Holistic Care
Now and for the Future

SEATTLE INDIAN HEALTH BOARD
2017–2018 ANNUAL REPORT





In 2015, Seattle Indian Health Board brought in new leadership to help realize the vision that all Indian people live healthy and successful lives. By harnessing indigenous knowledge within the organization, we identified opportunities to expand and improve. To guide our growth, we developed a new model we call *Indigenous Knowledge Informed Systems of Care*, placing traditional medicine at the center of everything we do.

Traditional medicine is grounded in our knowledge that optimal health and wellness occurs when there is balance between the physical, emotional, mental, and spiritual parts of a person. We are integrating traditional medicine into all areas of our work—health and human services; epidemiology, research, and evaluation; policy and advocacy; and workforce development—allowing us to provide a multitude of culturally attuned services to our patients and our community.

This report provides a snapshot of our growth over the past two years, from an increase in patients served to an expansion of our staff to a 500% rise in traditional health referrals. We are proud to provide holistic care using traditional ways for our patients and community. We are excited about how far we have come, but we are most excited about where we are going.



Invested in Our *Community's Health*

Seattle Indian Health Board has experienced remarkable growth over the last two years. We saw an increase in almost every aspect of Seattle Indian Health Board's work, from the number of patients served to the operating budget. Our revenue growth has allowed us the ability to hire more people and create capacity to ensure we are providing the necessary services and building programs to treat our patients in ways they are accustomed to and comfortable with.

Seattle Indian Health Board continues to improve its services and operations as evidenced through our most recent AAAHC accreditation review. The commitment to workforce development and staff was recognized when the organization was named the overall winner of Alliance Benefit Group's 2018 Plan Sponsor of the Year for the 401k plan we offer our employees.

Seattle Indian Health Board continues to be a leader in the promotion of urban Indian health, locally and nationally. We have increased our visibility in the community through new partnerships, outreach, events, health conferences, and advocacy. We drafted, consulted on, and testified on local and national policies more often than ever before, and it shows through the growth in our funding and legislative partnerships.

Our Board of Directors is strong and represents the community we serve. Different professional and cultural backgrounds bring new ideas to the table each day. Over the past two years, the Board partnered with staff to promote the organization's work. Board members traveled to Olympia, Washington, and Washington, D.C., to support the advocacy work we are doing to promote the organization and the interests of our people.

The Board of Directors has also made a commitment to the renovation of Seattle Indian Health Board's building in Seattle's International District. This commitment included individual donations from each Board member totaling $80,000. We will continue to support staff and work with our partners to ensure the organization raises $46.2 million over the next four years.

Our growth and commitment to our people has positioned the organization to better advocate for and provide the best care for urban American Indians and Alaska Natives.

I am honored to serve as President of the Board and look forward to Seattle Indian Health Board's journey.

Best,



Chris Stearns (Navajo), JD
President, Board of Directors



Creating a Cultural Space *for Our People*

I am incredibly proud of Seattle Indian Health Board's progress in 2017 and 2018. This was not an easy task given the consistent threats to health policy, funding, and even tribal sovereignty. Nothing could stop us from growing in all areas of our work.

With Traditional Indian Medicine at the center of everything we do, we can provide culturally attuned care for our patients and community. Every decision made, whether from a doctor to a patient or a staff member to an elected official, is done with intent and the health of Native people in mind. This is how we ensure a culture of wellness.

In year one of our three-year strategic plan, we met the goals we set out to accomplish. We now have the staff, knowledge, funding, and leadership to execute our holistic, integrated healthcare model we call *Indigenous Knowledge Informed Systems of Care*.

This integrated model goes beyond the health and human services we offer. It requires integration and collaboration among all departments and teams—government affairs, medical, dental, behavioral health, data and research, community services, finance, facilities, and human resources. This model will be fully realized through the renovation of our clinic and administrative offices in the upcoming years. Our new building will allow us to implement the first integrated care model of its kind. It is designed to ensure that knowledge can be shared effectively and that collaborations are the norm. It will reflect Seattle Indian Health Board as an organization and reflect the community we serve.

Our operating budget has increased by 44 percent in the past three years, creating new revenue sources that allow us to better serve our community. Staff increased by 45 employees and is nearing 200, and we are pleased to report that half identify as American Indian and/or Alaska Native.

We have made workforce development one of our key areas of focus because it is crucial that we share our knowledge with the next generation of Native leaders and health professionals. There is no better example than the success of our Family Medicine Residency Program and Traditional Indian Medicine Apprentice Program where our health professionals are training others to care for patients in the Native way.

Seattle Indian Health Board is dedicated to its vision that all Indian people have healthy and successful lives. We still have a lot of work to do to fully realize that vision, but I am confident in the direction we are going and our incredible team doing the work to get us there.

Thank you for your continued support and dedication to the health of Native people.

Sincerely,



Esther Lucero (Diné), MPP
Chief Executive Officer

Our Growth *in* 2017 *and* 2018

Health and Human Services

Seattle Indian Health Board saw an increase in patients in 2017 and then again in 2018. During this time, we were able to hire more medical professionals, which allowed us to provide more services and programs. In 2018 alone, our providers delivered 60 babies. We have one doctor who has now delivered four generations of one family.

Now that we have the resources, knowledge, and staff, we will be implementing a care teams model where patients will have easier access to services, and providers will be able to collaborate more effectively to offer the best holistic, integrated healthcare possible.

Bringing services to our patients

In 2017, we piloted a mobile dental van that brought dental services to our patients living in south Seattle, including those located at our in-patient treatment center, Thunderbird Treatment Center. In partnership with the Cowlitz Tribal Health Center, we have been able to give comprehensive dental care to friends and relatives who don't have easy access to the care they deserve. This innovative approach to wellness is just one example of how we are committed to reducing our patients' barriers to health services.

Generation to generation

In 2018, our Elders Program and Youth Services Program both formed advisory committees to ensure Seattle Indian Health Board has a full understanding of the community needs through the generations. The two committees help shape programming and advise on the best ways in which we approach caring for these generations. We have also implemented intergenerational knowledge sharing where elders and youth spend time together to learn about Native cultures and traditions.

Health and Human Services by the Numbers

	2017	2018
Medical		
Number of patients	5,130	5,354
Number of visits	16,876	18,317
Dental		
Number of patients	1,705	1,900
Number of visits	5,029	5,031
Number of dental procedures	16,324	17,262
Behavioral Health		
Number of patients	1,073	779

63% OF OUR PATIENTS IDENTIFY AS AMERICAN INDIAN AND/OR ALASKA NATIVE

Traditional Health

500% increase in traditional health referrals

417 monthly traditional medicine encounters

20 workforce education sessions added to teach health providers how to integrate traditional medicine into patient care

Elders Services

140 Elders utilize the Elders Program every month

700+ meals served every month

40 Elders participated in development of traditional tobacco garden

Youth Services

34 children in Kwacil Youth Success Program

18 teenagers attended the first annual Youth Gathering of Native Americans

39 youth received gifts during the holidays through SIHB's Giving Tree

Epidemiology, Research, and Evaluation

Urban Indian Health Institute (UIHI) is the research division of Seattle Indian Health Board and provides services to Urban Indian Health Programs nationwide. Their mission is to decolonize data, for indigenous people, by indigenous people. UIHI has grown tremendously over the past two years—from five employees in 2017 to 24 by the end of 2018—with more positions being created regularly. UIHI's work is vital to support those who serve American Indians and Alaska Natives.

Bringing attention to violence against Native women

In 2018, UIHI released two research reports that looked at the extent of violence against Native women throughout the country. *Our Bodies, Our Stories* detailed the epidemic of sexual violence against Native women living in Seattle and *Missing and Murdered Indigenous Women & Girls* provided a comprehensive snapshot of the crisis in urban areas throughout the United States.

These reports have informed the public, legislators, law enforcement, and the media about the injustices happening to Native women and the steps needed to address the issues. Through this work, we have reached millions of people around the country and continue to influence legislation at local, state, and national levels.

Epidemiology, Research, and Evaluation by the Numbers

19 new projects began in 2017 and 2018

- Sexual Violence Against Native Women
- Minnesota Indian Women's Resource Center Two Spirit Assessment
- Exploring Barriers to HPV Vaccination in Washington Urban American Indians/Alaska Natives
- Building Resiliency and Action to Nurture Community Health (BRANCH)
- Elders Community Health Profile Program
- Youth Community Health Profile Program
- Suicide in Urban Natives: Detection and Networks to Combat Events (SUNDANCE)
- Money Follows the Person Tribal Initiative
- Urban American Indian Solutions for Comprehensive Cancer Control
- BRANCH Community Grants Program
- Urban Indian Underage Usage Prevention
- Data Coordination
- Oral Health Care Research
- Opioid Overdose Response
- Behavioral Risk Factor Surveillance Survey (BRFSS)
- Asthma Surveillance
- Good Health and Wellness in Indian Country Implementation Reflection Project
- Santa Clara Site Assessment
- Medication Assisted Treatment Project

126 reports published in 2017 and 2018

27 legislative briefs published in 2017

Policy and Advocacy

Seattle Indian Health Board gives congressional testimony every year to the House Committee on Appropriations, securing funds on behalf of all Urban Indian Health Programs. In 2017 and 2018 the government affairs team authored, consulted on, or influenced legislation at a higher number and rate than any time in our 49-year history. Because of this, we have been able to cultivate strong relationships at local, state, federal, and tribal levels.

Advocating for the health of our people

Along with the American Indian Health Commission and Healthcare Authority of Washington, Seattle Indian Health Board was instrumental in getting the Washington Indian Health Improvement Act drafted and sponsored. Passage of this bill would be a significant step in ensuring continued improvements to healthcare and services for urban American Indians and Alaska Natives.

Influencing legislation

In 2017 and 2018, our government affairs department provided legislative support and continues to build on the following policies and bills.

Washington State

SB 5079, HB 1414: Concerning dental health services in tribal settings

SB 5415, HB 1365: Creating the Washington Indian health improvement act

HB 1713: Improving law enforcement response to missing and murdered Native American women

SB 5392, HB 1317: Establishing the profession of dental therapist

SB 5732, HB 1497: Concerning foundational public health services

Federal

S 1942, HR 4485; S 227: Savanna's Act

HR 7362: Pay our Doctors Act of 2018

S 2700, HR 5545: Comprehensive Addiction Resources Emergency Act

HR 6097: State-Based Universal Health Care of 2018

HR 5140: Tribal Addiction and Recovery Act

Workforce Development

Without a commitment to workforce development, we wouldn't be able to offer the type of services we strive for today and in the future. Seattle Indian Health Board takes pride in preparing future generations of healthcare practitioners to successfully work in culturally attuned health settings. We aim to be the choice employer for healthcare professionals and others interested in working with Native communities.

Not only have we increased our staff by 30 percent and, therefore, our services to our community, we have been recognized for our commitment to our staff's futures. In 2018, Seattle Indian Health Board was named the overall winner of Alliance Benefit Group's 2018 Plan Sponsor of the Year for the 401k plan we offer our employees.

Training the future generations

Seattle Indian Health Board is dedicated to passing down knowledge to the next generation of health professionals. Four residents graduated from our Family Medicine Residency Program in 2017 and 2018. Seventy-seven percent of our graduates go on to work in underserved communities, with half of all graduates working in Indian Country.

We established a collaborative agreement with University of Washington to train behavioral health professionals and also formed a Traditional Health Apprenticeship Program, which grew from two apprentices in 2017 to four in 2018. Our traditional health staff also expanded from one practitioner in 2017 to three in 2018. These programs allow those interested in culturally attuned settings and traditional medicine practices the opportunity to learn from our experienced practitioners.

Workforce Development by the Numbers

Staff increased from 152 at the end of 2017 to 197 at the end of 2018

50% of employees identify as American Indian and/or Alaska Native

60% of employees are women

4 graduates from our Family Medicine Residency Program

Financials

Revenue by Category

	FY 2017		FY 2018	
Contracts	$7,697,151	42.4%	$10,244,863	50.9%
Grants	5,413,070	29.9%	5,341,948	26.6%
Programs	4,581,243	25.3%	4,140,779	20.6%
Contributions	64,986	0.4%	100,658	0.5%
Other Revenue	63,551	0.4%	257,761	1.3%
Non-Operating Revenue	312,336	1.7%	23,487	0.1%
Total Revenue	**$18,132,337**		**$20,109,496**	

Expenditures by Division

	FY 2017		FY 2018	
Medical	$6,513,970	36.2%	$7,141,630	35.5%
Administration	4,678,512	26.0%	4,303,722	21.4%
Behavioral Health	3,570,002	19.8%	3,758,908	18.7%
UIHI	1,706,241	9.5%	2,568,447	12.8%
Community Services	915,166	5.1%	1,410,354	7.0%
Traditional Health	604,697	3.4%	936,715	4.7%
Total Expenditures	**$17,988,588**		**$20,119,776**	
Net Income (Loss)	**$143,749**		**($10,280)**	

Donors and Sponsors

Thank you to all who have donated to Seattle Indian Health Board in 2017 and 2018. It is because of your generosity that we are able to continue serving our community in a good way now and into the future.

Below are individuals and organizations that have made contributions of $1,000 or more in 2017 and 2018.

8th Generation
Amerigroup
Arcora Foundation
Bateman Consulting
Carol Baker
Central Council of Tlingit & Haida Indian Tribes of Alaska
Chief Seattle Club
Coordinated Care
Cornelius Van Niel
Elliott & Morgan Building Maintenance
Foster Pepper
Gilead
Haida Heritage Foundation
Hazelden Betty Ford Foundation
Horizon House
Jania R. Garcia
Johnpaul Jones
Kathleen McKnight
Kauffman & Associates
Leeann Subelbia
Martin and Annice Seeling Trust
Muckleshoot Indian Tribe
Northwest Kidney Center
OneDigital
Ros Bond & Jill Marsden Family Charitable
Rosalee Walz
Salal Credit Union
Sealaska Corporation
Seattle Center
Seattle Foundation
Seattle Peace Chorus
Shamrock Consulting
Sharyne Shiu Thornton
Sheppard Salusky
Steve Kutz
Swedish Medical Center
Tlingit & Haida Washington Chapter
United Indians of All Tribes Foundation
Wyman Youth Trust

A Patient-Centered *Cultural Facility*

In 2022, Seattle Indian Health Board will begin renovating the Leschi Center clinic to accommodate the recent growth in patients, staff, and cultural programming. These upgrades will also help us fully implement our Indigenous Knowledge Informed Systems of Care model, integrating our behavioral health, dental, medical, and traditional health services. By 2026, we will be able to accommodate a 40 percent increase in patients.

We Need Your Support

With the help of our supporters, we aim to raise $46.2 million by 2022. To date, approximately 10 percent ($4.95 million) of our fundraising goal is secured through committed funds and in-kind support. Once we secure $30.9 million, we will begin renovations and expansion of our clinic and offices. Then, once we secure the full $46.2 million, we will begin construction to add an additional two floors with 100 units of low-income housing.

Your support will help us be the best community health clinic for our people and the employer of choice for culturally attuned health professionals.

VISIT WWW.SIHB.ORG/DONATE TO CONTRIBUTE TODAY.



Features of Our New Facility

Collaborative and holistic spaces designed to improve experiences for patients and providers, address the unique health needs of the American Indian and Alaska Native population, and lower health care costs.

Integrated care spaces to address behavioral health needs, such as patient rooms outfitted for telemedicine and group space for mental health and chemical dependency services.

Community gathering space for American Indian and Alaska Native cultural events, ceremonies, and traditional gatherings.

100 units of low-income housing to address the disproportionate rates of homelessness among American Indians and Alaska Natives and the rising housing costs in King County.

Seattle Indian Health Board
For the Love of Native People
611 12th Avenue South
Seattle, WA 98144
(206) 324-9360
www.sihb.org

Board of Directors

Chris Stearns (Navajo), JD
PRESIDENT

Sharyne Thornton (Cherokee), PhD
VICE PRESIDENT

J. Roger Lee
CO-TREASURER

Cornelius Van Niel, MD
CO-TREASURER

Tom Warren (Choctaw), SB ME
SECRETARY

Alix Anderson (Oglala Sioux), RN

Juleann C. Gandara (Cherokee), MD

Jania R. Garcia (Haida), MA

Lauren King (Muskogee Creek), JD

Fred Lauth (Haida), JD BA

Shelley Means (Ojibwe/Lakota), BA

Executive Leadership Team

Esther Lucero (Diné), MPP
CHIEF EXECUTIVE OFFICER

Aren Sparck (Cup'ik), MUP
GOVERNMENT AFFAIRS OFFICER

Abigail Echo-Hawk (Pawnee), MA
CHIEF RESEARCH OFFICER

Pam Grindley, JD
CHIEF HUMAN RESOURCES OFFICER

Annette Squetimkin-Anquoe (Colville), PhD
CHIEF TRADITIONAL HEALTH OFFICER

Crystal Tetrick (Otoe Missouria), MPH
CHIEF OPERATIONS OFFICER

Ben Luety, CPA
CHIEF FINANCIAL OFFICER

Emily Ashbaugh, MD
CHIEF MEDICAL OFFICER