

638 - Self Governance in Healthcare



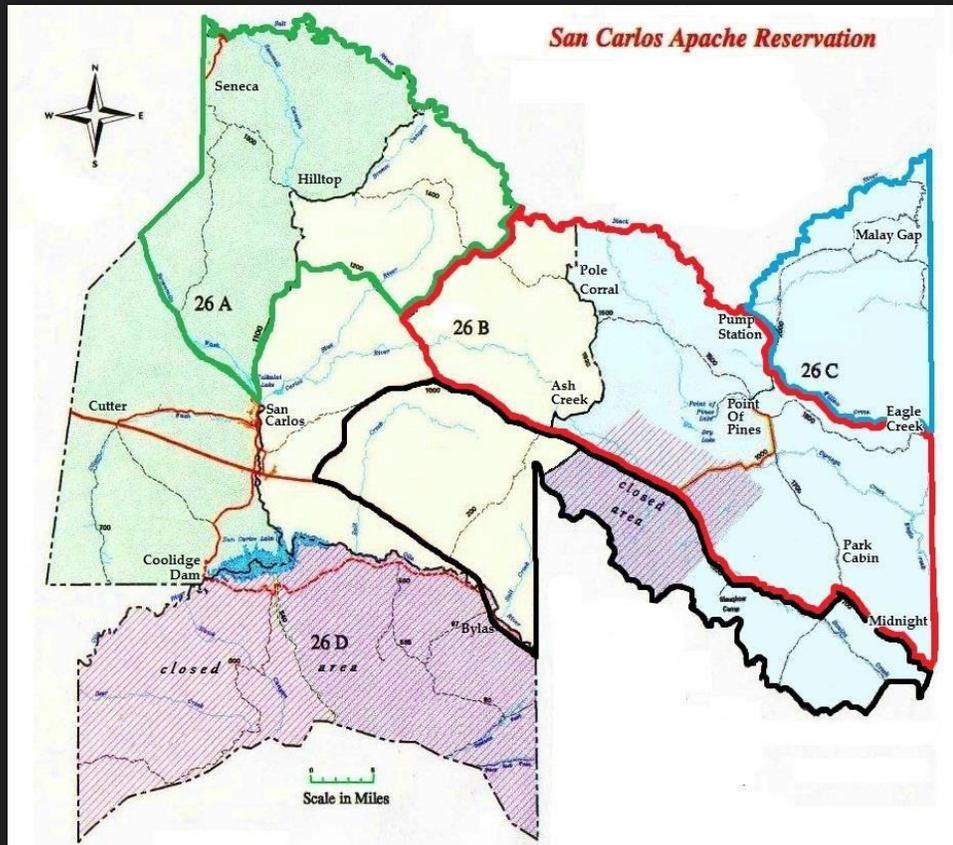
Izee' Baa Gowah
San Carlos Apache Healthcare

June 28, 2019



David Reede, SCAHC Board Member
San Carlos Apache Tribe, DHHS Director

San Carlos Apache Tribe – Community We Serve



- Established by executive order on November 9, 1871
- 16,000 enrolled tribal members
- 4 Districts: Bylas, Gilson Wash, Peridot, and 7mile.
- Northern Graham, Gila, and Pinal Counties.
- Land base of over 1.8 million acres that encompasses a diverse ecosystem.
- 10th largest Indian Reservation
- Tribal government is the largest employer.

Two 638 Programs – Title I

Legacy Indian Health Service Hospital in San Carlos was built in the early 1960's

- **DHHS:**
 - Wellness Center was established in 2003, tribally run out-patient mental health and substance abuse program.
 - Other DHHS include: CHR, Public Health, Tribal EMS, WIC, and Food Distribution
- **Hospital:**
 - San Carlos Apache Healthcare Corporation – July 2015

SCAT DHHS 638 History

- Community Health Representatives –1973
- Emergency Medical Services - 1977 Wellness Center
- Maternal Child Health - 2013
- Public Health Nursing – 2014
- Health Education – 2014



SCAHC 638 History

- SCAHC Transitioned from Indian Health Service - July 2015
- Facilities Department - October 2018



SCAHC Pre – Transition Tasks

- Feasibility Study
- Ensuring Full Tribal Council Support
 - Tribal Resolution
 - Notice of Intent to 638 to Indian Health Service
 - Vetted by Tribal Attorney General and/or Legal Council
- Setting up strong Negotiation Team
 - Lead by Tribal Attorney General
 - Ensure CEO is included
- Setting up a strong board of Directors
 - Healthcare Background
 - Bachelors Degree as Minimum Qualifications

Lessons Learned

- Community buy-in
 - Perception was that the “Tribe will run the hospital to the ground”, “Tribes going to fail”, and “IHS will be back”
- Older 638 programs developed the basic frame work for current 638 hospital.
- Communication barriers between 638 CEO and Service Unit Director
 - Would not allow us to be on campus to address staff concerns
- Strong Negotiation Team
 - AFA funding negotiations
- Change Management and/or Organizational Behavior and Culture
- Board have a business plan and a strategic plan or at least a start-up plan in place
- Ensure Billing and Coding is in place
 - Tribal Health Insurance
 - Medicare/Medicaid
- Strategic Plan and/or Business Plan for Start Up/Transition Phase

Challenges

- Funding
- Governance
- Meeting the Needs of the Community
- Space

- **3rd Party Dollars**
- **Annual Funding Agreements**



You Can Be Successful

- San Carlos Apache Tribe Council Support
- Legislative Support (all levels)
- Governance Structure (SCAHC Board/SCAT Health and Welfare Committee)
- Building a Strong Team!
- Collaboration



Ahi'yi'e (Thank you)

?Questions?