Turning Vision into Action

2025 ANNUAL REPORT

Seattle Indian Health Board

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Table of Contents

Leadership Messages 8

Advancing Native Health 11

- **IndigiKnow**
- **Expanding Services and Better Health Outcomes**
- **Traditional Indian Medicine**
- **Chronic Disease Prevention**
- Success Story: The Huckleberry Team at Lake City
- **Nutrition Services**
- Protecting Patient Privacy and Trust
- **Substance Use Disorder Services**
- Recovery Journey in their Own Words
- **Accreditation and Recognition**

Strengthening Community 23

- **Native Youth Leadership**
- **Elders Program**
- **Family Saturdays**
- Multigenerational Communications
- **Community Outreach**

Thunderbird Treatment Center 27

Data, Epidemiology, Research, and Evaluation 29

Public Health Campaigns

Promoting Pediatric Immunization: Magical Millie

Epidemiology and Evaluation

Preventing Opioid Overdoses: Heroes Carry Narcan

Native Maternal and Child Health

Community Grants

Research

Policy and Advocacy 34

Federal Advocacy Wins

State and Local Advocacy Wins

Workforce Development 37

Seven Generations

Investing in Future Native Health Professionals

Information Technology & Data

Environmental Services

Development 40

Building for the Future 41

Financial Report 42



Our mission is to advocate for, provide, and ensure culturally appropriate, high-quality, and accessible health and human services to American Indians and Alaska Natives.

Seattle Indian Health Board (SIHB) is a federally qualified health center under the Health Resources and Services Administration (HRSA), and an Urban Indian Organization contracted by the Indian Health Service. SIHB, via its public health arm, the Urban Indian Health Institute (UIHI), is also deemed a public health authority at the federal level. SIHB is committed to providing and advocating for the best possible care to the 76% of Native people who live in urban areas.

Urban Indian Health Institute is one of 12 Tribal Epidemiology Centers designated by the Indian Health Service in the United States and the only center with a national purview. Tribal epidemiology centers partner with tribes and urban Indian organizations on a local, state, and federal level to collect, analyze, and disseminate public health data for Native people

Growth in a Good Way



TOM WARREN (CHOCTAW), SB ME
President, Board of Directors

As we reflect on 2025, one theme stands out: growth with purpose. This year, Seattle Indian Health Board expanded access to care, continued strengthening its advocacy and research, and advanced culturally grounded healthcare for Native communities.

We also made significant progress toward the future of Thunderbird Treatment Center, bringing us closer to expanding access to healing and recovery services rooted in Indigenous knowledge and traditions. At the same time, we strengthened the organization's long-term sustainability through strategic growth and innovation.

We expanded access to care through new medical services and addiction medicine at our Lake City and Pioneer Square clinics. These expansions are more than operational milestones—they are part of a broader effort to create spaces where Native people feel seen, supported, and empowered.

Every achievement in this report reflects our commitment to the health, dignity, and sovereignty of Native people. Guided by culture, community, and a shared vision for future generations, SIHB continues to show what is possible when we invest in our people and our future.

On behalf of the Board of Directors, thank you to our staff, partners, donors, and community members for your trust and support.

> **Guided by culture, community, and a shared vision for future generations, SIHB continues to show what is possible when we invest in our people and our future.**
>
> **TOM WARREN (CHOCTAW), SB ME**
> President, Board of Directors

Community Strength During Uncertain Times



ESTHER LUCERO, MPP (DINÉ)
President & CEO

As we reflect on 2025, I am filled with gratitude for the strength of our community and pride in what we have accomplished together. In a year marked by uncertainty, Seattle Indian Health Board remained strong. We protected critical resources, expanded services, and welcomed more than 1,000 new relatives into our system of care.

Across our organization, access to care grew significantly, with increases in dental, pharmacy, and integrated health services. We continued advancing Traditional Indian Medicine reimbursement efforts while ensuring care remained culturally attuned and grounded in Indigenous values.

We also strengthened the foundation of our organization by successfully completing major federal audits, establishing SIHB's first LLCs, and advocating at the highest levels of government to protect Medicaid and other essential services for Native communities.

Most importantly, our staff demonstrated extraordinary compassion every day, helping relatives access housing, treatment, healthcare, Elders services, and vital supports. Together, we are building a future where Native people thrive.

In a year marked by uncertainty, Seattle Indian Health Board remained strong. We protected critical resources, expanded services, and welcomed more than 1,000 new relatives into our system of care.

ESTHER LUCERO, MPP (DINÉ)
President & CEO

Leveraging Tools for Change



ABIGAIL ECHO-HAWK (PAWNEE), MA
Executive Vice President
Director, Urban Indian Health Institute

At Seattle Indian Health Board, advocacy, research, and storytelling are powerful tools for change. In 2025, we worked to ensure Native voices were heard in critical conversations shaping healthcare and public policy.

As Congress debated Medicaid cuts, we brought forward data and community experiences to help policymakers understand the impact these decisions would have on Native families and urban Indian communities. Through communications, media engagement, and public education, we amplified Native perspectives and elevated issues that too often go unseen.

When immigration enforcement actions created fear and uncertainty in our communities, SIHB responded quickly with trusted information, resources, and advocacy. We stood alongside our relatives and partners, affirming our commitment to dignity, safety, and belonging for all.

This year also demonstrated the power of Indigenous data and Native-led research. By combining evidence, advocacy, and community voice, we continued advancing solutions rooted in Indigenous knowledge and self-determination.

> **Through communications, media engagement, and public education, we amplified Native perspectives and elevated issues that too often go unseen.**
>
> **ABIGAIL ECHO-HAWK (PAWNEE), MA**
> Executive Vice President



Advancing Native Health

Indigenous Knowledge Informed Systems of Care

SIHB is guided by an organizational model we developed called Indigenous Knowledge Informed Systems of Care, or IndigiKnow. Our model is unique because it is rooted in traditional health practices and places Traditional Medicine at the center of everything we do.

This model recognizes that true health requires collaboration across many areas—from medical and behavioral health to public health, policy, and more. By integrating a wide range of providers, including clinical pharmacists, nutritionists, dentists, and Traditional Medicine apprentices, SIHB supports holistic healing for individuals and communities.

Public health efforts focus on education and prevention, while workforce development empowers future healthcare leaders with tools for economic mobility. Through policy and advocacy, SIHB works to reform systems and address structural inequities, creating lasting change beyond the clinic.

This model recognizes that true health requires collaboration across many areas—from medical and behavioral health to public health, policy, and more.

Indigenous Knowledge Informed Systems of Care

Traditional Indian Medicine

Holding Traditional Medicine at our Center

With Traditional Medicine informing everything we do, we can be intentional in the way we approach healthcare for Native people.

Health & Human Services

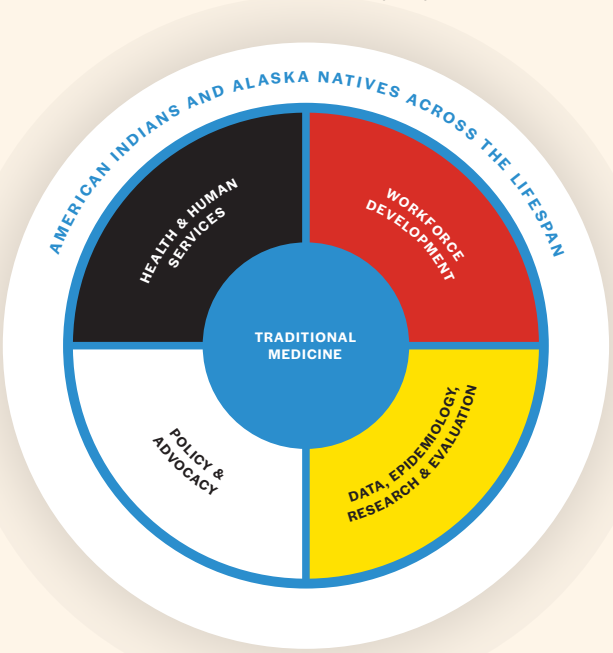
Holistic care for all of our relatives

By fully integrating our health and human services, we can provide holistic care for our relatives that pays equal attention to the mind, body, and spiritual components of a person's health.

Workforce Development

Training the next generation of Native and Native serving healthcare professionals

By investing in our staff and training future generations, we are promoting and expanding culturally attuned healthcare throughout Indian Country and beyond.



Policy & Advocacy

Advocating for the health of our people

By ensuring that the federal trust responsiblity is honored, we are amplifying all Native voices when it comes to policies and funding for Native people.

Epidemiology, Research, & Evaluation

Decolonizing data for Indigenous people, by Indigenous people

By decolonizing data, we are identifying the resilience and gaps in our communities and addressing them with techniques rooted in Indigenous knowledge.

Impact

Walking in a culture of wellness

Leading an environment, anchored in tradition, that empowers our community to walk in a culture of wellness.

For the Love of Native People


PNW NATIVE LAX
SIHB
CONNECT AT THE CENTER
CONNECT AT THE CENTER



Honoring our Master's in Social Work graduates

Expanding Services and Better Health Outcomes

In 2025, Seattle Indian Health Board's Health and Human Services (HHS) team advanced our mission to deliver culturally grounded, high-quality care. The number of relatives we serve at our three clinics continued to rise, thanks to adjustments in the way care is delivered, ensuring care is both culturally responsive and medically sound.

SIHB served more than 7,200 relatives in our clinics in 2025—as compared to more than 6,500 in 2024—and saw the most growth in our Lake City and Pioneer Square clinics.

> **I'm really glad I found new people to trust. The doctor and nurses were very friendly and helpful and treated me with respect, and I could feel that they really cared.**
>
> **RELATIVE AT INTERNATIONAL DISTRICT CLINIC**

In our dental clinic, we completed more than 5,000 visits (as compared to 4,440 in 2024), and we improved all our measures of performance.

We credit this uptick in relatives in part to the efforts of our care teams to maintain the continuity of visits between the teams and our relatives. In practice, what this means is that relatives are seeing their assigned primary care providers (PCP) and designated care team providers more consistently. Previously, a relative would see the first available PCP or care team member. This increased continuity matters because it improves health outcomes and increases relative satisfaction with their care.

> **I typically dread going to the dentist and now I honestly do look forward to coming back and receiving care. Thank you.**
>
> **RELATIVE AT INTERNATIONAL DISTRICT DENTAL CLINIC**



Pharmacist with relative

Pharmacy operations have also grown significantly: our pharmacies in all three clinics filled more than 57,000 prescriptions in 2025, an increase of nearly 3,600 more than in 2024. In 2025, we added long-acting antipsychotic injectables (LAIs) to the list of medications SIHB provides. These monthly medications have greatly benefited our relatives because the injections maintain the medication at a stable level. Being in a more stable frame of mind helps relatives with severe persistent mental illness keep taking their other medications, which in turn can improve the overall quality of their care.

We were able to continue providing deeply discounted medications through the 340B program, despite aggressive drug manufacturing restrictions that made certain medication substitutions more expensive. We were fortunate that, being in the state of Washington, manufacturers could not make 340B discounts conditional on pharmacies handing over private patient data.

Family Services

In 2025, SIHB advanced its HRSA (Health Resources & Services Administration)-funded work by strengthening culturally grounded, community-driven approaches to perinatal health for American Indian and Alaska Native families. Building on its foundation, SIHB developed and started implementing a group prenatal and postpartum care model specifically designed for AI/AN parents and families. This model features a culturally specific group care curriculum inspired by Centering Pregnancy (a movement developed by the Centering Healthcare Institute), incorporating Indigenous teachings, peer support, and whole-person care into a structured group setting.

SIHB also deepened its commitment to cultural revitalization and community connection by training staff in Indigenous lactation. As part of its ongoing dedication to culturally grounded perinatal care, SIHB expanded its capacity through training—five SIHB residents and eight SIHB providers completed a training on Indigenous lactation. These trainings honored Indigenous knowledge systems, and increased access to breastfeeding support that reflects Native families' cultural teachings and values.

Pharmacy operations have also grown significantly: our pharmacies in all three clinics filled more than 57,000 prescriptions in 2025, an increase of nearly 3,600 more than in 2024.



A complete care team

Holistic Care that Centers our Relatives

When relatives enter our doors, they're wrapped in care with a team of professionals who strive to keep all aspects of health in balance—body, mind, and spirit. Each of our care teams is named for traditional Indian medicines—Sage and Juniper (located in our International District clinic), Sweetgrass (at our Pioneer Square clinic), and Huckleberry (at our Lake City clinic). Below is a snapshot of the roles in a complete care team.

Each of our care teams is named for traditional Indian medicines—Sage and Juniper (located in our International District clinic), Sweetgrass (at our Pioneer Square clinic), and Huckleberry (at our Lake City clinic).

Care that Centers You: Your Core Care Team

1. TIM Apprentice
2. Care Coordinator
3. Primary Care Provider
4. Medical Assistant
5. Nurse
6. Clinical Pharmacist
7. Dietitian (RDN)
8. Dentist
9. Hygienist
10. Dental Assistant
11. Pediatric Doctor
12. Mental Health Counselor/ Case Manager
13. Behavioral Health Counselor
14. Site Manager
15. Community Relations Advocate

Improving Health Outcomes

At SIHB, we care for our community by helping families stay healthy through vaccinations, screenings, and behavioral health support. Our culturally rooted approach to care is making a difference, helping American Indian and Alaska Native people access the services they need to live healthier, stronger lives.



When it comes to preventative care and childhood immunizations, SIHB exceeded both national rates and our 2024 rates. The data highlights the effectiveness of our services in HIV screenings and mammograms as well as childhood immunization rates.

National Rates of Screening, 2025	SIHB Rates of Screening, 2025
HIV Screening (45.80%)	HIV Screening (85.20 %)
Mammograms (40.30%)	Mammograms (60.40%)
Colorectal Cancer Screening (24.10%)	Colorectal Cancer Screening (51.20%)

National Rates, 2025	SIHB Rates, 2025
Breastfeeding (43.20%)	Breastfeeding (86.70%)
Childhood immunization (35%)	Childhood immunization (52.8%)
Access to Dental Services (24.80%)	Access to Dental Services (36.20%)

When it comes to behavioral health for Urban American Indians, SIHB also exceeds national rates of screening for depression, intimate partner violence/ domestic violence, and alcohol use disorder.

National Rates, 2025	SIHB Rates, 2025
Depression screening, ages 12-17 (33.40%)	Depression screening, ages 12-17 (43.20%)
Depression screening, ages 18+ (37.60%)	Depression screening, ages 18+ (48.90%)
Intimate partner violence/domestic violence (30.60%)	Intimate partner violence/domestic violence (32.80%)
Universal alcohol screening (34%)	Universal alcohol screening (37.10%)

These results demonstrate SIHB's commitment to delivering culturally responsive, whole-person care that improves access, advances prevention, and strengthens health outcomes for Urban American Indian and Alaska Native communities.



A TIM apprentice tends our community garden

Traditional Indian Medicine

Traditional Indian Medicine (TIM) programming continued to grow in 2025, expanding opportunities for relatives to connect with culture, community, and healing practices. One of the most significant additions was the launch of weekly Culture Nights, which bring relatives together to share traditional foods, cultural teachings, and community connection. As Traditional Indian Medicine Director Layla Yamabe (Quinault, Quileute, Squaxin) explains, "there's no wrong door to connect with traditional medicine."

This expanded programming is supported by a rapidly growing network of traditional medicine practitioners. Five years ago, the network included just two practitioners. Today, it encompasses 42 practitioners representing 33 Nations, including Yaqui, Mohawk, coastal Tribes, and many others. Yamabe describes this approach as "borderless Indigeneity," with practitioners connected across a geographic area that stretches from Alaska to beyond the southern U.S. border.

The growth of Traditional Indian Medicine programming is also reflected in SIHB's Elders program. In 2025, the TIM team expanded Elders activities to weekly gatherings that included storytelling, songs, cultural teachings, and medicine visits. Elders also participated in monthly hands-on workshops where they painted, made moccasins, and completed other traditional crafts. Participation was strong throughout the year, with one Elder attending 42 of the 48 events offered. Altogether, Elders participated in 505 activities, demonstrating the importance of culturally grounded programming that fosters connection, belonging, and wellness.

> **"I feel like I belong when I come here. I live off rez and this clinic feels like home.**
>
> **RELATIVE AT INTERNATIONAL DISTRICT CLINIC**

Advocating for a Fair TIM Billing System

The Traditional Indian Medicine billing pilot program made steady progress in 2025, as SIHB leadership met with the Centers for Medicare and Medicaid Services (CMS) to discuss full reimbursement for TIM services. The goal of this process is to ensure that traditional healing practices are recognized and funded within modern healthcare frameworks. Simultaneously, we continued to pursue new collaborations with managed care organizations that would offer TIM reimbursement as a value-added benefit.



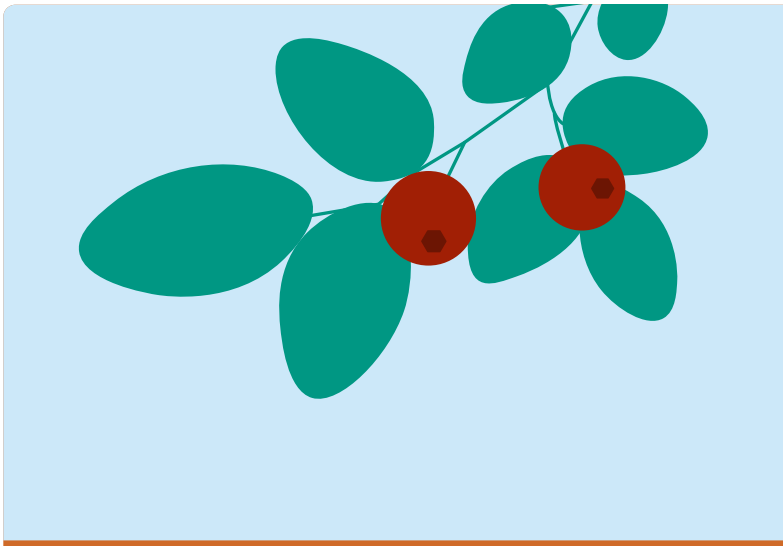
Chronic Disease Prevention

At SIHB, holistic care is at the heart of everything we do. By addressing physical, mental, spiritual, and community well-being, we help relatives build the foundation for healthier, more resilient lives.

One example of this approach is our work in chronic disease prevention, particularly in supporting relatives living with diabetes. Our clinical pharmacists play a central role in this effort, providing both direct care and diabetes-focused programming.

Clinical pharmacists often conduct co-visits with primary care providers, help guide treatment decisions, and provide education that empowers relatives to manage their health. Support continues beyond clinic visits through regular check-ins, often conducted virtually, where pharmacists answer questions, monitor progress, and adjust medications as needed. This ongoing, team-based approach helps relatives successfully manage diabetes while advancing overall wellness.

At SIHB, holistic care is at the heart of everything we do.



Success Story: The Huckleberry Team at Lake City

When an Elder with complex health needs struggled to keep appointments, manage medications, and maintain independence at home, the Huckleberry care team at our Lake City clinic came together to provide coordinated, wraparound support.

The care team connected the Elder with a home care aide, secured a referral for an electric wheelchair, and worked with community partners to ensure needed services were in place. SIHB's Traditional Indian Medicine team provided support during clinic visits, while clinic staff helped coordinate regular appointments, transportation, and mobility assistance.

> **"It is a joy to see his quality of life improve and how close we have become as a care team.**

The results have been remarkable. Since April 2025, the Elder has had no emergency room visits or hospitalizations, and liver and kidney function indicators have improved. Today, the Elder attends regular visits with the care team and receives ongoing check-ins and support.

As one team member shared, "It is a joy to see his quality of life improve and how close we have become as a care team."



Nutrition Services

Good health and well-being start with nutrition, and in 2025 we began providing nutrition services at all three SIHB clinics. The Nutrition team now includes a Certified Diabetes Care and Education Specialist (CDCES). In addition to registered dietitian nutritionist coaching and lifestyle skills, the CDCES assists providers by fine-tuning doses of a relative's insulin to maximize the benefits of keeping the relative's blood sugar levels within normal range.

> **Thank you so much for your time and expertise. You were very intentional and will be a part of my successful diabetes journey.**
>
> **DIABETES EDUCATION CLASS PARTICIPANT**

When the Urban Indian Health Institute (UIHI) Evaluation team collaborated with the Nutrition team to assess the impact of their nutrition education groups, the improvements in relatives' health were both gratifying and impressive. Forty percent of relatives who participated in these groups reported they had increased their vegetable consumption and the frequency of physical activity. Sixty percent had increased their consumption of fruit and traditional foods, while decreasing their consumption of sugary sweets.

The Nutrition team also contributes their knowledge to SIHB's Substance Use Disorder program in discussions on how alcohol and drug abuse affect the body and nutrition, and nutrition as a tool to enhance the recovery process.

Our relatives have worked hard to improve their health, and we applaud them for rising to the challenge of changing the ways they nourish themselves.



Privacy and security for our relatives starts here

Protecting Patient Privacy and Trust

When concerns arose over the federal sharing of Medicaid enrollment data, Seattle Indian Health Board acted swiftly to protect relatives and support staff. SIHB strengthened privacy and security measures across its clinics, providing specialized training for all our employees on patient rights, legal protocols, and appropriate responses to visits from law enforcement agencies. Additional safeguards were implemented to protect private patient spaces, and teams worked closely with relatives to ensure they continued to feel safe and confident accessing care.

At the same time, SIHB provided resources and guidance to help communities understand their rights and navigate uncertainty. Organizational leadership joined health care partners across the region in advocating for greater transparency, accountability, and stronger protections for patient information, particularly for immigrant communities and mixed-status families.

> **...SIHB provided resources and guidance to help communities understand their rights and navigate uncertainty.**

By strengthening privacy protections, supporting staff and relatives, and advocating for patient rights, SIHB reaffirmed its commitment to ensuring that every relative can access care with dignity, confidence, and respect.



A Traditional Indian Medicine team member braids sweetgrass

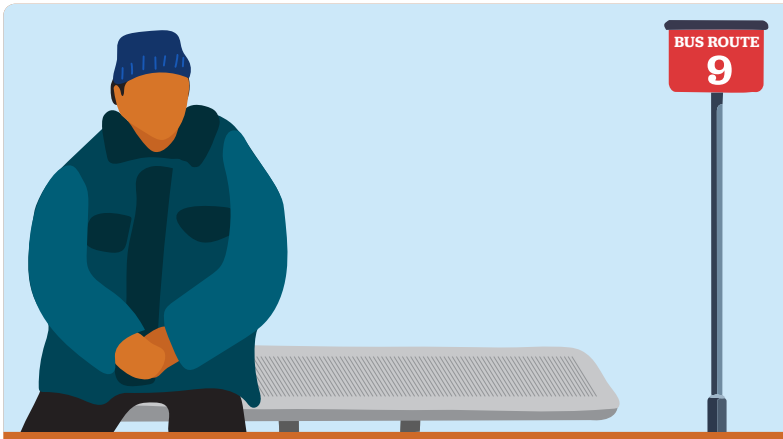
Substance Use Disorder Services

We care for all who come through our doors in a Native way, and that philosophy is central to our Substance Use Disorder (SUD) programs. Through culture, community, and evidence-based care, we create recovery pathways that are effective.

A cornerstone of this approach is the Red Road to Wellbriety curriculum, which helps relatives connect healing, culture, and recovery. As Substance Use Disorder Program Director Kimberly Brown noted, "A common theme we hear is that the material is easy to understand. It enhances recovery, and both Native and non-Native participants really gravitate toward it."

In 2025, we completed more than 150 SUD treatment assessments. Relatives in our outpatient program remained engaged for an average of 198 days, while participants in our intensive outpatient program averaged 113 days. Throughout treatment, relatives receive wraparound support from a multidisciplinary team that includes medical, nutrition, pharmacy, and Traditional Indian Medicine professionals.

> **A common theme we hear is that the material is easy to understand. It enhances recovery...**
>
> **KIMBERLY BROWN**
> Substance Use Disorder Program Director



Recovery Journey: In Their Own Words

I am a proud enrolled member of the Confederated Tribes of the Colville Reservation and am 30 years old. Today, I am approaching two years of sobriety—a milestone that represents not just time, but transformation.

For years, I was caught in the destructive cycle of addiction. I was labeled a "criminal" and a "junkie," and I lived up to those labels, committing crimes and chasing my next fix. That cycle finally came to a breaking point on September 13, 2023, when I was incarcerated. Instead of being sent to prison, I was granted a second chance—an opportunity to attend residential treatment.

> **Instead of being sent to prison, I was granted a second chance—an opportunity to attend residential treatment.**

That experience changed my life. I spent 8 months in treatment, where I began to heal, learned life and coping skills I had never been taught, and started to rebuild my future from the ground up. After graduating, I moved to Seattle, WA, and continued my recovery through aftercare services at the Seattle Indian Health Board. I enrolled in an Intensive Outpatient (IOP) and Outpatient (OP) program. Thanks to my commitment and consistency, I completed IOP in just two months and am on track to graduate from OP in August.

Today, I am proud, confident, and deeply committed to my continued healing. My journey has been one of resilience, accountability, and growth—and I look forward to a future defined by service, serenity, and freedom from the chains of addiction.





SIHB staff work to expand access to services

Accreditation and Recognition

Seattle Indian Health Board successfully maintained its Health Resources and Services Administration (HRSA) accreditation in 2025, demonstrating continued excellence in meeting the rigorous standards required of Federally Qualified Health Centers (FQHCs). These reviews affirm SIHB's commitment to quality care, strong governance, financial stewardship, and clinical excellence.

In recognition of these efforts, SIHB received two HRSA quality awards:

- **Advancing HIT for Quality, recognizing our use of technology to strengthen care through our telehealth services.**
- **Improving Health Care Access, recognizing our commitment to expanding access to care, with growth in services like mental health, substance use disorder, and dental services.**

These achievements reflect the dedication of our staff and providers and our ongoing commitment to delivering high-quality, culturally attuned care that improves health outcomes and expands access for Native communities and all our relatives.

Strengthening Community

Seattle Indian Health Board's Human Services programs reflect our IndigiKnow model, which emphasizes the interconnectedness of health, culture, and community. By creating a welcoming, joyful environment, we've strengthened and increased access to care for our relatives.



Teens gather for Youth GONA (Gathering of Native Americans)

Native Youth Leadership

Throughout 2025, SIHB's Public Health Services team created opportunities for Native youth to build leadership skills, explore career pathways, and strengthen connections with community. Kiis Council, our youth leadership group, began their year supporting the community at Family Saturday events, giving backpacks full of school supplies in August to over 100 youth and distributing toys in December.

Youth participants attended the UNITY Conference, where they networked and connected with Native peers from across the country, and engaged with BIPOC professionals who shared guidance on higher education and career development. The team also fostered community and belonging through cultural, educational, and recreational experiences at the Gathering of Native Americans (GONA) that celebrated youth achievements and created lasting connections.

In partnership with community organizations, SIHB proudly celebrated graduating Native students and their accomplishments. At year-end recognition events, graduating seniors were honored for their hard work and perseverance as they prepared for the next chapter of their educational and professional journeys. These celebrations reflected our ongoing commitment to supporting Native youth as future leaders, advocates, and changemakers.

Youth participants attended the UNITY Conference, where they networked and connected with Native peers from across the country, and engaged with BIPOC professionals who shared guidance on higher education and career development.



Making traditional drums



Elders at the annual Holiday Lunch

Elders Program

The Elders Program supports American Indian, Alaska Native, and First Nations relatives age 55 and older by providing opportunities for connection, wellness, cultural engagement, and community. Through shared meals, activities, supportive services, and cultural programming, the program helps Elders stay connected while promoting healthy aging and overall well-being.

At SIHB's International District clinic, Elders have access to a dedicated gathering space where they can enjoy meals, connect with one another, access resources, and take showers Monday through Friday. This welcoming space helps reduce isolation and ensures Elders have a safe, supportive place to spend time in community.

In 2025, the program served an average of **125 Elders each month**, distributed more than 200 Sovereign Soup packets, and provided flexible financial assistance to more than 20 Elders to help meet essential needs such as food, housing-related expenses, and medical costs.

The program also created opportunities for Elders to engage with the broader Native community. Members of the Elders Council, who provide guidance and insight to SIHB's Public Health Services team, attended the 2025 Muckleshoot Inter-Tribal Elders Luncheon, strengthening relationships and connections across communities.

In addition, SIHB representatives participated in the U.S. Conference on HIV/AIDS, where Elder Bill Hall helped elevate Native perspectives on aging with HIV, resilience, harm reduction, outreach, and culturally responsive care.

This work reflects the vital role Elders play in our community as knowledge keepers, leaders, and cultural anchors whose wisdom helps guide future generations.

This welcoming space helps reduce isolation and ensures Elders have a safe, supportive place to spend time in community.



Native dancers at Family Saturday

> **Moving forward [we] will be making all our appointments on those Saturdays that way my toddler has activities while I can also take our newborn for her appointments. Having something for both makes the appointments feel a lot less overwhelming.**
>
> **CAREGIVER ATTENDING FAMILY SATURDAY**

Family Saturdays

Family Saturdays is our monthly pediatric clinic event that provides several resources and services for families, designed to foster care, culture, and community. Hosted on one Saturday per month, this family-friendly event offers pediatric medical and dental care, culturally attuned programming and education, and community resources.

In 2025, our Family Services team was able to:

- Distribute **213** firearm safes to families
- Give away **28 bikes** with safety gear
- Provide **144 backpacks** for youth K-12
- Host a **drag queen story time and give away books** donated by Seattle Public Library
- Host a vendor market featuring **20 Native artisans and community vendors**
- Distribute supplies including ~**60 CSA Community-Supported Agriculture (CSA) Bags, 60 packages of meat, 150 catered meals,** and **93 Sovereign Soup servings each month**

Community Outreach

SIHB connected with community members throughout the year at events such as the Seafair Indian Days Powwow, which brings thousands of tribal members and families from across North America to Daybreak Star Cultural Center in Seattle for three days of cultural celebration, traditional dance, music, art, and community connection. Staff shared information about SIHB services, helped Seattle-area relatives sign up for future medical and dental appointments, and strengthened relationships with community members.

Additional outreach efforts included the Indigenous People's Festival, Indigiqueer, Billy Mills Run, UW Powwow, and regional health fairs. SIHB also supported workforce development by connecting students and job seekers with careers in health care through events such as the UW Spring Internship & Job Fair, UW Fall Career Fair, Sound Careers in Healthcare Job Fair, and UW Social Work Career Fair, promoting employment, internship, and training opportunities while helping build the next generation of Native health professionals.

Multigenerational Communications

SIHB uses multigenerational public health campaigns to connect youth, families, adults, and Elders through digital, print, community, and in-person outreach by tailoring messages and storytelling to different generations.

In 2025, this approach supported the Magical Millie vaccination awareness campaign, which made immunization information accessible to families; Family Saturday events, which brought families together around health resources, cultural activities, and services; Traditional Indian Medicine Culture Nights, which created opportunities to bring together people of all ages and Elders in particular, for cultural learning, wellness, and intergenerational knowledge sharing; and the Heroes Carry Narcan campaign, which increased awareness of overdose prevention, normalized carrying naloxone as a lifesaving tool, and encouraged community members to take an active role in protecting one another.







Thunderbird Treatment Center (photos by Aaron Locke)

Thunderbird Treatment Center

Overdoses are the leading cause of preventable deaths in King County, and disproportionately impact BIPOC communities and people experiencing homelessness. In Washington state alone, Native people die from opioid overdoses at a rate five times higher than the state average, according to the Centers for Disease Control and Prevention (CDC). Reopening Thunderbird Treatment Center is a vital step in addressing the opioid crisis in King County and across Washington.





In May 2025, SIHB received the final permit approvals to begin construction on the eagerly anticipated center. Community and financial support continued to propel the project forward. By winter 2025, construction crews had made significant progress in renovating the main building, including:

- A covered walkway with easy accessibility, and an updated design
- A Traditional Indian Medicine space that will house patient medications, laboratory facilities, and an apothecary
- A circular gathering space, clad in cedar and filled with natural light, that can be used for group activities, meetings, and ceremonies
- An outdoor sports area and sweat lodge that will support physical wellness and cultural practices as part of the healing process
- A play area for young children of pregnant and parenting people in treatment

When completed, the 92-bed center on Vashon Island will increase the number of inpatient beds in King County by 51%. More beds mean more capacity for our relatives to heal from substance use disorders in a culturally attuned space. Thunderbird Treatment Center will open its doors to the first residents in Fall 2026.

Data, Epidemiology, Research, and Evaluation

As one of 12 Tribal Epidemiology Centers (TEC) in the United States—and the only one that provides services to other Urban Indian Health Programs (UIHPs) nationwide— Urban Indian Health Institute (UIHI) is the data and research division of Seattle Indian Health Board. Its mission is to decolonize data, for Indigenous people, by Indigenous people.



Youth intern G'centae, co-author of Magical Millie's Courageous Journey

Public Health Campaigns

Promoting Pediatric Immunization: Magical Millie

In April 2025, Urban Indian Health Institute launched a nationwide pediatric immunization campaign. The initiative was based on the self-published children's coloring book, Magical Millie's Courageous Journey, written by UIHI director Abigail Echo-Hawk (Pawnee) and UIHI youth intern G'Centae Rodriguez. Using culturally attuned storytelling, Magical Millie encourages families to have meaningful conversations about immunization, embracing joy, humor, and representation to make these topics approachable.

As part of UIHI's public health education efforts, we shared Magical Millie materials with Tribal and urban American Indian and Alaska Native (AI/AN) communities across the country, including 70 Native-serving organizations and 41 Urban Indian Organizations (UIOs). In 2025, UIHI distributed **more than 29,000 campaign items**, including more than 13,000+ coloring books, posters, unicorn plush toys, Croc charms, and pediatric wellness schedules. Magical Millie also appeared on billboards in San Jose, Sacramento, Oklahoma City, Kansas City, and Seattle, spreading uplifting, culturally grounded messages about health and protection.

Decades of data show us that immunizations are safe and effective across all ages, but misinformation and mistrust can create barriers and hesitancy. UIHI will continue to develop and update materials to support families in discussing immunization through community attuned messages centered on a culture of care.

Epidemiology and Evaluation

In 2025, the Epidemiology and Evaluation team supported more than 170 projects, collaborating across UIHI programs and with Tribal, Urban Indian, and national partners to advance Indigenous public health priorities. Many of these partnerships began through requests for technical assistance, presentations, and consultation, then grew into broader collaborations that strengthened program planning, evaluation capacity, data use, and community-driven decision making.

To build sustainable knowledge and skills, UIHI delivered six trainings reaching 121 participants through a train-the-trainer model that empowers attendees to share what they learn within their own organizations and communities. Trainings covered grant writing, Indigenous evaluation methods, Plant Teachings for Social and Emotional Wellness, and Indigenized marketing and communications. Participants reported increased confidence in applying these tools to grant development, program design, and community outreach, while also highlighting the value of peer learning, relationship building, and culturally grounded approaches. Through these efforts, UIHI helped strengthen Indigenous public health capacity and expand the reach of evidence-based, community-informed practices across Indian Country.



One of more than 4,500 Heroes Carry Narcan gift boxes



A look inside the Heroes Carry Narcan gift box

Preventing Opioid Overdoses: Heroes Carry Narcan

Opioid overdose prevention is a top priority in our work for American Indian and Alaska Native (AI/AN) community health. From 2020-2022, AI/AN people had the highest mortality rates from opioid overdose compared to other racial groups. Naloxone, also known as Narcan, can reverse an overdose and is a critical tool in the opioid crisis. UIHI launched the Heroes Carry Narcan campaign to address this epidemic and share vital tools with UIOs and tribal partners across Indian country.

In 2025, our team shipped **more than 4,500** Heroes Carry Narcan gift boxes to urban Indian and Tribal organizations across the nation. The boxes included Narcan education and outreach materials, family first aid kits, branded posters, Narcan carrying cases, and more. Digital materials, like a step-by-step video on administering Narcan, a free map of Narcan resources, and other downloadable materials, were also available on uihi.org. The Heroes Carry Narcan campaign grew out of a technical assistance request from the San Diego American Indian Health Center to improve access to information about free Narcan distribution locations.

To address this need, the UIHI epidemiology team created two map products: a paper map and an online interactive map that enabled community members to locate resources digitally. In addition, the UIHI epidemiology team developed a step-by-step mapping guide that outlined the process for creating and maintaining similar maps. Then UIHI hosted a live virtual technical training session with the San Diego UIO staff to share knowledge and build capacity within the UIO staff to create their own maps.

UIHI realized the San Diego map project could be something that could be expanded to all UIO's, so the Epidemiology team worked with the Chronic Disease Prevention team to create what evolved into the Heroes Carry Narcan campaign.

This work demonstrates how a single technical assistance request and listening to the community's needs evolved into a broader capacity-building effort that supports overdose prevention across the national Urban Indian community.

In 2025, our team shipped more than 4,500 Heroes Carry Narcan gift boxes to urban Indian and Tribal organizations across the nation.



Protecting Native lives from birth to adulthood



Community grantees host a cultural event

Native Maternal and Child Health

UIHI contributed to two landmark maternal health reports, From Barriers to Bridges and Strengthening Maternal Health Data, in partnership with Senator Ben Ray Luján of New Mexico. The reports highlight the disproportionately high rates of pregnancy-related mortality among American Indian, Alaska Native, and Native Hawaiian people and connect these inequities to historic federal policies, chronic underfunding, and barriers to culturally responsive care. Together, they advance solutions that promote Indigenous data sovereignty, strengthen maternal health data and funding, expand postpartum coverage, support Indigenous perinatal workforce development, improve access to maternity and behavioral health services, and enhance protections for pregnant and postpartum people.

Community Grants

UIHI awarded ten Sage Grants and five Sweetgrass Grants totaling $666,700 to support culturally based chronic disease prevention and wellness across urban AI/AN communities. Grantees addressed priorities including tobacco use, diabetes and prediabetes, obesity, high blood pressure, and oral health through approaches such as traditional foods and gardening, arts and dance, movement and fitness, storytelling, and land-and animal-based activities.

Participant and staff reflections consistently connected wellness with land, foodways, relationships, identity, movement, and intergenerational knowledge—illustrating how culture itself functions as a protective and health-promoting resource.

These projects and the grantees' reflections about them show multiple levels of impact at once:

> **"Participating directly in these events strengthened my professional capacity to design and execute holistic wellness programming. It reinforced that effective chronic disease prevention in our community requires moving beyond standard health education to create real opportunities for land reconnection, traditional plant harvesting, and intergenerational healing. This work has established a strong, sustainable model for our organization's future community health initiatives.**
>
> **SWEETGRASS COMMUNITY GRANT PROGRAM STAFF**

organizational capacity, practical health behaviors, cultural continuity, social connection, and emotional well-being. They reinforce a consistent message across the Community Grants portfolio—that culture is not separate from health, but one of the ways communities define, practice, and sustain wellness.

UIHI awarded grants totaling $666,700 to support culturally based chronic disease prevention and wellness across urban AI/AN communities.



Relatives at UW Powwow being presented traditional medicines

Research and Publications

UIHI continued to advance Indigenous public health knowledge through peer-reviewed publications and community-driven research initiatives. This work helped elevate Indigenous perspectives in public health, evaluation, survivor health, and housing while generating evidence to inform policy, programs, and systems change. In 2025, UIHI:

Published in the American Medical Association Journal of Ethics, UIHI researchers co-authored **"How Should Epidemiologists Respond to Data Genocide?"** examining deeply entrenched colonial systems and practices that perpetuate data genocide, a term developed by UIHI to describe the erasure and omission of AI/AN people in data. The authors urge epidemiologists to take actions for more inclusive, diverse, and accurate data for AI/AN health.

Published in the Canadian Journal of Program Evaluation, UIHI researchers authored **"Responsibility to All Relations: Indigenous Evaluation of an AI/AN Public Health Workforce Development Program,"** emphasizing how culturally attuned approaches can strengthen the urban AI/AN public health workforce and provides recommendations to training programs across the country.

UIHI launched a **first-of-its-kind national survey to assess the prevalence of traumatic brain injury among Native survivors of domestic violence and sexual assault,** helping build critical evidence to inform survivor services, research, and policy.

UIHI also supported a **national study on urban Indigenous housing** led by Dr. Sofia Locklear (University of Toronto) and Dr. Elizabeth Korver-Glenn (University of North Carolina at Chapel Hill), contributing to research that identified barriers to safe and affordable housing and recommendations to improve housing resources for Indigenous people living in urban areas.

This work helped elevate Indigenous perspectives in public health, evaluation, survivor health, and housing while generating evidence to inform policy, programs, and systems change.

Policy and Advocacy

In 2025, SIHB's Policy & Advocacy team advanced Indigenous health, Tribal sovereignty, and healthcare equity through strategic engagement at the federal, state, and local levels. Through bipartisan relationship-building, congressional advocacy, coalition partnerships, and policy leadership, the team secured meaningful wins that strengthened funding protections, elevated Urban Indian priorities, advanced Traditional Indian Medicine, and amplified Indigenous voices in critical policy discussions affecting American Indian and Alaska Native communities.





Policy Analyst Alex Beard and Chief Public Affairs Officer Andrew Guillen on Capitol Hill

Federal Advocacy Wins

Congressional Testimony Elevates Urban Indian Health Priorities

SIHB leadership testified before the House Committee on Appropriations Subcommittee on Interior, Environment, and Related Agencies during American Indian and Alaska Native Public Witness Days in Washington, D.C. Policy staff also conducted congressional outreach with House and Senate offices to advocate for Urban Indian health priorities, Medicaid protection, and increased federal investment in Indigenous communities.

Protecting Medicaid and Urban Indian Organization Funding

The Policy Team championed policies to strengthen healthcare access and financial sustainability for Urban Indian Organizations (UIOs), including:

- Developing and supporting Tribal policy initiatives, including a resolution calling for a permanent extension of the **100% Federal Medical Assistance Percentage (FMAP)** for Urban Indian Organizations (UIOs). FMAP is the federal Medicaid matching rate, and a 100% FMAP ensures the federal government fully reimburses states for Medicaid services provided through UIOs, helping protect access to care and strengthen the financial sustainability of Native healthcare programs.
- Providing Medicaid impact data to Senator Maria Cantwell's office for analysis of proposed Medicaid cuts.
- Advancing an National Congress of American Indians (NCAI) resolution resolution supporting the inclusion of UIOs in Section 1115 Medicaid demonstration waivers.
- Advocating in Washington, D.C., for UIO inclusion in funding intended for the Indian Health Service, Tribal, and Urban (I/T/U) health system.

Protecting Federal Public Health Programs

The team coordinated a national advocacy effort urging Congress to reverse layoffs affecting the Centers for Disease Control and Prevention (CDC) Healthy Tribes Program, resulting in responses from Senator Lisa Murkowski and Representatives Pramila Jayapal and Ryan Zinke. SIHB also opposed proposed federal budget reductions impacting Native health programs and submitted comments regarding HHS reorganization plans, emphasizing the federal trust responsibility to American Indian and Alaska Native communities.

Advancing Missing and Murdered Indigenous Women and People (MMIWP) Initiatives

SIHB advanced national awareness and policy solutions addressing the MMIWP crisis by:

- Supporting Tribal resolutions calling for a Department of Defense report on military-related impacts on violence affecting Indigenous peoples.
- Partnering with Congressman Jake Ellzey and Congresswoman Val Hoyle on a bipartisan effort urging the Federal Communications Commission to establish a dedicated Emergency Alert System code for MMIWP cases.
- Supporting federal awareness and accountability efforts related to missing and murdered Indigenous relatives.

Shaping National Health Policy

The Policy Team ensured Urban Indian perspectives were represented in federal health policy discussions by:

- Submitting questions for congressional hearings and nomination proceedings, including NIH and CDC leadership confirmations.
- Providing testimony and questions for the Senate Committee on Indian Affairs oversight hearings.
- Participating in Senator Ben Ray Luján's Improving American Indian/Alaska Native and Native Hawaiian Maternal Health Working Group.
- Submitting recommendations on Native maternal health legislation.

Building Bipartisan Relationships on Capitol Hill

The team expanded SIHB's federal advocacy network through relationship-building with both Republican and Democratic lawmakers. During August congressional visits, staff conducted 16 meetings with federal offices, including 11 House offices and 5 Senate offices, spanning both parties. The team also initiated engagement with Senator Dr. Roger Marshall's office and continued outreach to key committees including Ways and Means.

Strengthening Tribal and National Partnerships

SIHB expanded its influence through participation in national policymaking forums and coalitions, including:

- Attending the National Council of Urban Indian Health (NCUIH).
- Participating in the National Congress of American Indians (NCAI) Mid-Year Convention.
- Co-hosting an NCAI reception with the National Indian Health Board.
- Pursuing membership in the Coalition for Tribal Sovereignty to strengthen national advocacy efforts.

State and Local Advocacy Wins

Advancing Traditional Indian Medicine

SIHB hosted Congresswoman Pramila Jayapal at SIHB's International District Clinic, showcasing SIHB's innovative healthcare model and Traditional Indian Medicine (TIM) services. Discussions included opportunities to elevate TIM through congressional education and future policy briefings.

Advocating for Tribal Traditional Health Policy

The Policy Team supported Washington State House Bill 1583, the Tribal Traditional Health Waiver bill, working with legislative leadership and policymakers to advance recognition and support for culturally grounded healthcare approaches.

Supporting Local Funding Priorities

The team submitted a letter to the Seattle City Council Budget Committee supporting local funding priorities related to Traditional Indian Medicine and Indigenous health services, helping strengthen awareness of community needs and investment opportunities.

Responding to Data Privacy and Health Equity Concerns

Following the release of personal information belonging to undocumented immigrants enrolled in Apple Health Expansion and other state-funded programs, the Policy Team:

- Produced an internal policy analysis outlining the implications of the incident.
- Submitted a letter to Governor Bob Ferguson requesting accountability and protections for impacted individuals.
- Advocated for stronger safeguards to protect vulnerable communities.

Advancing MMIWP Justice Efforts in Washington State

The Policy Team supported implementation of recommendations from Washington's MMIWP Task Force. In June, the Attorney General's MMIWP Cold Case Unit announced its first charges since the unit's creation in 2023, marking a significant milestone in advancing accountability and justice for Indigenous families.



Acting Indian Health Service Director Benjamin Smith participated in Seven Generations retreat



Staff appreciation event

Workforce Development

In 2025, we deepened our investment in building a culturally grounded, resilient, and empowered workforce. Through intentional onboarding, professional development, and staff appreciation, we continue to cultivate a workplace rooted in Indigenous values and community care.

Seven Generations: Strengthening Culture, Connection, and Community

Seven Generations is SIHB's immersive onboarding program, designed to connect new employees to the history, values, and mission of Seattle Indian Health Board while building relationships across the organization. Through a week-long experience grounded in Indigenous values and organizational culture, participants learn about urban Indian history, SIHB's programs and services, the role of each team, and the policies that guide our work.

The program fosters meaningful connections between new employees, the Executive Leadership Team, and the Board of Directors, helping staff build a strong sense of belonging and shared purpose.

The impact of Seven Generations has drawn attention beyond SIHB. In 2025, then-Acting Indian Health Service Director Benjamin Smith participated in the program to experience firsthand how Seven Generations and IndigiKnow are put into practice.

Seven Generations is SIHB's immersive onboarding program, designed to connect new employees to the history, values, and mission of Seattle Indian Health Board while building relationships across the organization.

WORKFORCE DEVELOPMENT AND SUPPORT

Investing in Future Native Health Professionals

SIHB is committed to developing the next generation of Native and Native-serving healthcare professionals, helping expand culturally grounded care throughout Indian Country and beyond. Through education, mentorship, and hands-on experience, we are building pathways for future leaders in behavioral health, public health, and community wellness.

As a practicum site for the University of Washington Master of Social Work (MSW) program, SIHB offers an intensive training experience that combines clinical skill development with Indigenous knowledge and practices. MSW students gain firsthand experience in a Federally Qualified Health Center (FQHC) while receiving guidance from Native mentors and leaders. In June 2025, we celebrated the graduation of another MSW cohort with a traditional blanketing ceremony, honoring each graduate with a symbol of community support, protection, and care. We are especially proud that every member of this year's cohort accepted permanent positions at SIHB, strengthening our workforce and advancing our mission.

UIHI also welcomed four American Indian and Alaska Native undergraduate students through its 10-week Public Health Training Program. Interns contributed to a variety of projects, including First Gifts resources, Heroes Carry Narcan outreach, bike safety education, family programming, and Indigenous evaluation initiatives. Through hands-on project work, professional development, and site visits with AI/AN leaders in health and science, participants strengthened their skills in communication, collaboration, project management, and adaptability while exploring future careers in public health.

SIHB's on-the-job training programs, such as our MA-R and Dental Sterilization Tech programs, offer the benefits of full-time employment while equipping participants with job skills that can serve as the basis for a healthcare career. The MA-R program has graduated 14 employees into higher-level medical education programs—specifically medical and nursing schools. By working as MA-Rs, they get the clinic experience they need, mentorship from our doctors, and support through the arduous application process.

Our residency training program trains physicians who specialize in providing care for Indigenous people. In June 2025, Dr. Anna May (Diné and Laguna Pueblo) graduated from the program and joined SIHB, where she has been the medical director for the past 4 months. Dr. River Cornelius (Oneida, Turtle Clan) also graduated in 2025 and went to the University of Wisconsin.

Information Technology and Data

In 2025, SIHB's Information Technology (IT) and Data teams strengthened foundations that enable SIHB's mission, investing in people, structure, modern technology, and data capabilities. For example, they built a custom electronic health records (EHR) system and connected it to the Traditional Indian Medicine billing project. These types of investments built greater internal capacity for the benefits of our relatives and the safekeeping of their personal health information.

The teams focused on improving service quality. "Customer service starts with bringing in people who understand that this is a people-first organization. We put our relatives first." said IT Director Rob Stretz.

> **Customer service starts with bringing in people who understand that this is a people-first organization. We put our relatives first.**
>
> **IT DIRECTOR**
> Rob Stretz



EVS team

Environmental Services

The Environmental Services (EVS) team helps create the safe, welcoming environment that relatives, patients, and staff experience every day at Seattle Indian Health Board. Recognizable by their blue shirts, EVS team members are a trusted presence, providing assistance while ensuring our facilities remain safe, clean, functional, and well maintained.

“Our regular relatives, they all know our blue shirts. They come to us and ask us for anything, they don't have to guess who we are,” said Ted Echo-Hawk, Environmental Services Director. “They know that we're there to help them.”

In 2025, EVS supported daily operations through cleaning, repairs, landscaping, and assistance for Elders and relatives. The team also led a major storage reorganization effort, creating additional space for Behavioral Health and Human Services supplies and increasing storage capacity for critical medical resources. Through their dedication and service, EVS helps ensure that every person who enters our spaces is met with care, safety, and respect.



Esther Lucero Receives 2025 Outstanding Voice Award

In June 2025, Esther Lucero (Diné), was named a 2025 Outstanding Voice by the Puget Sound Business Journal. The publication honors LGBTQ+ business leaders, allies, and community advocates in the Puget Sound region. Esther was recognized as a leader who advocates for equity, inclusion, and justice in the workplace and beyond.

Over the past ten years, she has grown SIHB's total organization revenue from $10 million to $60 million. She expanded the organization's reach by adding two additional clinic sites and steered the reopening of the 92-bed Thunderbird Treatment Center on Vashon Island. Locally, she shares her expertise across numerous boards, serving as a member of the Seattle Indigenous Advisory Council, the Seattle LGBTQ Commission, and the Governor's Behavioral Health Taskforce.

Over the past ten years, she has grown SIHB's total organization revenue from $10 million to $60 million.

Development

In 2025, the Development team continued to advance our mission through strategic funding and partnership building. Their work strengthens Seattle Indian Health Board's ability to grow, connect, and serve with purpose.

We have expanded our fundraising approach and deepened relationships with our donors and funders, creating more opportunities to support our relatives. Development funding gives SIHB flexibility to invest in Indigenous economies and respond to community needs beyond grant limitations. By engaging donors at every level, the team enables more initiatives to reflect our values and uplift our community.

These strengthened relationships were especially important during 2025, a year when several of our services—including programs supporting pregnant women and survivors of intimate partner violence—were put at risk due to federal funding cuts.

Through the sustained efforts of our Development team, SIHB was able to secure a major grant that will support women's physical and mental health. The funding came from Action for Women's Health, an initiative by Pivotal, a group started by Melinda French Gates. The grant arrived in time to preserve SIHB's family services division.

Our 2025 community events continued to build on this momentum:

- **Indigenous Peoples Festival** featured 48 Native-led small businesses, along with visual and performance artists, along with hundreds of guests, for a day showcasing Indigenous brilliance at Seattle Center.
- **SpiritWalk & Warrior Run**, our annual 5K run/2K walk, brought together runners and walkers for the only competitive 5K held in Discovery Park
- The **Adeline Garcia Community Service Awards** recognized our 2025 awardees for their commitment to Native communities.
  - **Nichole Maher**, President and CEO of the Inatai Foundation, was recognized for her advocacy in Indigenous community empowerment.
  - **Girmay Zahilay,** King County Council Chair, was noted for his public service and community collaboration.
  - **Dr. Ben Danielson,** pediatrician and clinical professor at the University of Washington, was honored for championing marginalized communities in his healthcare advocacy.

These events amplify Indigenous leaders, strengthen community ties, and inspire the leaders of tomorrow.

(See "Contributions" in the Financial Report section for more information on funding raised through Development efforts.)



SIHB honored for excellence in training and research

SIHB Receives AcademyHealth Mosaic Award

Our first priority is always our relatives, both in the care we deliver and the public health work we do. We're honored to be recognized by AcademyHealth for our service.

This prestigious award honors SIHB and UIHI for excellence as a training organization and our commitment to community in research.

Accepting the award on behalf of our organization were our president and CEO Esther Lucero (Diné) and our chief people officer Pam Grindley.

We shared this honor with the University of Pennsylvania Wharton Health Care Management Department and Leonard Davis Institute of Health Economics.



Building for the Future

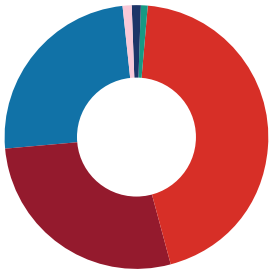
To strengthen long-term financial sustainability, SIHB has launched two limited liability corporations (LLCs) over the past five years, including Thunderbird Treatment Center. These strategic investments create new opportunities to advance SIHB's mission while expanding services for Native communities.

Future plans for the IndigiLounge Café will create an additional source of earned income, with proceeds reinvested into underfunded SIHB programs and services. Together, these efforts help diversify revenue streams and strengthen SIHB's ability to meet the growing needs of the communities we serve.

Financial Report

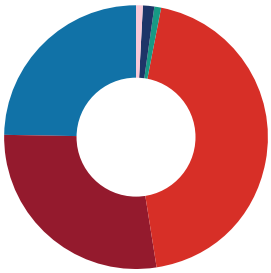
REVENUE BY CATEGORY

FY2024



Total Revenue	$47,425,049
Contracts	21,912,883
Grants	13,620,847
Third-party Revenue	10,427,252
Non-operating Revenue	646,306
Contributions	445,892
Other Revenue	371,869

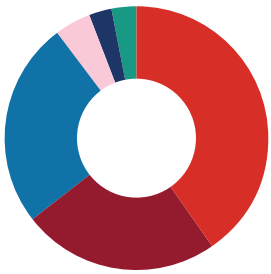
FY2025



Total Revenue	$49,821,203
Contracts	21,900,400
Grants	13,583,832
Third-party Revenue	12,080,096
Non-operating Revenue	619,032
Contributions	1,471,413
Other Revenue	166,430

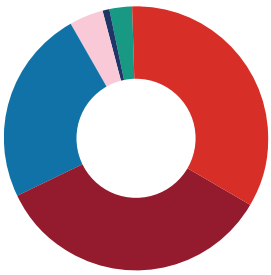
EXPENDITURE BY DIVISION

FY2024



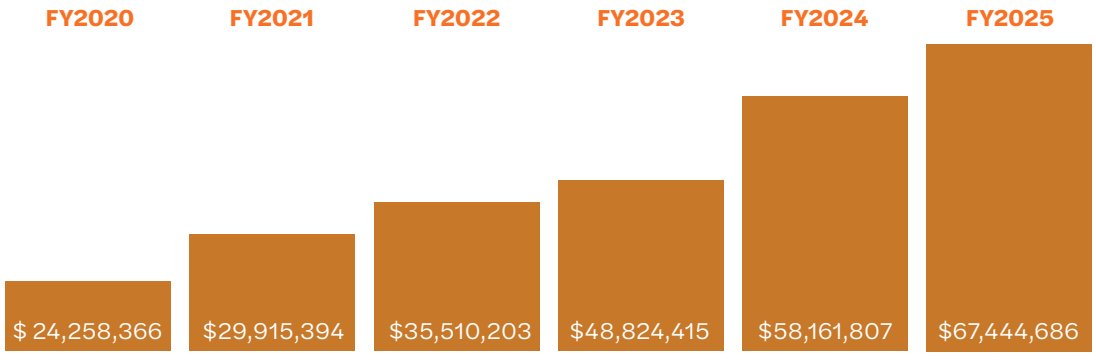
Total Expenditures	$38,206,376
Medical	15,454,268
Administration	9,224,945
Urban Indian Health Institute	9,624,414
Behavioral Health	1,742,393
Community Services	1,070,993
Traditional Health	1,089,362

FY2025



Total Expenditures	$40,405,128
Medical	13,718,121
Administration	13,919,219
Urban Indian Health Institute	9,725,334
Behavioral Health	1,694,904
Community Services	325,149
Traditional Health	1,022,400

YEAR-TO-YEAR GROWTH



For the Love of Native People

International District Clinic
611 12th Ave S
Seattle, WA 98144

Lake CIty Clinic
12736 33rd Ave NE Suite 200
Seattle, WA 98125

Pioneer Square Clinic
124 2nd Ave S
Seattle, WA 98104

sihb.org