint Commission accreditation and CMS certification. Our new program now sends consultants to any facility that needs support in these areas - something that can be critical to keep their doors open in isolated areas where patients may not survive transport to far-away hospitals.

How do we do it? Quality initiatives and data-driven performance improvement plans that focus on improving culture, lengthy wait times, morale, turnover, service quality, and other areas that impact patient care. These changes can not only reverse impending closures - they elevate process performance and quality of care in every engagement.



WHERE WE'RE GOING IN 2024

Our growth accelerated like a comet in 2023, as we sent world-class staff to an increasing number of Indian Health Service and Tribal facilities. Here's our action plan for 2024.

Blended Service Models

As facilities move away from plug and play staffing models, they're requesting a blend of practice management, locums, consulting and direct hire services from us. We are building flexibility into our deployments to supply whatever they need as soon as they need it.



Cultural Competency Training

Harnessing the wisdom of our providers across dozens of IHS facilities, we're offering self-guided education modules designed to help facilities train their non-Native staff on providing respectful and culturally sensitive care. The training is free and available to all as part of our mission to improve clinical outcomes across Indigenous healthcare.



Teaming Partnerships

As part of our support for Native-led healthcare organizations and Native providers, we will partner with more Native-owned small businesses, providing our clinicians to support their eligibility for contracts under the Buy Indian Act.



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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