

# COMMUNITY REPORT 2023

YELLOWHAWK TRIBAL HEALTH CENTER



YELLOWHAWK  
TRIBAL HEALTH CENTER

# YELLOWHAWK MAIN SERVICES

## ALLIED HEALTH SERVICES DEPARTMENT

- Audiology (*Outside services are available for PRC eligible patients*)
- Optometry
- Physical Therapy
- Transportation

## BEHAVIORAL HEALTH DEPARTMENT

- Auricular Acupuncture (Acudetox)
- Culturally based and focused prevention programming, events, activities, and trainings
- DUII Program licensed by State of Oregon
- K'usiinmi Tawtnúkt "Horse Medicine" Program
- Neqce?éce Qapšqapšnáawit "Family Strength" Program
- Outpatient mental health therapy for children, youth, adults, and families including: walk-in crisis response, pediatric tele-psychiatry, adult psychiatric medication management, peer support
- Peer recovery mentoring
- Pinánay<sup>™</sup>ukt "Gathering Oneself Together" Program - Sober Transitional House
- Problem Gambling support, knowledge, prevention, and education
- School-based mental health therapy for children and youth
- Trauma informed outpatient mental health and substance use disorder services that include treatment, awareness, prevention, and outreach

## DENTAL DEPARTMENT

- Dental Whitening for eligible patients
- Implants and Orthodontics for PRC eligible patients
- Laser Dentistry
- Minimally invasive dentistry
- Night guards and Athletic Mouth guards
- Nitrous to help those with dental anxiety
- Non-Surgical Periodontal Therapy
- Prosthetic dental work such as crowns, bridges, partials, dentures
- Restorative dentistry
- Root Canal Therapy
- Simple and Surgical Extractions

## LAB & RADIOLOGY (MEDICAL)

- Digital x-ray laboratory
- Drug therapy monitoring
- EKG
- Infection control and reporting
- Skilled phlebotomy and blood draws
- Ultrasound

## MEDICAL DEPARTMENT

- Chronic disease management
- Family practice medicine
- Immunizations
- Mammogram
- Patient-centered primary care medical home
- Physicals
- Podiatry
- Prenatal/obstetrics
- Preventative health screenings
- Well baby and child exams
- Wellness instruction
- Women's health



**YELLOWHAWK**  
TRIBAL HEALTH CENTER

## OPTOMETRY (ALLIED HEALTH)

- Advanced diagnostic testing and imaging
- Contact lenses exams
- Diabetic and Pediatric eye exams
- Exam and prescription for eye glasses
- Fitting and repair of quality eye glasses
- Management of chronic eye disease such as glaucoma or cataracts
- Treatment of acute eye conditions such as injuries or infections
- Vision and medical eye care services

## PHARMACY (MEDICAL)

- Anticoagulant management
- Diabetes education and management
- Medication counseling
- Medication take back – disposal site
- Tobacco cessation counseling and management

## PHYSICAL THERAPY (ALLIED HEALTH)

- Cardiac rehabilitation
- Conservative drug free pain management
- Falls prevention
- Geriatric programs
- Lymphedema management
- Post-surgical rehabilitation
- Pre/post prosthetic training
- Spinal decompression/traction
- Therapeutic exercises, neuromuscular re-education, IASTM, thermal agents
- Therapeutic ultrasound, shock wave therapy/radial pressure wave, class 3B cold laser treatment
- Transcutaneous electrical nerve stimulation, functional/ neuromuscular electrical stimulation
- Vestibular rehabilitation

## PUBLIC HEALTH DEPARTMENT

- Communicable disease
- Community Health Planning (CHIP/CHA)
- Community Health Representatives
- Diabetes education & support
- Emergency Management
- Healthy foods and garden program
- Heart health & blood pressure education
- Maternal/child health services
- Nutrition & diet services
- Physical Fitness, activity promotion, and education
- Tribal Tobacco Prevention/cessation program
- Women, Infants, and Children (WIC)

## SENIOR SERVICES (PUBLIC HEALTH)

- Dine in meal service
- Home-bound delivery meal service
- Social support and resource connection

## TRANSPORTATION (ALLIED HEALTH)

- Medical transportation by appointment

## OTHER SERVICES OFFERED

- Advanced Directive/Physicians Order for Life Saving Treatment (POLST)
- ASL Translation Services
- Notary Services
- Public Services Coordinator (APD, CAPECO, Medicare A/B)
- Referral Coordination
- Resource Coordinator (OHP, Medicaid)

# FROM OUR LEADERSHIP

2023 was a solid and inspiring year for Yellowhawk Tribal Health Center. We were finally able to shift our focus from the COVID-19 pandemic, back to more regular, routine healthcare. After three years, the COVID-19 pandemic was finally beginning to feel like a chapter in history. You'll see in this report that the Yellowhawk team focused on the five elements of the 2023-25 strategic plan – Health and Human Services, Community Development, Workforce Development, Sovereign Sustainability, and Organizational Excellence. Each year, Yellowhawk continues to grow on many fronts; 2023 was no different. Yellowhawk saw its largest operating budget, record number of employees, largest patient population, and the most number of programs and services ever offered.



With this growth, we to strive to remain a reliable and trusted name in healthcare. Yellowhawk is here to serve you, our patients and our community. Our teams continue to be committed to improving and expanding services which include accessibility and health equity. To keep care, growth, services, and reliability sustainable, we eagerly announced the expansion of our clinic facilities in 2023. Management has worked diligently to be creative, strategic, and flexible with staff spaces. Expansion plans include an enlarged medical wing, a supplementary storage wing and, our most valuable addition - a dedicated Elder entrance to allow closer access to care and parking.

In addition to our growing facility, Yellowhawk continued working with Interpath Laboratory and Spright, the drone division of Air Methods, to launch a first-of-its-kind drone delivery network that can transfer lab specimens. This ongoing pilot project has been in the testing phase since February of 2022. Expected initiation date of this service will coincide with the completion of the expansion at Yellowhawk.

In closing, I want to thank our staff, the team at Yellowhawk. I get to see firsthand how they are dedicated and committed to serving you and our community. It is because of them and their hard work that we get to grow and expand our clinic and our services. I am honored to work with this team, and although this report only reflects a snapshot of all the work and accomplishments from 2023, it does highlight a great deal of hard work that our awesome staff completed and what was achieved for our patients, our community, and our Tribe.

**AARON HINES,**  
CHIEF EXECUTIVE OFFICER

On behalf of the Tribal Health Commission, we are pleased to share with you the 2023 Yellowhawk Community Report. Thank you for taking the time to review it, and please use it to assist you in your personal health goals.



Upon reflection of 2023, the Commission spent a lot of time relaying the service we provide to the Yellowhawk organization, the Board of Trustees, and patients. The Health Commission is a policy board and we help if policies require clarity and/or updating. We have clarified the process patients should use to provide comments or ask questions about the care they received throughout the clinic. If you would like to comment, please ask your provider team how!

By increasing funding for more providers in 2022, and being able to return to 'normal' post-COVID services, staff focused on improving internal processes by incorporating "warm hand-offs" between programs. We appreciate our patient's patience as staff adapted to these dynamics and put patient communication in the spotlight.

The Health Commission is proud of Yellowhawk staff for their continued hard work and dedication to achieving our organization's vision and mission. We continue to strive to be the provider of choice for tribal community families.

**ALTHEA HUESTIES-WOLF; KIMOYNEW,**  
TRIBAL HEALTH COMMISSION CHAIR, 2023

# CORE VALUES

# 2023 HEALTH COMMISSION



**ALTHEA HUESTIES-WOLF**  
CHAIR



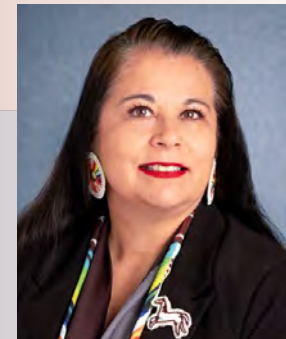
**DENISE WICKERT**  
VICE-CHAIR



**SHAWNA GAVIN**  
SECRETARY



**DARA WILLIAMS-WORDEN**  
MEMBER



**DOROTHY CYR**  
MEMBER



**CARRIE SAMPSON-SAMUELS**  
MEMBER



**ALAN CRAWFORD**  
BOT REPRESENTATIVE

## OUR VISION

*Our Tribal Community achieves optimal health through a culture of wellness.*

## OUR MISSION

*Empower our Tribal Community with opportunities to learn and experience healthy lifestyles.*



# MEDICAL

2023 was a busy and productive year for the Medical team. As a Patient-Centered Primary Care Home (PCPCH), we collaborated with the PCPCH program as part of Oregon's efforts to achieve goals of better health and care. This program has helped set standards and goals to assist patients in their care. Another organization we prioritized collaborations with is Eastern Oregon Coordinated Care Organization (EOCCO), a diverse organization who works with various healthcare partners to deliver quality care for Oregon Health Plan (OHP) members. Medical Administration continues to develop a solid relationship to coordinate care based on values we share.

To ensure Yellowhawk employees have the required Basic Life Saving (BLS) training, medical staff have volunteered to be trainers. Not only does training provide lifesaving skills for employees within the clinic, its value supersedes into everyday life when emergency situations happen. Basic lifesaving training teaches cardiopulmonary resuscitation or CPR to help adults, children, and infants during a cardiac emergency.

## FURTHERING EDUCATION, ENGAGEMENT, AND OUTREACH

Collectively, our full-time doctors have **96 years** of health care experience. We are supportive in assisting students to achieve their educational goals by offering clinical placement for medical, advanced practice, and nursing students. In 2023, three medical providers, one nursing student, and one lab technician did a clinical rotation at Yellowhawk. Under provider supervision and direction, students were able to see patients within the clinic. Students shared how impressed they were with Yellowhawk's work culture, efficiency, and community.

A priority for the community this year was to offer more acute care with same day access. Acute care is a level of care that provides immediate and short-term treatment for non-emergent urgent conditions, such as illness, injuries, or exacerbation of chronic conditions. Dr. Szumski and Dr. Quaempts joined Yellowhawk as part-time providers to improve patient access for acute care needs. When follow up care was needed for patients, the team was able to schedule those patients with their primary care provider in our effort to provide continuity of care.

Beginning in April 2023, Dr. Kirkland was hired as a part-time MD to provide podiatry care two days per week. Her services range from routine diabetic foot care to lower leg injuries and wound care. **Over 500 visits** were executed at Yellowhawk this year for podiatry!

The National Tribal Opioid Summit was attended by multiple Yellowhawk staff. Our medical team was able to learn more and understand what tribal communities are facing related to increasing substance use and overdoses. Many personal experiences were shared and leaders insisted Federal, Regional, and State decision-makers listen and provide help. The summit was attended by approximately **800** people invested to make changes through prevention, intervention, recovery, policy, and updating strategies.

Medical staff collaborated with the Diabetes Program to provide opportunities for the community to learn specifically about two conditions, Sleep Apnea and Tobacco Cessation, and the impact these conditions can have on health. Employing their expertise, two of our staff presented at the Senior Center to program participants.

- 1) **SLEEP APNEA** is a condition in which breathing repeatedly pauses while sleeping. Muscles of the throat relax causing the airway to narrow or close when breathing in. Oxygen levels lower and can cause snorting, choking, or gasping during sleep. Many systems can be affected such as respiratory, endocrine, digestive, cardiovascular, and nervous system.
- 2) **TOBACCO SMOKING CESSATION** education and support is available when patients want to quit or are thinking about quitting. Cessation aids are available through our pharmacy.

## CAHPS

Consumer Assessment of Healthcare Providers and Systems (CAHPS) is a program under the Agency for Healthcare Research and Quality (AHRQ). The purpose is to be aware of the patient experience with Yellowhawk's healthcare. There is an overall effort to progress and deliver safe, patient-centered care. Information from these surveys aid in quality improvement.

**Avg. Rating on Scale of 1-10 (10 as the best): 9.1**

**98%** of patients in the last six months answered Usually/Always to **"the provider explained things in a way that was easy to understand."**

**96%** of patients in the last six months answered Usually/Always to **"how often did this provider listen carefully to you, know your important medical history, show respect for what you had to say, and spend enough time with you."**

**90%** of patients reported Usually/Always to **"did the provider or clinical team follow up on lab, x-ray, or other tests."**

**77%** of patients reported Usually/Always to **"did the provider or clinical team talk to you about your medications."**

**90%** of patients reported Usually/Always to **"did the provider seem informed and up to date on care you received from specialist."**

**72%** of patients reported Usually/Always to **"did the provider or team talk to you about specific healthcare goals."**

**48%** of patients reported Usually/Always to **"did the provider or team talk to you about things that make it hard to take care of your health."**

**55%** of patients reported Usually/Always to **"did the provider or team talk to you about things in your life that might worry you or cause you stress."**

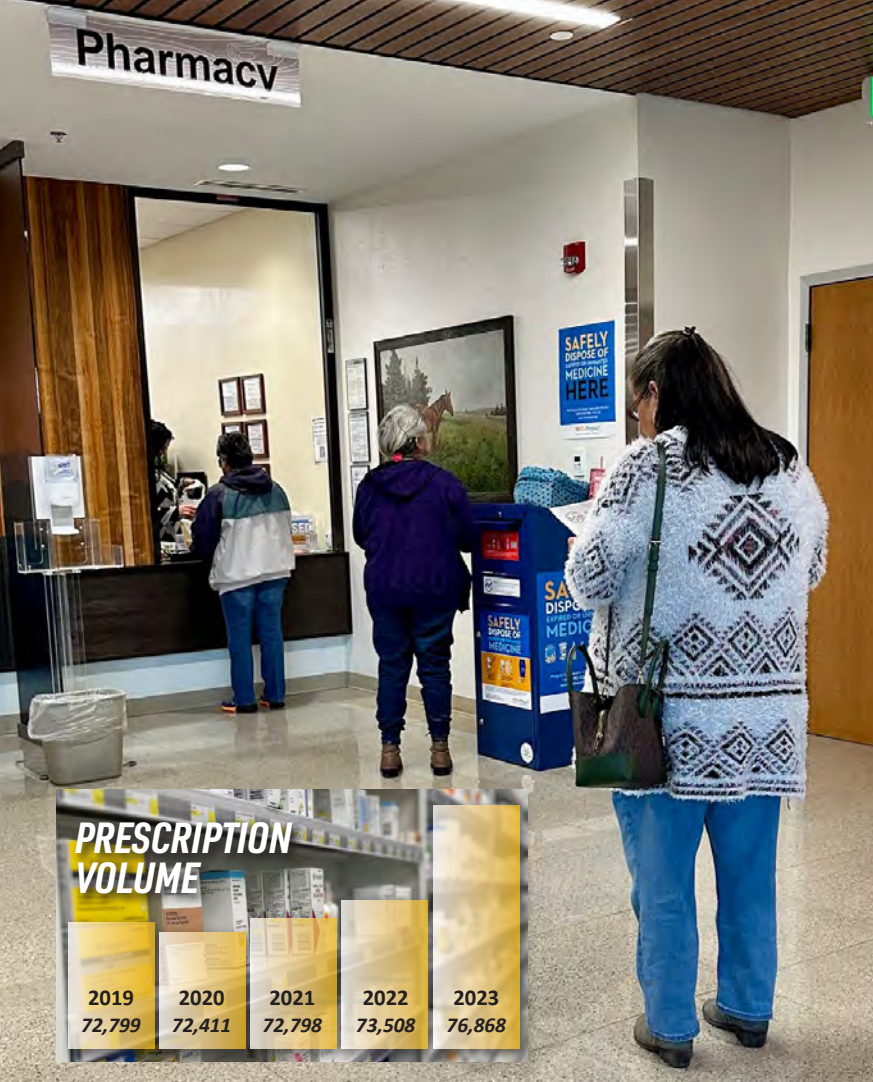
## HEALTH COMMISSION AWARD for Service Excellence Congratulations, Rena Wickert!



*The Health Commission award choice recognizes an employee that exemplifies the Core Values of Yellowhawk Tribal Health Center: Tamánwit, Integrity, Equity, Excellence, Compassion, Respect, and Balance.*



# Pharmacy



## PRESCRIPTION VOLUME

2019	2020	2021	2022	2023
72,799	72,411	72,798	73,508	76,868

## PHARMACY CHRONIC DISEASE VISITS

2020	649
2021	934
2022	970
2023	1,009



# PHARMACY

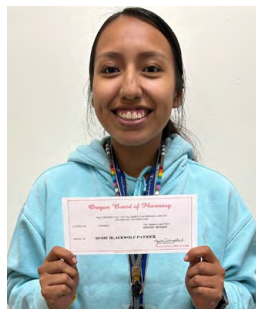
## CHRONIC DISEASE CASE MANAGEMENT

The Pharmacy Chronic Disease Clinic continued to help patients achieve treatment goals for diabetes, high blood pressure, and other chronic health conditions. In 2023, our clinical pharmacists provided services to **nearly 200 patients in over 1,000 appointments**. At the end of 2023, **75% of patients** had achieved good glycemic control (hemoglobin A1c levels less than 8.0 mg/dL). Of these patients, **49%** had achieved ideal blood glucose control (hemoglobin A1c levels less than 7.0 mg/dL). Nearly **77% of patients** seen also achieved good blood pressure control (less than 140/90 mmHg). Patients seen in the Pharmacy Chronic Disease Clinic were also more likely to receive recommended immunizations and screening exams such as eye, dental, and foot exams than non-participants.

In December 2023, Clinical Pharmacist Brook Collins successfully completed her testing in becoming Board Certified in Advanced Diabetes Management by the Association of Diabetes Care & Education Specialists (ADCES). Brook joins Clinical Pharmacist Cappie Allen in this certification. Both Brook and Cappie are able to assist patients with diabetes care and education. It is a priority of our staff to help our patients develop a management plan that fits the patient's lifestyle, beliefs, and culture. They also help patients understand how to use devices like meters, insulin pens, pumps, and continuous glucose monitoring devices. Our staff are able to use the information to assist patients in developing treatment goals and overcoming challenges. Diabetes may not have a cure, but people seen in this clinic have shown they can manage it and live well.

## PHARMACY TECHNICIAN APPRENTICE

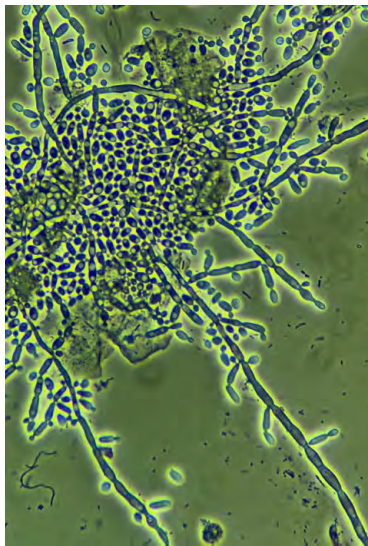
Through on-the-job training, Susie Patrick has received her Pharmacy Technician training license from the Oregon Board of Pharmacy.



Susie will continue to prepare for the national certification exam and further licensure as a Certified Pharmacy Technician (CPhT) while working in the Pharmacy.

# LABORATORY & RADIOLOGY (X-RAY)

Planning for the future of the Yellowhawk Laboratory/X-Ray service has been an exciting part of 2023. Laboratory staff invested time in researching new analyzers for Chemistry, Hematology, and Urinalysis testing, in an effort to remain on the cutting edge of instrument technology. The new instrumentation requires rigorous comparison and validation testing as well as intensive staff training. Staff completed the comprehensive testing and training required for performing all patient testing



BUDDING YEAST AND HYPHAE FROM A SWAB

on the new instruments.

Staff took part in several planning meetings regarding the clinic expansion. Changes will be beneficial to our patients. Planned improvements include enhanced patient access, increased privacy in blood

draw stations, a patient restroom within the laboratory, adequate space for processing samples and new instrumentation, and dedicated rooms for ultrasound and mammography. Our staff embraced the challenge of working alongside construction crews and in temporary spaces, while remaining fully operational. As lab services expanded, so did our need for experienced and qualified personnel. We were excited to welcome new staff in November.

The Laboratory/X-Ray team has partnered with Pharmacy for many years hosting a fundraising bake sale and auction in December. Proceeds are directed toward providing food baskets for community members during the holiday season. This popular event is successful due to participation of the entire clinic staff. Many Yellowhawk employees provide items for auction, baked goods to sell, or buy and bid on items. We are pleased to report our event in 2023 broke all previous fundraising records, raising more than \$1,800 to benefit community members.



# 2023 YELLOWHAWK TEAM SPIRIT AWARD

## LAB & X-RAY



yellowhawkhealth Congratulations to our Laboratory team, the Oregon Clinical Laboratory Consortium presented this certificate of appreciation for all of their hard work and dedication during the COVID-19 pandemic. Serving our community is our passion, the Yellowhawk team works hard for our people. #yellowhawk4u



LABORATORY & RADIOLOGY



## PHEP PUBLIC HEALTH EMERGENCY PREPAREDNESS

2020 was a rough year for our CTUIR community. First came extensive flooding followed quickly by the COVID-19 pandemic which held on for what seemed like years. During these two events, Yellowhawk recognized a need for more supplies, education, and resources for community members to be better prepared for various emergencies. Yellowhawk began building emergency kits in 2022 to ensure our community had access to food, water, and any other necessary supplies in the face of a major event. The first emergency backpacks were passed out at the 2022 Community Picnic, and in 2023 we were able to add a 10-person first aid kit for individuals to store with their backpacks. As of December 29, 2023, **1,871 first aid kits** have been passed out to community members. **35%** of those individuals received an emergency backpack last year and are better prepared for an emergency. **35%** of the kits have stayed on the reservation.

### PHEP PROGRAM DISTRIBUTION OF FIRST AID KITS:

- Community Picnic - **201** first aid kits, **50** backpacks
- September Elder's Dinner - **120**
- Yellowhawk's Grab and Go - **63**
- Wildhorse's Grab and Go (2 days) - **607**
- December Elder's Dinner - **28**
- Arrowhead's Grab and Go - **105**
- Mission Market's Grab and Go - **39**
- Wellness Tables - **191**
- Public Health front desk, meal deliveries, home visits, and other small events.

In May, we received **55 AC Units and 97 Air Purifiers** from the Oregon Health Authority (OHA). These were priority driven and focused on those who are eligible for Yellowhawk services and have pre-existing health conditions, Elders, expectant mothers, and/or those with infants in the home. This was a team effort within the Public Health and Medical Departments, including Public Health Nurses, Community Health Representatives, and WIC. Medical providers were able to refer patients by utilizing the Integration Desk, which helps connect patients to resources offered by Yellowhawk. Due to multi-departmental collaboration, we were able to get the equipment out to **111 community members**. **64%** of the AC units and **63%** of the Air Purifiers were gifted to Yellowhawk eligible Elders. Of the Elders who received one or both items, **65%** had an underlying condition. One household did meet all qualifications (Elder, infant, mother's expecting, and a person with a pre-existing condition in the home).





## HEALTH ED/GOOD HEALTH AND WELLNESS IN INDIAN COUNTRY:

The Centers for Disease Control and Prevention (CDC) launched the Good Health and Wellness in Indian Country (GHWIC) grant in 2014. GHWIC operates on a 5-year cycle and Yellowhawk was selected in both 2014 and 2019 as a recipient. In 2023, Yellowhawk was in performance year 4 of 5. The purpose of this grant is to provide financial aid to Yellowhawk with the overall objective of diversifying prevention efforts related to obesity, type 2 diabetes, heart disease, and stroke within the Yellowhawk service area. This grant currently funds the following programs within the Public Health Department: Tlawxmamiyáy (community garden program), Pinášukwat (self-measured blood pressure program), PreventT2 Diabetes Prevention Program, and Obesity Prevention (physical wellness programming).

### HEALTH PROMOTION HIGHLIGHTS:

#### OBESITY PREVENTION

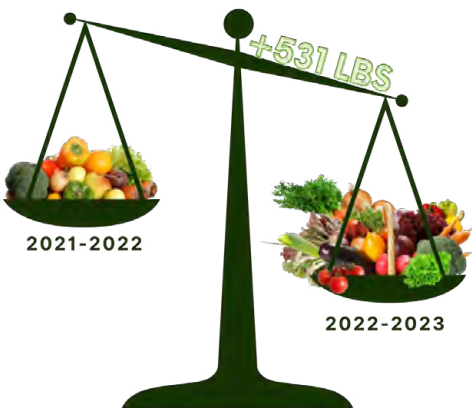
Throughout the life of the GHWIC grant, Yellowhawk has successfully implemented evidence-informed and culturally adapted policy, system, and environmental changes (PSE) to address obesity prevention within the CTUIR community:

**Increasing Access to Healthy and Nutritious Food:** This involves expanding the availability of places that sell or distribute health-conscious and traditional foods and beverages.

#### TLAWXMAMIYÁY - COMMUNITY GARDEN PROGRAM

- During the 2022-2023 growing season, **2,316** pounds of produce was harvested and distributed to the community. Compared to the 2021-2022 growing season, Tlawxmamiyáy increased the total amount of produce production by 531 pounds during the 2022-2023 season.
- Tlawxmamiyáy expanded and enhanced our community engagement efforts by offering various types of garden education opportunities. These included Spring Garden Classes, Tlawxmamiyáy crop planting days, Seed Swap event, and more!
- In collaboration with the Nicht-Yow-Way Senior Center, the Elders Garden Guild was formed for our CTUIR Elders.
- Installation of a new fence.

## TLAWXMAMIYÁY COMMUNITY GARDEN



#### EXPANDING AND ENHANCING ACCESS TO SAFE PHYSICAL ACTIVITY SPACES

Focusing on increasing the number of safe locations for physical activity within the CTUIR community.

- Program Manager served on the Technical Advisory Committee (TAC) for the CTUIR's new 20 Year Transportation System Plan (TSP). The plan was approved in April. This is an important step for making the community's transportation better, adding safe places for people to walk and bike, and creating a positive change to help our environment.
- Walk to School Day, Safe Routes to School (SRTS) "NCS Walk to School Day" | September 7th
- Highlighted the current "most safe" walking route in the community and provided pedestrian safety swag and education. NCS students were dropped via bus to participate in this event. Yellowhawk coordinated this event by providing information and infographics on future TSP projects that are part of the Safe Routes to School (SRTS) initiative. **22 participants**



# PINÁŠUK<sup>W</sup>AT

*Pinášuk<sup>w</sup>at translates to “Knowing Yourself”*

Pinášuk<sup>w</sup>at (Pin-AH-sha-kwut) is an evidence-based culturally responsive program designed to engage patients living with high blood pressure and or high blood cholesterol in self-management and treatment programs. Patients who participate in the Pinášuk<sup>w</sup>at program receive one-on-one mentoring from certified healthcare professionals and educational heart health resources that are user-friendly and easy to understand. During 2023, Yellowhawk focused its efforts on further developing this second year program, emphasizing quality improvement initiatives to enhance team-based care, boosting patient engagement, and improving outreach and community engagement. The evaluation of the Pinášuk<sup>w</sup>at Program was multifaceted, involving various activities and performance indicators, such as:

- **Collecting Participant Feedback from Patients:** soliciting feedback directly from participants to gauge their experiences and satisfaction with the programming. This input helps in refining and tailoring services based on patient needs and preferences.
- **Tracking Health Education Resources:** monitoring the development and availability of health education resources targeted at the identified population. This involves creating materials that are informative and accessible to promote better health awareness.
- **Conducting Quality Improvement Strategies:** employing Plan-Do-Study-Act (PDSA) cycles as a quality improvement approach. This process method allows for continuous improvement by planning changes, implementing them on a small scale, studying the results, and acting on lessons learned.
- **Tracking Referrals from Primary Care Providers:** monitoring the number of referrals made to the program by primary care providers. This indicates the effectiveness of team-based care and the integration of services within the healthcare system.
- **Tracking Completion Rates for Patients in the SMBP Program:** monitoring the completion rates of patients engaged in the Self-Measured Blood Pressure (SMBP) program. This metric reflects the program’s success in encouraging patient participation and commitment to monitoring their blood pressure.

## WIC/NUTRITION/DIABETES PROGRAM/FITNESS

**WOMEN, INFANTS AND CHILDREN (WIC) PROGRAM: 84 participants** monthly

**FITNESS:** Our Certified Personal Trainer offers various fitness opportunities for individuals of all ages and physical abilities. Weekly classes were held at Yellowhawk as well as an Elder-focused class at the Nicht-Yow-Way Senior Center. A Nu-Step T6MAX Cross Trainer was placed at the Senior Center in March of 2023 and has been used over 250 times by Elders accessing services at the Senior Center.

**DIABETES PROGRAM:** According to Yellowhawk’s 2023 clinical data, **19%** of the patient population have a diagnosis of diabetes or are at-risk for developing diabetes due to prediabetes, metabolic syndrome, abnormal glucose, or other diagnoses.

**INCENTIVE PROGRAM:** Launched in May of 2023, Waq’iśáawit “Healthy Way of Life” is used to encourage and support patients in their diabetes care by offering incentives for completing steps in their personalized program.

**MOTHER’S CELEBRATION:** (ILAUNCH collaboration) Multigenerational gathering of caretakers to celebrate motherhood. **36 encounters**

**TRADITIONAL FIRST FOODS EXCURSIONS:** Transported Elders and community members to harvest first foods. In Spring, we gathered qáaws (biscuit root) and in Summer, we harvested cemíitx or wíwnu (huckleberry). Participants learned to use first foods in healthy recipes through food demonstration. **13 encounters**

**FITNESS CLASSES:** A combination of strength training and high-intensity interval training for CTUIR community and patients. **263 fitness encounters**





**GROUP FITNESS at Nicht-Yow-Way Senior Center:**

Strength and resistance training primarily while seated. **260 fitness encounters** (CTUIR Elders and community members)

**COOKING CLASSES:** Cooking classes were offered throughout the year for individuals and families. Participants of all skill levels (beginner to advance) and all age ranges including youth and Elders. Participants learned food safety, knife safety, cooking equipment, and nutrition basics while trying a new delicious recipe. Each participant received a take home bag with ingredients. **73 encounters**

**FARMER'S MARKET SHUTTLE** (Pendleton): Increased access to healthy foods by providing transportation to Elders and families. **10 encounters**

**DIABETES AWARENESS & SCREENING FAIR:** Held once per quarter at CTUIR entities. Outreach included providing diabetes educational materials, healthy recipes, diabetes risk tests, body composition analysis, glucose readings, and blood pressure checks. **325 encounters**

**DIABETES PREVENTION PROGRAM:** The sixth cohort of the Diabetes Prevention Program (DPP) had **nine (9) participants** and completed the year-long program on June 14.



**ILAUNCH & ATAWIŠAMATAŠ PROGRAM**

2023 was the final year of the SAMSHA grant, Indigenous Linking Actions for Unmet Needs in Children's Health (ILAUNCH). The Public Health Department secured 5-year grant funding through the Tribal Maternal, Infant, Early Childhood Home Visiting Grant (TMIECHV) in September of 2023 to ensure program continuation.

The Átawišamataš Program is more than 'home visiting.' The program focuses on pregnancy, parenting, and early childhood development, supporting families with children under the age of 4. This program uses the John's Hopkins Family Spirit curriculum with clients who are interested and accepting of home visits. These visits are designed and structured around the age of the child(ren) in the home or the gestational age of the incoming baby. Home visiting is about making connections, offering education and support, and helping parents prepare for the next stages in their child(ren's) growth and development. Our staff are trained in Conscious Discipline, Triple P Parenting, and Family Spirit. We were able to get fully staffed by the end of 2023!

**ILAUNCH 2023 EVENTS**

- Spring Break March of 2023 ILAUNCH provided 3 **Safe Sitter Courses** for local youth. A total of **18 youth** were trained to be Safe Sitters
- **Hand Drum Making Class** (2x) June 2023 – **18 participants**
- **March Literacy Night** – Dr. Seuss theme – Pendleton Public Library Mobile Unit, Optometry and Dental Collaboration – **8 families** attended

# PUBLIC HEALTH OPERATIONS: PHN/CHR/TOBACCO

2023 was a year of growth for the Public Health Nurse (PHN), Community Health Representative (CHR), and Tribal Tobacco Prevention Program teams. We saw the addition of multiple new team members.

## PUBLIC HEALTH NURSES (PHNS)

The PHNs provide a variety of services such as immunization, communicable disease, health promotion/disease prevention education, home visits, and community outreach. **In May, the Federal and State Public Health Emergency officially ended for the COVID-19 Pandemic.** However, the PHNs continued to monitor a variety of communicable diseases with over 25 cases requiring treatment and management. Additionally, they increased vaccination opportunities by expanding the immunization clinic schedule and **over 850 vaccines** were administered.

A collaboration with AGE+ generated an additional **\$16,450** in funding for the Senior Center through vaccination services.

Our PHNs organized and led multiple community outreach events addressing disease prevention, health promotion, and health literacy for all ages.

- In July, the **Teddy Bear Picnic** for ages five years and younger aimed to increase the amount of parents who read to their children by signing the family up to receive free books through Dolly Parton's Imagination Library. **18 attendees**
- In October, the PHNs led the charge on the **Breast Cancer Awareness Night Glow Walk** with guest speakers, memorial luminaria, and a nighttime walk. **62 attendees**
- **Great American Smokeout®** event encouraged persons using nicotine and tobacco products to make a plan to quit for a healthier future. This year's event was the largest seen with at least **254 persons** attending the event to receive materials and resources to commit to quit for 24 hours.

## COMMUNITY HEALTH REPRESENTATIVES (CHRS)

The Community Health Representatives continue to provide health promotion opportunities and break down barriers of care for their community. Our CHRs are now certified through Oregon Health Authority as Community Health Workers. The CHRs are frequently seen in the community at wellness tables sharing information on a variety of health promotion topics such as Hands Only CPR, hand washing education, HIV Awareness, Advance Directives/POLST, Sexually Transmitted Infection (STI) prevention, and Heart Health.





Over **550** individuals participated in hands-on activities at the wellness tables in 2023. Under the Pináshukwat Self Measured Blood Pressure Program, CHRs helped facilitate participants in reducing the risk of stroke and heart attack in persons with hypertension – helping **over 110 individuals** to achieve their blood pressure goals. They also continue to visit Elders within their homes to provide fall prevention education and resource support. The CHRs provided community members with **more than 625 home medication deliveries**. During the height of the respiratory illness season, CHRs provided handwashing education activities to **42** Cay-Uma-Wa staff and students.



### TRIBAL TOBACCO PREVENTION PROGRAM (TTPP)

The PHN and CHR teams collaborated to attend facilitator trainings for Second Wind Adult Cessation and Project SUN Adolescent Cessation. Project SUN is an evidence-based culturally adapted smoking cessation curriculum for American Indian/Alaska Native Youth. The team set to work on further development with plans to launch both adult and adolescent nicotine cessation groups in 2024. To further support the holistic health of community members in their cessation journey, one PHN and one CHR were trained in Acudetox auricular acupuncture. This is a service our community has continuously asked for, and we were happy to be able to have the opportunity. In November 2023, our team welcomed our first full-time Tribal Tobacco Prevention Program (TTPP) Coordinator. This position will be launching a robust community outreach and engagement campaign. The TTPP Coordinator will also work with community partners in policy development while creating effective partnerships.



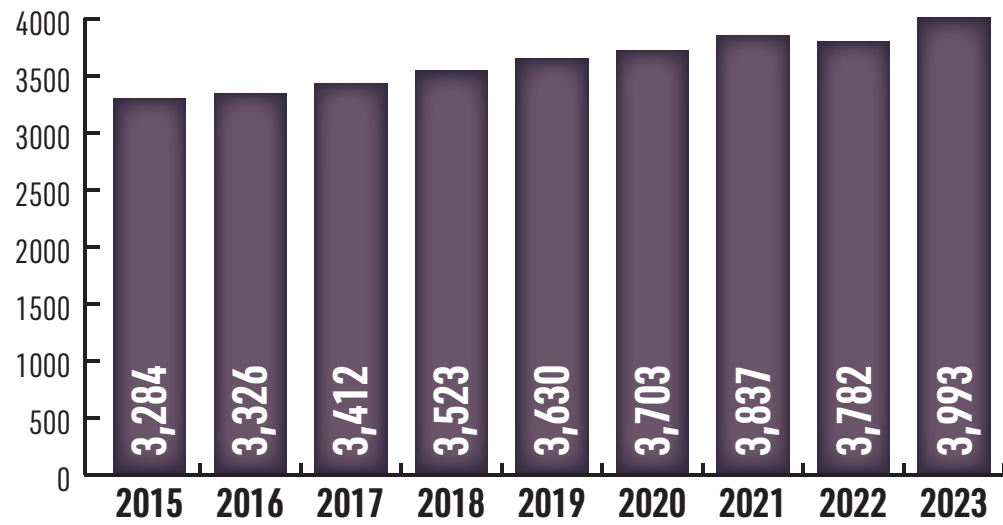
### NIGHT-YOW-WAY SENIOR CENTER

In 2023, the Night-Yow-Way Senior Center served **8,034** congregate meals and delivered **6,156** meals to home-bound Elders and caregivers.

2023 was a big year for Senior Center activities and collaborations with our Public Health Teams. The GHWIC, TTPP, and SDPI grants helped support programs like the Elders Garden Guild, Weaving Tuesday, and Monday Movie Matinee. Weaving and movie matinees became very popular, making them both regular weekly offerings. A financial boost to programming occurred when staff received the Rural Older Adult Mini-Grant Social Connection (ROAM) and the AGE+ funding through vaccination services. This funding has helped prolong our programs and offerings and provides financial stability moving forward into 2024.



### ACTIVE YELLOWHAWK PATIENTS BY YEAR



FITNESS VISITS 2023  
**321**

PHARMACY VISITS 2023  
**24,505**  
PHARMACY PATIENTS 2023  
**1,892**

TELEPSYCH VISITS 2023  
**224**  
TELEPSYCH PATIENTS 2023  
**66**

X-RAY VISITS 2023  
**45**  
X-RAY PATIENTS 2023  
**42**

### HUMAN RESOURCES TRAININGS

2023

- Timekeeping For Supervisors
- LGBTQ+ Awareness
- Basic Life Support (BLS) Onsite Training
- PR & Travel Training
- Question Persuade Refer
- Sexual Harassment
- Emotional Intelligence
- Performance Tools for Supervisors
- Sexual Harassment/ Supervisor Responsibility
- 2-Day Supervisor Training
- Excellent CS Experience
- Conducting Interviews
- Difficult Conversations
- Resolving Conflict
- Compassionate Communication
- Leading Effectively
- Time Management
- Increasing Happiness
- Resolving Conflict 2

OB/GYN VISITS 2023  
**669**  
OB/GYN PATIENTS 2023  
**368**

PHYSICAL THERAPY VISITS 2023  
**1,927**  
PHYSICAL THERAPY PATIENTS 2023  
**244**

TRANSPORTATION VISITS 2023  
**1,212**

COMMUNITY HEALTH VISITS 2023  
**127**  
COMMUNITY HEALTH PATIENTS 2023  
**18**

PH VISITS 2023  
**126**  
PH PATIENTS 2023  
**20**

PHARMACY - CHRONIC DISEASE VISITS 2023  
**1,004**  
PHARMACY - CHRONIC DISEASE PATIENTS 2023  
**197**

NURSING VISITS 2023  
**371**  
NURSING PATIENTS 2023  
**140**

OPTOMETRY VISITS 2023  
**1,773**  
OPTOMETRY PATIENTS 2023  
**1,197**

DENTAL VISITS 2023  
**5,192**  
DENTAL PATIENTS 2023  
**1,937**

LABORATORY VISITS 2023  
**4,332**  
LABORATORY PATIENTS 2023  
**1,712**

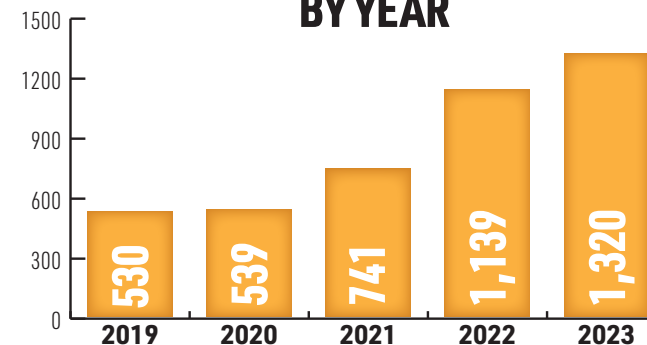
OPTOMETRY HARDWARE VISITS 2023  
**980**  
OPTOMETRY HARDWARE PATIENTS 2023  
**731**

GEN. MEDICAL VISITS 2023  
**224**  
GEN. MEDICAL PATIENTS 2023  
**66**

MENTAL HEALTH VISITS 2023  
**2,642**  
MENTAL HEALTH PATIENTS 2023  
**451**

PODIATRY VISITS 2023  
**532**  
PODIATRY PATIENTS 2023  
**282**

### YELLOWHAWK REFERRALS BY YEAR



FAMILY STRENGTHS VISITS 2023  
**566**  
FAMILY STRENGTHS PATIENTS 2023  
**67**

A&D VISITS 2023  
**2,062**  
A&D PATIENTS 2023  
**175**



# BEHAVIORAL HEALTH

The 2023 Behavioral Health Department consisted of a Behavioral Health Clinical Director, a Chemical Dependency Clinical Manager, one youth and adolescent Psychiatrist, one PA-C (Physician Assistant-Certified) for adult medication management needs, four full time therapists (1.5 school-based, 2.5 office-based), one Integrated Care Therapist, one Suicide Prevention Specialist, three Traditional Health Worker/Peer Mentors, five Certified Chemical Dependency Counselors, one Sober Transitional House Supervisor, nine Certified Peer Recovery Mentors, and one Office Manager. Two key positions remained vacant in 2023: Mental Health Clinical Manager and a full time school-based therapist. Yellowhawk continues to actively recruit viable candidates to further services offered in our community.

## MENTAL HEALTH

We have been fortunate to continue offering clinical staff the ability to utilize virtual platforms for those clients who prefer this method of communication. This includes Google Meets and Zoom to reach our clients and continue to provide crucial services to those that were unable to be seen in-person for various reasons.

- **3,432 mental health visits** provided in 2023
- Mental Health team partnering with our Medical Department administered **over 1,450 depression screenings** to patients

**NEQCE?ÉCE QAPŠQAPŠNÁAWIT "FAMILY STRENGTH"** team provided peer-to-peer skills building and prosocial services in the schools to **over 55 youth**. **Over 450 Grab-N-Go kits** were dispersed throughout the year to continue to engage youth and their families in prosocial behaviors as well as promote self-care. Examples of Grab-N-Go kits were: Fidget and Calming Toys Giveaway, "Have a Good Summer" kits, and various Holiday fun kits throughout the year. Our annual Back 2 School Backpack Handout distributed **over 145 backpacks** filled with school supplies! Staff chaperoned **over 65 youth** to The Siletz Tribe Obstacle Course, Tamkaliks Celebration Outing, Wallowa Lake, Indian Lake, Jubilee Lake, and the Echo pumpkin patch and corn maze. Program staff assisted with Tribal Family Preservation Classes, Basketball Against Alcohol and Drugs (BAAD) Prevention Classes, numerous Community Smudges, a trade cloth sewing class making leggings and hider/dresses, Youth Sewing Series making purses and phone cases, movie nights in the park and at the clinic, and also hosted our biggest event, the Mini Children's Powwow for National Children's Mental Health Awareness Day in May that brought together **more than 200 youth and families**.





**CTUIR  
COMMUNITY  
WARM LINE  
541.969.0010**



**IWAYAMN**

**A Warm Line is NOT intended to replace 911 or 988! If you are experiencing a medical emergency call [911](tel:911) or go to the nearest hospital. If you experiencing a behavioral health emergency such as suicidality please call [988](tel:988) or go the nearest hospital.**

**A Yellowhawk employee who is a certified recovery mentor will be available 24/7.**

**SUICIDE PREVENTION SPECIALIST** led various events including Co-facilitating Native STAND (Students Together Against Negative Decisions) at Nixyaawii Community School for all freshmen, Moccasin making class, Deschutes White Water Rafting Trip, family bowling/arcade nights, youth game nights, collaborating with Family Strength Team taking youth on various outings in the community, such as lake trips and huckleberry picking excursions. In partnership with the Public Health Diabetes Program, we held various healthy cooking classes, youth paint night, and continuation of a culturally specific youth suicide prevention curriculum at Sunridge Middle School. **Over 40 youth** participated in the suicide prevention activities.

**INTEGRATED CARE THERAPIST** had **206 visits** for acute related needs. The Integrated Care Therapist provides office hours services for Yellowhawk eligible patients with acute needs, as well as providing short-term solution focused therapy.

**AURICULAR ACUPUNCTURE (ACUDETUX)** services continued and expanded in 2023. Auricular Acupuncture is a procedure that involves the insertion of filiform needles into five specific locations on each ear. Auricular Acupuncture is used worldwide for the prevention, treatment, and harm reduction of substance use (including nicotine dependence) by reducing symptoms of anxiety, depression, insomnia, cravings, body pains, and other symptoms related to withdrawal. Historically, this service was provided by Yellowhawk Behavioral Health staff; however in 2023, Behavioral Health collaborated with our Public Health Department to pay for and train an additional two staff in this modality, bringing Yellowhawk's total of Certified Acudetox staff to six (6). Behavioral Health had a lot of wonderful feedback from the CTUIR Community regarding their experience receiving Acudetox and the fact that it is a non-verbal treatment modality, making it evident that more staff would need to be trained to provide this service. There were a total of **256 Acudetox Services** provided in 2023.

**COMMUNITY WARM LINE:** Behavioral Health was excited to launch the Community Warm Line for CTUIR Community Members in December 2023. This line is a confidential, free phone service designed to be peer-to-peer. Our team trained extensively to be able to offer this service. The Yellowhawk Warm Line is answered by our Sober Transitional Housing (STH) staff who are Certified Peer Recovery Mentors and have personal experience with behavioral health disorders. This community-based phone line is staffed with 24/7/365 service to help mitigate a crisis from happening. Staff use their experience to better understand and support callers, offering conversation, emotional support, and information on local substance use and mental health services. They are knowledgeable about community services available. Warm Lines are designed to fill in a gap in behavioral health services. When someone is struggling and needs someone to talk to, but is not in crisis and does not need to go to the emergency room, they can help provide support needed to help prevent a situation from escalating to a crisis.

## CHEMICAL DEPENDENCY

Yellowhawk's Chemical Dependency (CD) program provides Level 1: Outpatient Treatment Services.

- **283 CD Referrals**
- Chemical Dependency provided **3,031 CD Services/ Transports**
- **786 CD Treatment Group Services**
- CD Team referred approximately **30 clients** to Detox Services and/or Residential Treatment
- Pinánayk<sup>w</sup>ukt "Gathering Oneself Together" Program/ STH had **seven (7) residents** in 2023
- K'usiinmí Tawtnúkt Program/Horse Medicine provided **23 visits** in 2023
- **25 clients** completed Outpatient Treatment
- **Two Narcan distributions** to community members at our Opioid Summits in May and October

### PREVENTION/RECOVERY EVENTS:

The Annual **Láwtiwaama Sobriety Friendship Dance** was held during the Pendleton Round-Up and provided over **150 meals** to participants and community members. There was more than **1,000** years of sobriety represented!

Various CD Prevention activities were hosted throughout the year including Healthy Hobbies Initiative (providing Athletic Club memberships to **over 70 community members**), two family bowling engagement nights, collaborations with other departments for awareness months, and a neighborhood engagement event where Chemical Dependency staff walked throughout the mission community engaging community members in conversation about behavioral health services available at Yellowhawk and handing out program brochures and breakfast burritos.

Chemical Dependency hosted two Community Opioid Summits where **over 65 community members**, Yellowhawk staff, and area Law and Drug Enforcement personnel came together to discuss fentanyl and opioids. Opioid Response Network (ORN) brought in a keynote speaker for our Summit in May, with Blue Mountain Narcotics Enforcement Team (BENT) presenting as our keynote speaker for the second Summit in October. BENT provided information and resources regarding fentanyl and opiates in Umatilla County and, specifically, on the CTUIR. CTUIR Police introduced Valor, the only drug detection canine officer in our area.

**K'USIINMÍ TAWTNÚKT "HORSE MEDICINE"** is a culturally specific program built on connection to horses to aid in prevention and recovery. Trained staff provided **23 visits** in 2023.

**PINÁNAYKUKT SOBER TRANSITIONAL HOUSE** had **seven residents** in 2023. **Five residents** graduated from the program, securing their own off-site housing.



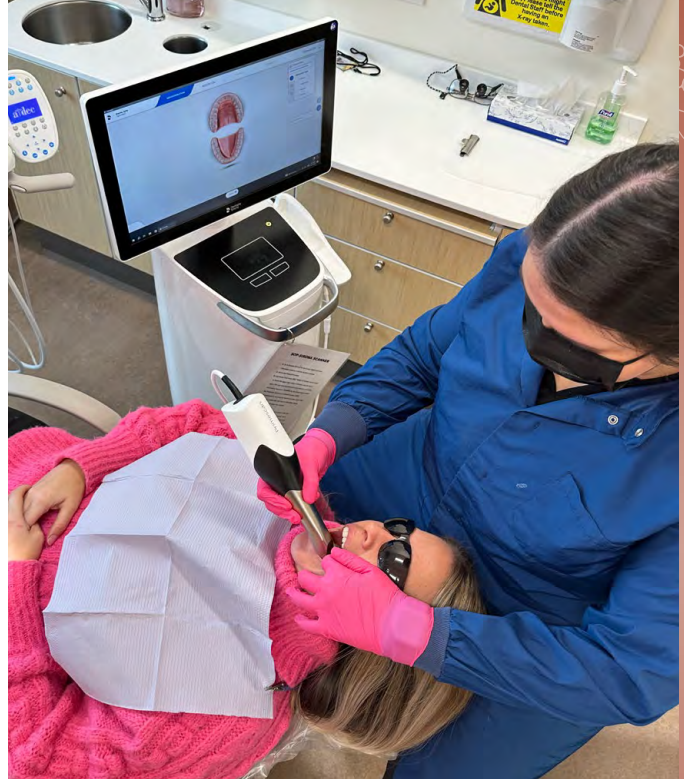
# DENTAL

The Yellowhawk Dental team maximized productivity both inside and outside of the clinic this year. High-quality patient care is always our priority, and in 2023, we saw the highest volume of patients to date! As an accredited clinic, the dental department participated in the Re-Accreditation process for the Accreditation Association for Ambulatory Health Care (AAAHC). Dental was able to host the surveyors in observing a patient procedure and was given a “no recommendation” (for improvement), showcasing our professional and quality care to our patients.

Our team was very active with community outreach at various community and Yellowhawk events.

- **Over 300 oral healthcare kits** given to BAAD (Basketball Against Alcohol & Drugs) tournament attendees.
- Collaborated with Public Health Wellness Tables to provide **150+ community members** education and supplies.
- Yellowhawk Open House: **50 community members** entered raffle for a Sonicare toothbrush
- CTUIR Community Picnic: **125 oral kits** handed out, **100 community members** entered to win Sonicare toothbrush
- Monthly Electronic Toothbrush raffles for patients, two per month
- Collaborated with various departments and tribal entities in providing toothbrushes and oral hygiene supplies for distribution to their community events.
- Staff participated in the 3rd Annual Career Fair, exposing middle and high school students to careers in the dental field and specific career options that Yellowhawk offers. **75 youth** entered Sonicare toothbrush raffle and **50+ oral kits** handed out.
- Visited HeadStart and Cay-Uma-Wa daycare to provide free screenings and apply fluoride varnish. Provided toothbrushes and toothpaste quarterly.

Leadership in Dental changed early in 2023 and improvements were implemented, increasing productivity of the department quickly. While some updates were easy for the team to achieve, others will be seen over years to come.



Highlights of our program include:

- **Adding a Front Desk Receptionist position** - Increased patient communications, decreased patient wait time with scheduling, and decreased our Dental Administrative Operations Manager scheduling duties, allowing her to focus on Administrative duties.
- **“Wee Smile” Collaborative** with Northwest Portland Area Indian Health Board (NPAIHB) – this program increases access and prevention for 0-5 year olds, while offering program support.
- **LightHouse360** was implemented in January - a texting/call reminder system utilized to increase patient communication and decrease missed appointments.
- **Electronic Dental Record upgrade** - Dentrix, including staff training, providing a more thorough patient assessment, and populating our alerts to match EHR.
- **Digital Radiography upgrade** with Dexis software, including two new sensors, easier to capture x-rays, introral pictures, more diagnosing tools, and clearer picture.

We are excited to announce that two Tribal employees successfully completed their Dental Assistant trainee program and earned Expanded Function Dental Assistant Certification from the Oregon Board of Dentistry. This program consists of 18 months of work within a dental program, two separate proctored exams, coursework, and clinical competencies to complete.

In Oregon, Dental Assistants are not licensed, but must be certified in order to take x-rays or perform certain Expanded Functions. To perform expanded functions under the supervision of a licensed dentist, a dental assistant must earn this certificate. They may take x-rays, perform general expanded functions (EFDA), perform restorative functions, and perform preventive functions.

Orthodontic program had a total of **20 patients** receive orthodontic care.





# ALLIED HEALTH SERVICES

## ADMINISTRATION

2023 marked the second year as Allied Health Services (AHS) Department which includes Optometry, Transportation, Physical Therapy and Audiology services. We continued to refer audiology patients to outside entities. With a year of services behind us, our team was able to develop Standard Operating Procedures (SOP) that can be referenced for years to come. A brochure was also developed for each program to help our patients understand program services and how to utilize them most effectively.

Across the department, staff were involved in community outreach and engagement, improving access to our services and developing programming to further our community resources. Our administrative team continued to meet with the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) Vocation Rehabilitation Services Manager regarding disabled, blind, bariatric, and deaf patients. This is an ongoing collaboration on how best to accommodate patients who need this support. Other collaborations included meeting with CTUIR Department of Children and Family Services (DCFS) about roles and responsibilities, teams shared processes, policies, and procedures.

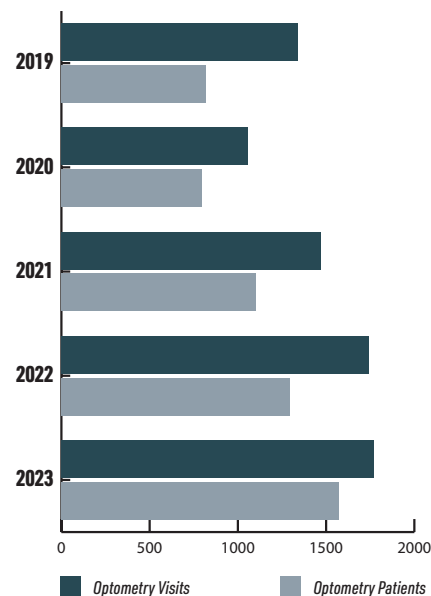
## COMMUNITY ENGAGEMENT ACTIVITIES

- AHS Administration taught culture classes for 6-8 year olds for the Basketball Against Alcohol & Drugs (BAAD) Tournament. **120 participants**
- Yellowhawk Career Fair
- Treaty Day Parade
- Yellowhawk Open House
- Yellowhawk Fun Run, staff participated in planning this community event in collaboration with other departments.
- Children’s Mental Health Powwow – **50 children** & families



## AUDIOLOGY

Outside services are available for PRC eligible patients. With no current Audiologist on staff, referrals were made for services to patients in need of audiology appointments. **46 outside referrals.**



## OPTOMETRY

Staffed by two primary care eye providers, our Optometrists perform comprehensive eye exams, which allows for 14+ exams per day. Our optometry service is the first point of contact for vision or eye health concerns. As primary eye care providers, staff regularly examine patients for glasses and contact lens prescriptions, manage eye diseases like glaucoma, macular degeneration, and eye infections. A large portion of our care focuses on evaluating and managing eye conditions that manifest secondary to systemic health conditions like diabetic retinopathy, hypertensive retinopathy, and inflammatory eye conditions. Our optometrists regularly prescribe topical medications and occasionally oral medications when needed, and co-manage patients in need of advanced care or surgery with local ophthalmologists.

Our clinic is equipped with retinal cameras, retinal laser scans, visual field perimetry, and other important technologies that help diagnose and manage medical eye conditions. Our optical showroom has over 600 frame options! Aside from day-to-day operations of managing patient scheduling and patient flow, our staff are trained in optical ordering and dispensing, para-optometric pretesting, and special testing for disease management.

- New position in 2023: Optometry Manager!
- Encore Vision from Spokane, the company we use for hardware, was onsite to do a training with our Opticians on January 12, 2023.
- New line of frames were added to our optical showroom.
- Head Start exams with Cay-Uma-Wa. **36 patients**
- Vision screenings at Literacy Night in March. **20 patients**
- Optometrist served as preceptor (professor) for two new externs that revolve every two to three months throughout the year. **7 total student externs.**
- Optometrist and Opticians held a class for the BAAD tourney participants about eye health. **123 participants**
- Attended ribbon cutting for new housing development and handed out promotional items and information to **57 community contacts.**
- Added a Virtual Reality Visual Field to replace the Humphrey Visual Field machine, which was lacking functionality. This is used for managing glaucoma, monitoring stroke symptoms, and retinal toxicity from certain medications.
- Collaborated with Pacific University for externships and preceptorships with our Yellowhawk optometrist.
- Utilizing the Virtual Visual Field screening tool on all patients to get a baseline of their vision - never been done before at Yellowhawk!
- **980 Optometry hardware visits.**

## DIABETES & YOUR EYES

Protect your vision with regular, dilated eye exams from your doctor of optometry.



**FACT #1**

In 2018, doctors of optometry diagnosed more than **301,000** cases of diabetic retinopathy in patients who did not even know they had diabetes.



**FACT #2**

People with diabetes are at **higher risk** for eye diseases, such as glaucoma, cataracts, and diabetic retinopathy.

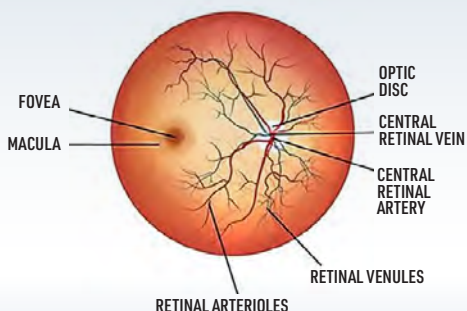


**FACT #3**

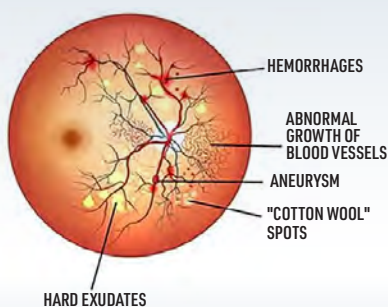
Unfortunately, **only 54%** of people with diabetes regularly visit their doctor of optometry, according to an American Optometric Association survey.

### EARLY DETECTION AND TREATMENT CAN SAVE YOUR VISION.

#### NORMAL RETINA



#### DIABETIC RETINOPATHY



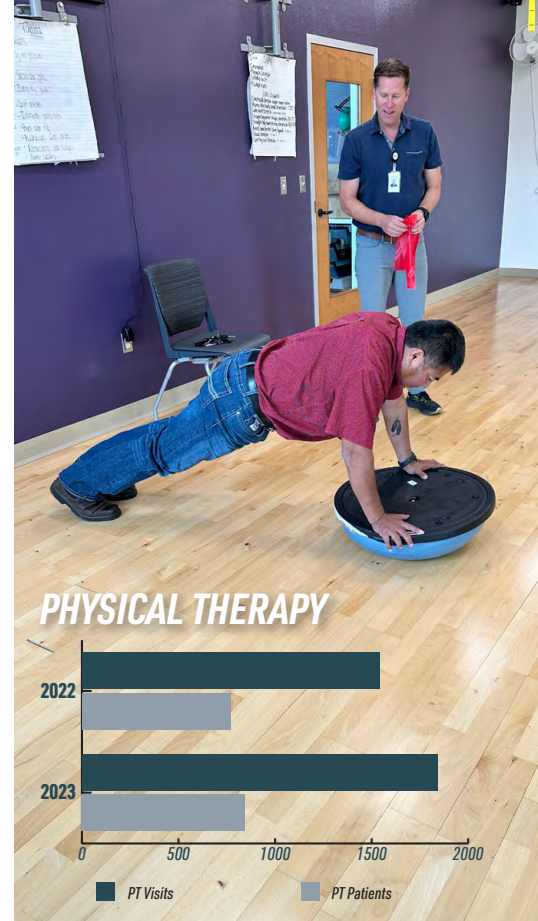
## PHYSICAL THERAPY

Yellowhawk’s Physical Therapy (PT) program has grown since opening in early 2022, adding two additional Physical Therapists and a PT aide. Our PT program provides examination, evaluation, diagnosis, prognosis, intervention, and care management for a wide variety of physical conditions. Our experienced Physical Therapy team strives for excellence by providing an evidence-based approach to achieve the best possible outcomes for our patients. Our patient-centered approach uses research-based therapy techniques to improve our patients’ health and wellness while providing guidance to reach Physical Therapy goals. Utilizing the MedBridge software for individualized physical therapy exercises allows our team to deliver superior patient outcomes across the musculoskeletal care spectrum and patient care continuum. Patient care and community engagement are priorities of the PT program. 2023 allowed us to interact with our patients and beyond.

- Senior Center visits on Thursdays where our Physical Therapist Assistant teaches body movement to prevent pain and does low impact exercises.
- Opened up to patients of all ages
- Physical Therapy Assistant held a class for BAAD participants on body health. **123 participants**

### Services provided by physical therapy in 2023 included:

- Conservative drug-free pain management
- Post-surgical rehabilitation
- Lymphedema management
- Therapeutic ultrasound
- Shock wave therapy/radial pressure wave
- Class 3b cold laser treatment



## TRANSPORTATION SERVICE REQUIREMENTS:

- Eligible for Yellowhawk services.
- Live within the Yellowhawk service area.
- The appointment must be referred through Yellowhawk.
- If the patient is Oregon Health Plan eligible, they must contact a Brokerage Service (GOBHI).
- The patient must be accompanied by a caregiver or a family member for surgical transportation.
- The patient must be able to ambulate into a car without assistance.
- The request for local transportation must be at least 48 hours prior to the appointment and one week for out of town transports.
- All resources for transportation be sought prior to the request.

## TRANSPORTATION

Yellowhawk’s Transportation program continues to increase patient access by providing services to those that need transportation assistance after they have exhausted all other resources. Under the policy at Yellowhawk, transportation is provided to individuals who meet eligibility requirements. This ensures transportation to and from appointments that are specifically related to health care issues. In 2023, employees made it a priority to ensure patient safety by training all transporters in Defensive Driving, P.A.S.S. (Passenger Assistance, Safety and Sensitivity with Wheelchair Securement), Customer Service Training, and Securement Training for wheelchair bound patients. Staff were also able to test a software for GPS tracking on three fleet vehicles. “Motive” cameras and software were used in this trial.

In 2022, staff began collaborating with Greater Oregon Behavioral Health Incorporated (GOBHI) and went live in March. This collaboration offers our team the ability for improved scheduling. All of our transportation staff are now certified GOBHI transporters and our transportation program vehicles are GOBHI certified!

- **5 transporters**
- **8 new vehicles** to the fleet for a total of 30.
- All 7 staff have a vehicle signed out for each staff member to ensure patient transports are covered, allowing the opportunity for more efficiency.



# HUMAN RESOURCES

The Human Resources (HR) team was able to add to our Yellowhawk workforce in various departments this year, increasing our workforce by 7%. We strive to bring high quality candidates to our beautiful corner of Eastern Oregon. Human Resources utilizes multiple media outlets to advertise open positions at Yellowhawk. Recruiting Yellowhawk team members for professional positions in Behavioral Health has been a challenge in 2023. These positions often require advanced degrees, specialized licensing, and vaccination for COVID-19. Although Yellowhawk offers an excellent benefit package, due to nationwide staff shortages in Behavioral Health, private employers are able to offer higher salaries for Mental Health professionals. Yellowhawk's rural location and the lack of housing in our area have proven to be a factor while engaging with prospective candidates. When HR staff is not able to recruit and hire Mental Health professionals directly, we work with agencies to obtain locum tenens providers (short term providers). Our Recruiter works with several agencies to obtain qualified, board certified, locum tenens providers that allows Yellowhawk to continue providing quality patient care in Behavioral Health. Unfortunately, locum tenens providers in Behavioral Health may mean some patients do not have a consistent Mental Health Therapist. Getting creative with sign-on bonuses, recruitment videos, and personal invitations to apply for positions was a top priority this year.

2023 led our HR team to a new approach and a new position. In February, we were able to welcome a new position of Tribal Employment Specialist. The Tribal Employment Specialist is responsible to assist enrolled CTUIR members interested in applying for open positions at Yellowhawk. Assistance can include preparing cover letters, resumes, and providing interview tips. The Tribal Employment Specialist works with potential tribal member candidates to ensure they have a complete application packet and can apply for positions that best fit their skill set – 34 individuals have been able to utilize this new opportunity!

While we are constantly dialing in our recruiting efforts, we aim to be tuned into the needs of our current workforce. In 2023, our Training and Development Manager held 111 trainings, the most in-house employee trainings in

## Annual Labor Force Data as of 12/31/2023

### YELLOWHAWK EMPLOYEES

WOMEN	MEN	CTUIR MEMBER	OTHER TRIBE	NON-INDIAN	2023 TOTAL	2022 TOTAL	OVERALL CHANGE	% CHANGE
123	54	60	26	91	177	165	+12	7

### CTUIR MEMBER EMPLOYEES

2018	2019	2020	2021	2022	2023	OVERALL CHANGE	% CHANGE
55	51	52	57	61	60	-1	1.6

Yellowhawk history. These trainings range from basic customer service to conflict resolution. While a majority of the trainings offered are voluntary, there are mandatory courses in sexual harassment, gatekeeper training, and interview training for hiring panels. Our efforts also stretch into assisting our employees in planning for their future careers. Completing a career development plan is voluntary, but essential when an employee wants to use provided Educational Leave to pursue their educational goals. Our Tribal Employment Specialist also provides assistance to CTUIR member employees in completing their Career Development Plans.

As a whole, Yellowhawk invests in our workforce by offering personal and professional development opportunities. We aspire to ensure employees feel appreciated and valued; staff best serve our patient population and our Nixyáawii community when happy. We strive to accomplish this by offering a variety of incentives, event ticket giveaways, employee gifts, potlucks, team-building activities, and recognition awards. In attempt to measure this key factor in retention, Yellowhawk conducted an Employee Satisfaction Survey. The survey results show that current employees would recommend Yellowhawk as a great place to work!

We hosted our 3rd Annual Career Fair in April for middle school, high school, and current college students. All Yellowhawk departments had the opportunity to showcase their respective fields and potential careers to visiting students. Our goal is to promote the many career paths available, from entry level to top professional level positions that require higher education. To complement this, Yellowhawk also invites colleges to showcase their programs ranging from business to healthcare. This helps students visualize the connection from an educational institution to a prospective career opportunity with Yellowhawk Tribal Health Center.



# "But I just forgot..."

## A STORY ABOUT MISSED APPOINTMENTS

Everyone misses an appointment at one time or another. Life happens and appointments are missed. However, have you thought about what the cost is of those missed appointments? How does that missed appointment impact other people's access to care?

Yellowhawk Tribal Health Center is a fiscally responsible and community minded organization. Some might think that Yellowhawk can afford the cost of a few missed appointments, but those costs add up and have real consequences for the Tribe and individual Tribal members.

According to the authors of an article titled, "Prevalence, Predictors, and the Financial Impact of Missed Appointments in an Academic Adolescent Clinic," on average each missed appointment results in \$292.70 in lost billing and \$92.24 in lost revenue. Our Yellowhawk team estimated within our own health system, on average, missed appointments resulted in \$335.68 in lost billing and \$211.39 in funds that would have been collected.

It is considered that many clinics have about a 20% "no-show" rate - that's what your provider calls it when you miss an appointment - you become a "no-show" for that day. On average, across Yellowhawk Tribal Health Center programming and services, there is a 14% "no-show" rate. In 2023, Yellowhawk providers executed over 30,300 appointments and had over 5,100 missed appointments. The annual cost calculates to roughly \$1,719,017 in lost billing and \$1,082,528 in funds uncollected (revenue), which helps us continue to provide quality care and increase services to our community.

Revenue is not the only lost "cost" of missed appointments - most importantly, it is that someone else can't be seen - a cousin, brother or auntie. In the paragraph above, one missed appointment, added to all the other missed appointments, means that in one year over 5,000 appointments were not utilized. When a patient misses an appointment, not only do they not get the care they need, but they have also prevented another patient from accessing that care.

### WHAT CAN YOU DO TO HELP?

- If you know you cannot make your appointment, call as early as possible to let us know, so we can give that appointment to someone else. **541.969.9830**
- Make sure we have your correct contact information, especially phone number, so we can remind you of upcoming appointments.
- Opt in for appointment automatic reminders via call or text upon check-in at your appointments or call us to request.

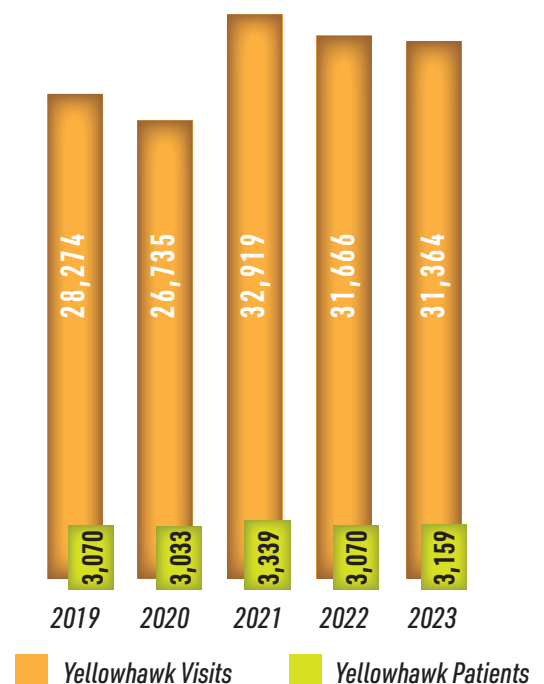
Above all, we are here for you, our patients, our community, and we would love you to be here for us.

*Original article by Mary Williard, DDS • Updated for Yellowhawk patients and community*

### DEPARTMENT TOTALS FOR YEAR

	NO SHOWS	ACTUAL APPTS	SCHEDULED APPTS	NO SHOW %
Dental	1,158	5,192	6,350	18%
Ultrasound	46	451	497	9%
Transportation	30	1,212	1,242	2%
Podiatry	81	532	613	13%
Physical Therapy	303	1,927	2,230	14%
Pharmacy CD	295	1,140	1,435	21%
Optometry	431	1,773	2,204	20%
OB/GYN	173	669	842	21%
Lab	354	4,377	4,731	7%
Immunization	34	657	691	5%
A&D	541	2,062	2,603	21%
BH Peers	180	566	746	24%
Mental Health	600	2,866	3,466	17%
Public Health	45	815	860	5%
Same Day Appts	57	371	428	13%
General Medicine	793	5,751	6,544	12%
<b>Totals</b>	<b>5,121</b>	<b>30,361</b>	<b>35,482</b>	<b>14%</b>

**No Show Billing Lost ..... \$1,719,017.28**  
**No Show Revenue Lost ..... \$1,082,528.19**



*\*total patients and visits in this graph do not include pharmacy only patients*

## 2023 GRANT EXPENDITURES

### NON-COVID GRANTS:

ACL Public Health Workforce Development	\$8,529
CDC Good Health & Wellness in Indian Country	\$436,658
CTUIR Wellbriety	\$106,116
HHS TMIECHV Home Visiting	\$151,306
I.H.S. Special Diabetes Program	\$182,773
MCH Title V Block Grant	\$18,693
NPAIHB Tribal Opioid Response 3	\$16,013
NPAIHB Tribal Opioid Response 5	\$81,127
OAA Caregiver Grant	\$53,744
OAA Older Americans Act	\$133,179
ODHS Alcohol and Drug	\$116,035
ODHS Prevention	\$15,970
ODHS School Based Mental Health	\$295,434
ODHS Tobacco Prevention Grant	\$235,827
OHA Behavioral Health Workforce Incentives	\$100,000
OHA Behavioral Health Resource Network BHRN	\$658,364
OHA Health Emergency Preparedness	\$10,061
OHA Home Delivered Meals	\$19,910
OHA Measure 110 Mental Health	\$96,292
OHA Mental Health Crisis Start Up	\$287
OHA Problem Gambling	\$245
OHA Public Health Modernization	\$136,196
OHA State Tribal Opioid Grant 2	\$32,578
OHA State Tribal Opioid Grant 3	\$24,135
OHA Suicide Prevention	\$23,810
OHA Tribal Behavioral Health Residential Housing	\$254,815
OHSU Native Stand	\$1,427
Rural Adults Mini-Grant	\$1,491
SAMHSA Project LAUNCH Grant	\$236,671
State of Oregon Outstation Outreach Worker	\$88,276
State of Oregon Tribal Navigator	\$70,368
US Dept of Justice CTAS	\$179,355
USDA/Senior Meal Program	\$14,317
Women Infants and Children (WIC)	\$47,719
<b>Total Non-COVID Grants</b>	<b>\$3,847,717</b>

### COVID GRANTS:

I.H.S. COVID Telehealth	\$7,445
I.H.S. COVID Testing/Tracing	\$129,615
I.H.S. COVID PPPHCEA	\$37,087
I.H.S. COVID Response	\$5,846
I.H.S. COVID Test Related Activities	\$62,857
I.H.S. COVID Facilities Support	\$736,584
I.H.S. Vaccine Related Activities	\$65,855
OAA American Rescue Plan	\$60,246
OAA Older American Act Supplemental	\$5,235
OHA COVID Equity	\$87,330
OHA Tribal COVID Monitoring/Vaccine	\$95,841
<b>Total COVID grants</b>	<b>\$1,293,942</b>

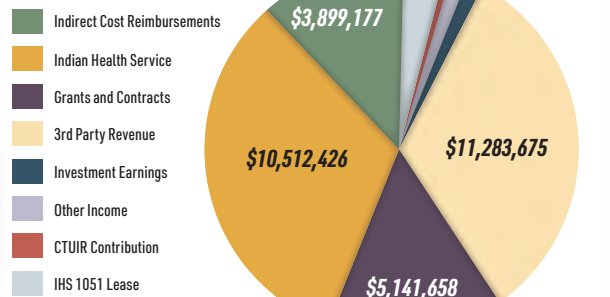
**TOTAL GRANT SPENDING 2023** **\$5,141,658**

# FINANCE

Yellowhawk prioritizes financial responsibility within our community minded organization - we strive to continue to improve our financial stability each year. Our financial focus within the clinic has been on productivity and revenue generation. While the Indian Health Service (IHS) provides solid base funding, by itself it is not enough to sustain the clinic's current level and quality of services. From 2014 through 2023, IHS funding only increased 17%, while the cost of living increased 30% and the Centers for Medicare and Medicaid estimate that the cost of medical care increased 56.7%. Therefore, it is imperative that we explore every avenue of potential third party revenue. Third-party revenue is revenue that Yellowhawk receives from billing insurances. This income helps us sustain current services as well as expand services for the community.

Patient care is Yellowhawk's number one priority. To continue providing and expanding patient care services, we must also be emphasizing revenue generation and grant support. Between 2014 and 2023, our third party revenue has increased 171% and our non-COVID grants increased 212%. Grants are vital to our organization. When applying for grants, it is important that they develop services that will be revenue generating, which means the services will be sustainable after the grant ends. Yellowhawk is growing and offering more services than ever before! We look forward to continued growth and providing a high level of service to the community.

### Funding to Cover Expenditures



2023 Expenditures: **\$33,190,479**

# ACCREDITATION AT YELLOWHAWK

ACCREDITED VIA



Yellowhawk Tribal Health Center carries multiple accreditations. The Accreditation Association for Ambulatory Health Care (AAAHC) certificate of accreditation demonstrates an organization’s commitment and coordinated efforts to providing safe, high-quality services to its patients. Every three years, our clinic has a multi-day survey conducted by the accreditation board to review the standards of Yellowhawk. Because we have met AAAHC standards, we have a solid foundation of structure and quality improvement, which is integrated into our daily work culture. To complement AAAHC, Yellowhawk is also certified as a Patient-Centered Primary Care Home (PCPCH). The foundation of this model is focused on team-based, comprehensive coordination, continuity, and accessibility of patient health care. Patient-centered means that you and your health are the focus of your health care team. Medical Home begins with your primary care clinic, where a team of professionals work together to provide you with a new, expanded type of care. Patient-centered medical home is a care approach that brings together an expert team focused on you.

In 2023, Yellowhawk welcomed two teams of surveyors from both AAAHC and PCPCH. After the two separate multi-day surveys were concluded, Yellowhawk received an additional three years of accreditation from both entities. This shows that Yellowhawk continues to commit to providing safe, high-quality services to its patients through coordinated efforts and that you and your health are the focus of your health care team.

*Footnote: \*Yellowhawk Tribal Health Center is one of only five—out of more than one hundred—self-governed tribal health centers in the U.S. to receive national accreditation from the U.S. Public Health Accreditation Board (PHAB). Awarded late summer 2020, the clinic went through a multifaceted peer review assessment to prove it meets and/or exceeds nationally-set standards and best practices. AAAHC and PHAB reaccreditation preparations are underway and Yellowhawk will go through review again in 2025.*

Confederated Tribes of the Umatilla Indian Reservation  
Umatilla County | Union County



# INTERGOVERNMENTAL AFFAIRS LIAISON

The Intergovernmental Affairs Liaison position was filled at the end of 2022. This new role was designed to provide Yellowhawk leadership and the Tribal Health Commission with the appropriate knowledge needed to understand laws and policies that might impact Indian health care. The liaison is responsible for facilitating effective communication between the CTUIR government and Yellowhawk, addressing pressing health issues in the Tribal community. In 2023, the Liaison helped establish multiple avenues of connections with outside governments, organizations, agencies, and institutions.

Yellowhawk is committed to serving its Tribal community. Through the Intergovernmental Affairs Liaison position at Yellowhawk, we can protect and enhance Indian health care sovereignty. Our Tribal community's unwavering support and leadership allows Yellowhawk to understand the needs of its community to appropriately address pressing health care issues in Indian Country.

## **2023 FOCUSED ON ONE INCREDIBLY IMPORTANT ISSUE TO OUR COMMUNITY: THE OPIOID AND FENTANYL CRISIS**

The rate of drug overdose deaths due to opioids and fentanyl are disproportionately higher among American Indians compared to other racial groups. Within the Confederated Tribes of the Umatilla Indian Reservation (CTUIR), we have been fortunate enough not to experience the amount of overdose deaths as seen in other Tribal communities. Looking forward, Yellowhawk Tribal Health Center wants to be proactive and develop plans and strategies to keep the opioid & fentanyl crisis from devastating the CTUIR community. From summits and community held discussions by Yellowhawk, we know that these substances are on the reservation and impacting our Tribal community. It is only with the help of our community that we can provide the best community-based solutions to combat this issue. Some recommendations provided by the community are the deployment and saturation of Narcan to all Tribal entities and employees, the prioritization of mental health services for our community, particularly for our youth, and the utilization of traditional healers. These are just some examples that our Tribal community has provided and demonstrates what we can do as a community to combat this epidemic.

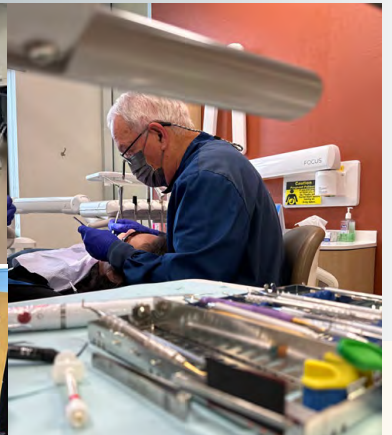
Through training and continuous community dialogue, Yellowhawk Tribal Health Center will be on the forefront of protecting the CTUIR Tribal community.

## COMMUNITY HEALTH IMPROVEMENT PLAN

After our Public Health team completed the Community Health Assessment (CHA) and presented to the General Council in December of 2022, Yellowhawk began the community health improvement planning process in January of 2023. A community health improvement plan (CHIP) is developed by and for the community to improve the conditions and environments that impact our health. During 2023, Yellowhawk partnered with the CTUIR Community Wellness Improvement Collaborative (CCWIC) to participate in community outreach to identify the key health priorities our community wished to focus on. Through surveys and conversations, 160 community members gave their input on the health issues facing our community, and from that feedback, the following health priorities were identified:

- 1. Physical Activity & Nutrition**
- 2. Behavioral Health**
- 3. Community Engagement**

As the CHIP process continues, Yellowhawk and other organizations will develop activities and strategies to address the identified health priorities. The actions we take to improve the health of our community will be monitored over the next few years and reports will be created for the community to be aware of our progress. The CHIP cycle goes hand in hand with the CHA process and as such, is redone every 3-5 years for a continuous cycle of community improvement!





## QUALITY IMPROVEMENT RISK MANAGEMENT PROGRAM

### 2023 PATIENT EXPERIENCE SURVEY RESULTS

Yellowhawk’s Quality Improvement Program reviews the anonymous Patient Experience Survey results to determine if patient care meets the highest level of standards. We want to ensure continued commitment to provide safe, high-quality services to our patients through coordinated efforts. You and your health are the focus of your health care team.

**In 2023, more than 470 Patient Experience Surveys were submitted.**

- **78.13%** responded it was **easy to schedule an appointment**
- **85.78%** waited **less than 10 minutes** (beyond their appointment time) to be seen by a provider
- **58.49%** replied they “always” and **29.25%** replied they “usually” received an appointment as soon as needed
- **74.82%** replied that they received an appointment “within the time-frame I needed it”
- **84.68%** rated overall care received from their provider as the best
- **81.16%** have been a patient at Yellowhawk for **more than 5 years**
- **84.10%** had an appointment within the last year
- **95%** said questions were answered in an easy to understand manner
- **94.88%** left their appointment with an understanding of any follow-up that needed to happen
- **92.31%** responded that they **did NOT feel they experienced any form of discrimination or personal bias** at their visit.

**Top five attributes:**

- **71.77%** – Friendly Staff
- **59.05%** – Cleanliness of Facility
- **56.47%** – Easy Appointment Availability
- **55.39%** – Customer Service
- **52.37%** – Provider Knowledge

# PATIENT FEEDBACK

Yellowhawk Tribal Health Center strives to provide an excellent experience for all patients and visitors. We often request that patients take our Patient Experience Surveys at each visit so that we can determine if your care meets the highest level of standards.

Our Quality Improvement Program strives to reach out quickly when receiving feedback. If you have any concerns, comments, compliments, or questions about your care and services at Yellowhawk, please contact our Quality Improvement Program at **541.240.8730** or via email at [PatientFeedback@Yellowhawk.org](mailto:PatientFeedback@Yellowhawk.org).

## PATIENT EXPERIENCE SURVEY

[www.yellowhawk.org/patient-feedback](http://www.yellowhawk.org/patient-feedback)





**YELLOWHAWK**  
TRIBAL HEALTH CENTER

PO BOX 160  
PENDLETON, OR 97801

PRE-SORT STD.  
U.S.  
POSTAGE  
**PAID**  
PERMIT #57  
PENDLETON  
OR

**Call/Text**

**988**

**Suicide & Crisis Lifeline**

**DIRECTORY**

Behavioral Health	541.240.8670
Business Office	541.240.8696
Dental	541.240.8698
Lab & X-Ray	541.240.8699
Medical Appointments	541.240.8499
Medical Records Fax	541.240.8751
Optometry	541.240.8565
Pharmacy	541.240.8691
Pharmacy Refill	541.240.8690
Physical Therapy	541.240.8462
Public Health	541.240.8697
PH Nurse Vaccination	541.240.8411
Transportation	541.240.8525

For after hours assistance with a mental health crisis, please call 988 or text HELLO to 741741 or contact Community Counseling Solutions at 541.240.8030



**YELLOWHAWK**  
TRIBAL HEALTH CENTER

Located on the Confederated Tribes of the Umatilla Indian Reservation, Yellowhawk Tribal Health Center is 7 miles east of Pendleton, Oregon.

MAIN LINE: **541.966.9830**

AFTER HOURS NURSING TELEPHONE ADVICE: 541.966.9830

*If you have a life-threatening emergency, call **911** or visit the nearest emergency room immediately.*

*Other service providers available when Yellowhawk is closed are urgent care or walk-in clinics.*

VISIT OUR WEBSITE: [www.yellowhawk.org](http://www.yellowhawk.org)



**Community Warm Line 541.969.0010**

