

Chinle Service Unit Profile

General Information

Over one-third of the approximately 250,000 Navajos live below the federal poverty level.

One-third live in homes without plumbing, and two thirds do not have telephone access.

These factors contribute to people relying on low-nutritional-value diets and sedentary lifestyles.

Traditional Navajo teachings value health, and the concept of doing all things in moderation or balance is prescribed. In other words, too much of anything is viewed as a risk for becoming unhealthy.

Western medicine is valued for addressing the symptoms of illness. Since Navajo beliefs about the causes of illness differ from Western medicine, Navajo ceremonies and rituals are accessed to restore total balance. In addition, traditional and Western treatment recommendations may sometimes conflict. For example, some traditional medicine people discouraged residents from using insulin injections during ceremonies and the four day observance period following the ceremonies due to a taboo on causing blood to flow during this time. Navajo Area Indian Health Services (NAIHS) workers and medicine people met and collaborated on ways to make sure that residents could safely manage their diabetes while participating in traditional ceremonies. The Chinle Service Unit has four staff members dedicated to coordinating with native healers to ensure harmony between the two traditions.

NAIHS Profile

The NAIHS is a branch of the federal Indian Health Service, a program run by the Department of Health and Human Services. NAIHS employs many Navajo from the local community, but all job openings are filled through the USAJobs website, meaning that people from outside the Navajo Nation often apply and are hired. There are preferences in place for Navajo and Native American applicants.

The IHS is funded by Congress as part of the federal budget and often struggles to provide sufficient resources to its agencies. NAIHS has 1,000 employees in service, so it needs the extra resources gained through third-party billing (Medicaid, Medicare, and private insurance). Sometimes Congress will appropriate supplemental funding for public health, nursing, or diabetes, and there is also some funding from the Substance Abuse and Mental Health Service Administration for behavioral health. Other programs can also provide directed funds.

NAIHS purchases referred care, or contract health costs, for some services. Tertiary care is provided off-site, and may require a flight to Tucson, Flagstaff, or Phoenix. Referred care funds cover transport and care depending on where the patient and need fall on a priority list created by service unit executives. CSU has a high incidence of motor vehicle accident (MVA) trauma that requires flights to tertiary care facilities.

People have to be creative and innovative in finding money and pooling resources, making partners important. Some departments or divisions will write grant proposals for projects, sometimes through the health board. For example NAIHS staff worked with the Canyon de Chelly board on an influenza immunization campaign wherein the board applied for and won a grant from the CDC to administer the vaccinations through the NAIHS Chinle Service Unit.

Chinle Service Unit Profile

NAIHS is the regional administration for the following:

- Five Direct Services Units:
 - › Chinle Service Unit (AZ)
 - › Gallup Service Unit (NM)
 - › Shiprock Service Unit (NM)
 - › Kayenta Service Unit (AZ)
 - › Crownpoint Service Unit (NM)
- Five Health Systems that contract with IHS through PL93-638 (Indian Self-Determination and Education Assistance Act, as amended) who have non-profit local governance Boards of Directors administering health service operations on the Navajo Nation:
 - › Fort Defiance (AZ)
 - › Winslow (AZ)
 - › Tuba City (AZ)
 - › Sage Memorial Hospital, Ganado (AZ)
 - › Utah Navajo Health Systems (Aneth, UT)

Chinle Comprehensive Health Care Facility (IHS operated) is the name of CSU's hospital serving 16 Navajo Nation Chapter communities. CSU includes two other ambulatory health centers (Pinon and Tsaile), Many Farms Dental Clinic and Environmental Health Center, and Rock Point Clinic.

Chinle Comprehensive Health Care Facility is the flagship facility of the CSU. It is a mid-sized facility comprising:

- 60 beds
- 44 physicians
- 15 nurse practitioners
- 5 physician assistants
- 83 registered nurses
- 66 allied health personnel

Community Data

Provided are some data resources for information about Chinle's community.

[Chinle Census Reporter](#)

[Adult obesity trends](#)

[Apache County Community Health Improvement Plan](#)

[Apache County Public Health Services District Annual Report](#)

[Indian Health Service: Health Promotion](#)

Chinle Service Unit Stakeholders

Title	Responsibilities	Background (Basic Experience Levels, Minimum Qualifications)	Biases
Chief Medical Officer	<ul style="list-style-type: none">• Key member of the Senior Executive team• Lead and implement the clinical direction for the organization• Keep abreast of emerging models in health care delivery; identify and define new and innovative strategies to achieve business goals and objectives• Develop and implement strategic goals related to the quality improvement, management programs and accreditation standards• Participate in senior management business and clinical strategy development and implementation• Build and leverage cross-functional collaborative relationships to achieve shared company goals	<ul style="list-style-type: none">• Certified by the American Board of Medical Specialties in his/her respective specialty• A minimum of five years professional post-residency experience in direct patient care• Knowledge of managed healthcare systems, medical quality assurance, quality improvement, and risk management• Strategic and innovative thinker with proven ability to communicate a vision and drive results• Demonstrated management, organizational, and interpersonal skills• Ability to solve problems and execute initiatives	<ul style="list-style-type: none">• Value medical credentials• Focus on medical model and scientific, evidence based models of care• Performance measures set to various government- and agency-required standards of care and reporting• Focus aligned with organizational strategic plan and balanced score card monitoring• Often perceives cultural perspectives as folklore and less contributory to scientific medical knowledge

Title	Responsibilities	Background (Basic Experience Levels, Minimum Qualifications)	Biases
Chief Nursing Officer	<ul style="list-style-type: none"> • Ensure that patient-care, clinical, and staffing standards are met • Advise senior management on best practices in nursing and patient care • Work with healthcare leaders to establish compensation and benefit programs for nurses • Involved in nurse recruitment, training, and retention. • Participate in cross-departmental decision making • Conduct performance-improvement activities 	<ul style="list-style-type: none"> • Master of Science in Nursing (MSN) • Extensive clinical nursing and management experience • Understanding of the operations of a healthcare organization, current trends and changes within the healthcare industry, and state and federal compliance and regulatory standards • Excellent leadership and mentoring abilities 	<ul style="list-style-type: none"> • Value nursing credentials • Focus on nursing interventions/therapeutic processes/nursing process for problem solving • Focus on scientific, evidence-based nursing practices • Value teamwork with other disciplines and performance based competencies
Risk Management Officer	<ul style="list-style-type: none"> • Coordinate the processes involved in managing general liability and risk exposures for a hospital or healthcare facility • Responsible for the oversight and direction of an organization's quality-assurance programs, which involve medical staff peer reviews, patient care systems enhancements, quality-improvement initiatives, and regulatory compliance • Review medical records for liability issues • Conduct risk-management training programs 	<ul style="list-style-type: none"> • Master's degree in risk management and proven leadership skills • Extensive medical knowledge and risk management experience • Familiar with all state and federal compliance regulations and standards 	<ul style="list-style-type: none"> • Value compliance with rules, regulations, and reporting requirements • Focus on minimizing risk factors for medical and legal liability • Value order and balancing resources • Value meaningful, complete documentation of health care plans and interventions in medical records

Title	Responsibilities	Background (Basic Experience Levels, Minimum Qualifications)	Biases
	<ul style="list-style-type: none"> • Research and report on medical and legal topics • Examine financial and other records for instances of fraud or theft • Manage lawsuits and act as a liaison for liability claims 		
Human Resources Manager	<ul style="list-style-type: none"> • Maintain and enhance the organization's human resources by planning, implementing, and evaluating employee relations and human resources policies, programs, and practices • Develop processes and metrics that support the achievement of the organization's business goals • Coordinates the implementation of people-related services, policies, and programs through human resources staff; reports to the CEO; and assists and advises company managers about human resources issues 	<ul style="list-style-type: none"> • Bachelor's degree or equivalent in human resources, business, or organizational development • Specialized training in employment law, compensation, organizational planning, organization development, employee relations, safety, training, and preventive labor relations • General knowledge of various employment laws and practices and experience working with a corporate employment-law attorney • Experience in the administration of benefits and compensation programs and other human resources recognition and engagement programs and processes • Able to practice and coach organization managers in the practice of maintaining a high level of confidentiality 	<ul style="list-style-type: none"> • Value credentials and experience in human resources management • Uphold and adhere to local, state, and federal laws relating to hiring/firing procedures (e.g., Indian Preference and Navajo Preference in hiring and due process procedures for employees, union representation)

Title	Responsibilities	Background (Basic Experience Levels, Minimum Qualifications)	Biases
Chief Quality Officer	<ul style="list-style-type: none"> Oversees/manages hospital-wide and medical-staff quality review processes Obtains, analyzes, and improves quality data including but not limited to medical staff quality indicators, surgical case/invasive procedure review, blood-usage review, mortality review, special targeted studies/research, and complications review in accordance with QI standards and procedures Is responsible for quality initiatives including continual survey readiness activities Manages data processes for obtaining and reporting practitioner-specific data 	<ul style="list-style-type: none"> Master's degree Experienced in medical settings and quality control functions Prior experience in performance improvement, risk management, case management/utilization review, and infection-prevention and infection-control program development 	<ul style="list-style-type: none"> Value credentials/ experience in quality management Value clean, complete clinical data to be on target with benchmarks Value people who fill out surveys on time and those with reporting duties
Leaders of Local Navajo Communities	<ul style="list-style-type: none"> Provide quality services to members of the community Advocate for community with representatives of various governments and agencies 	<ul style="list-style-type: none"> Elected by community or appointed by councils Some may not have official titles 	<ul style="list-style-type: none"> Value community input and consultation sessions View themselves as the voice of the people they represent Focus on political correctness (especially elected officials) Value involvement with health, environmental and sanitation policies Value personal recognition and media attention for their work

Title	Responsibilities	Background (Basic Experience Levels, Minimum Qualifications)	Biases
Traditional Healers or Medicine Men	<ul style="list-style-type: none"> • Preserve cultural healing practices • Maintain wellness in the community by encouraging balance 	<ul style="list-style-type: none"> • Apprenticeship and experience with traditional healing practices • Respected members of the community 	<ul style="list-style-type: none"> • Value seeing traditional ways and ideas respected • Value independence of the Navajo Nation • Desire to maintain the positive status of traditional healing in the community
Canyon de Chelly Comprehensive Health Services, Inc.	<ul style="list-style-type: none"> • Is the advisory board to the Chinle Service Unit • Meets monthly to pass resolutions of support for various health projects and to offer advice or suggestions to CSU • Can apply for and administer grants 	<ul style="list-style-type: none"> • Chartered by the Navajo Nation to collaborate with the federal IHS • Composed of local business leaders, Chapter councilors • Has a non-voting CSU representative 	<ul style="list-style-type: none"> • Value the economic health of the community • Favors the independence of the Navajo Nation • Would like to earn a self-governance charter

Community Resources

Resource	Role in Community
Chapter government	Local elected officials with budgetary and convening powers. Visit their website for more information.
IHS Public Health	Separate from the Navajo Nation Department of Public Health, Indian Health Service is a federal agency that has staff for community nutrition and outreach in its public health department. Visit its website for more information. Instrumental in placing a “junk food tax” before the Navajo Nation governing council by approaching interested community members.
Navajo Department of Health	A unit of the Navajo Nation’s government focused on public health concerns. Visit their website for more information.
Educational leaders	Administrators of local elementary and secondary schools, in addition to Dine College . They have access to a broad range of community members directly and through relationships with students.
Police officers	The Navajo Nation supports its own police force. Officers are visible and respected members of the community.
Public safety workers	The Navajo Department of Health maintains a first responder network. Members of the network have frequent, healthcare-oriented interactions with the community at large.

Resource	Role in Community
Faith leaders	Use the market segmentation you completed to determine which faiths have the most influence in the community. Faith leaders meet frequently with their adherents and can have a strong influence over community attitudes.
Social services leaders	Determine which public and private organizations already have a respected presence in the area and look to partner with them. The activity that follows will help.

GLOBE Analysis of Navajo Culture

Cultural Analysis (GLOBE study's nine dimensions)	
Dimension	Navajo culture scores relative to mainstream culture scores (O'Neill, Hershauer, and Golden 2009)
Power Distance	Similar
Uncertainty Avoidance	Higher
Institutional Collectivism	Higher
Gender Egalitarianism	Similar
Assertiveness	Lower
Future Orientation	Higher
Performance Orientation	Lower
Humane Orientation	Higher
In-Group Collectivism	Higher