



AIHFS Strategic Plan 2025-2028

Letter from the Chief Executive Officer and Chairperson of the Board



As we embark on this new chapter for our organization, we are pleased to share our vision for the next three years--- a strategic plan that will guide our efforts and help drive long-term success. This plan is rooted in four key strategic directions:

First, **Transforming Operations** will remain central to our mission. To effectively serve our community, we must modernize and strengthen our operations. This includes streamlining processes, integrating technology, fostering a culture of continuous improvement, and optimizing human resources to align workforce capabilities with current and future needs.

Second, we will focus on **Optimizing Fiscal and Governance Resources**. We are committed to ensuring that our financial practices align with our mission and organizational priorities. Through prudent financial management and effective governance, we will strengthen accountability and transparency. These efforts will help secure existing resources while positioning the organization to pursue new funding opportunities that support our long-term sustainability.

Third, **Building Community Partnerships** is essential to our continued success. We recognize that our impact is amplified through collaboration with organizations, stakeholders, and the communities we serve. By fostering partnerships, we can leverage resources, share knowledge, and develop comprehensive health initiatives that address the unique needs of our population. Our commitment to collaboration and engagement will help us create a healthier and more resilient community.

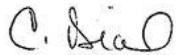
Finally, we will **Elevate, Improve and Expand Agency Services** by investing in a new state-of-the-art health and wellness center developed through strategic partnerships. This new facility will provide expanded space, enhanced infrastructure, and increase capacity to deliver innovative, integrated, and patient-centered care that meets the evolving needs of the community.

This strategic plan outlines both our goals and the methods we will use to achieve them. While having a clear direction and a documented plan is essential, success ultimately depends on implementation. We view this plan as a roadmap for the journey ahead, providing both direction and purpose as we move forward together.

In addition, this Strategic Plan incorporates measurable goals and performance expectations that will be monitored continuously over the next three years. This framework will help evaluate progress toward achieving our objectives while allowing us to reassess processes and activities to ensure we remain aligned with our desired outcomes.

As we finalize our Strategic Plan for the coming three years, we proudly acknowledge the dedicated efforts of our Board of Directors, leadership team, staff, and community partners. To everyone who contributed to this process, we extend our sincere gratitude for your commitment to AIHFS and the communities we serve.

Sincerely,



Chasity Dial
Chief Executive Officer
Lumbee Tribe of North Carolina
Oklahoma



George Luckey
Chairperson of the Board
Muscogee Nation of

Board of Directors

Chairperson: George Luckey (*Muskogee Nation of Oklahoma*)

Vice-Chair: Bethany Hughes (*Choctaw Nation of Oklahoma*)

Treasurer: Casey Haam

Secretary: Joanne Sobeck (*Sault Ste. Marie Tribe of Chippewa Indians*)

Members at Large:

Marilyn Roubidoux (*Iowa Tribe of Kansas and Nebraska*)

Adam Hollier (*Muskogee Nation of Oklahoma*)

Katie Schultz (*Choctaw Nation of Oklahoma*)

Steven Morello (*Sault Ste. Marie Tribe of Chippewa Indians*)

Jared Ten Brink (*Nottawaseppi Huron Band of Potawatomi*)

Petersen Decker

Introduction

American Indian Health and Family Services (AIHFS) has been providing essential health care to American Indians, their families, and underserved populations since 1978. Funded through the U.S. Indian Health Service—an obligation established through treaties between American Indian tribal nations and the federal government—urban organizations such as AIHFS provide healthcare and prevention services that improve the health and well-being of Native populations residing in southeastern Michigan.

Our **mission** is to provide integrated, culturally grounded healthcare that honors the sacred connection between our people and traditions. We are dedicated to empowering Southeast Michigan families to achieve Minobinmaadziwin (The Good Life) through holistic wellness and the enhancement of physical, spiritual, emotional, and mental health.

We **envision** a thriving wellness center, rooted in Native American cultural values and teachings, and welcoming to all, where holistic care and Western medicine come together to meet community needs and nurture lifelong wellbeing.

Our mission and vision are guided by values rooted in the Seven Grandfather Teachings.



Truth

- We share facts and perspectives, acknowledge impact, and invite differing viewpoints.

Honesty

- We communicate openly about what we know and do not know while setting realistic expectations.

Love

- We speak with compassion, assume good intentions, offer support and demonstrate care for others and generations to come.

Respect

- We listen first, protect dignity, and responsibly steward resources.

Wisdom

- We combine modern science with traditional knowledge and seek guidance from elders and experts.

Humility

- We acknowledge limitations, welcome feedback, and share credit with others.

Courage/Bravery

- We address difficult issues, advocate for client's safety, and pursue innovative approaches.

The Grandfather Teachings serve as the foundation of our values that shape AIHFS. In addition to these powerful teachings, we embrace guiding principles that support a positive workplace culture and contribute to improved health and well-being of our clients.

Teamwork and Cooperation

- Foster collaboration among teams, programs, and departments.

Adaptability and Growth

- Ensure services remain responsive to evolving community needs while promoting continuous learning and openness to change.

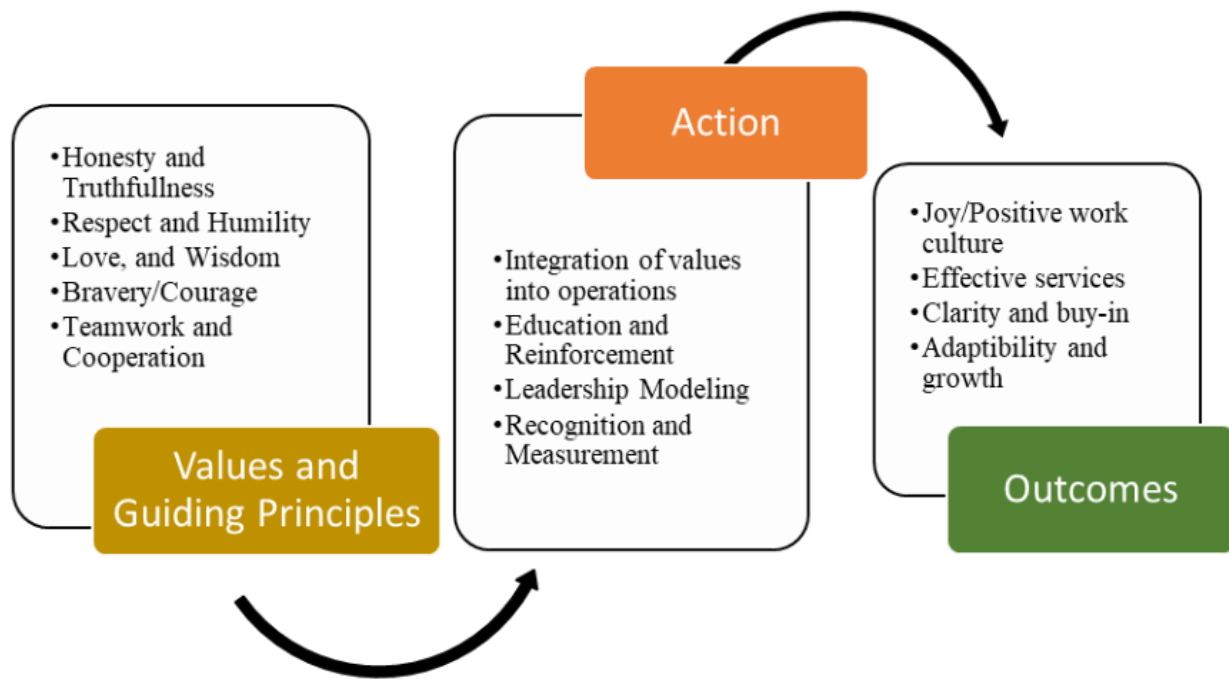
Measurement and Impact

- Define success through actionable metrics and evaluation methods that protect confidentiality.

Leadership Modeling

- Executive leadership and Board members must consistently demonstrate organizational values in their roles and responsibilities.

Together, our values and guiding principles inspire action and support meaningful outcomes as depicted in the figure below.



Who We Serve

American Indian Health and Family Services provide health care services to American Indians residing within a seven-county region of southeastern Michigan. Although the target population is relatively small compared to the total regional population (see table below), more American Indians live in this service area than on any of Michigan's 12 federally recognized tribal reservations.

Table 1: American Indian and Alaskan Natives Alone or in Combination with One or More Races in Southeastern Michigan

County	American Indians/Alaskan Natives	Total Population
Livingston	1,811	193,866
Macomb	8,654	881,217
Monroe	1,360	154, 809
Oakland	12,158	1,274,395
St. Clair	1,997	160,383
Washtenaw	5,169	372,258
Wayne	19,975	1,793,561

Source: U.S. Census Bureau, 2020 American Community Survey

Our client population includes but is not limited to American Indians. We also serve local communities that are racially diverse as well as underserved and low income clients. More than 75 tribes are represented among our clients, with the top five tribal nations including the Sault Ste. Marie Tribe of Chippewa Indians, Little Traverse Bay Bands of Odawa Indians, Little River Band of Ottawa Indians, Cherokee Nation, and the Eastern Band of Cherokee Indians.

In FY25/26, we have 984 active patients, 60% of whom are female. Slightly more than half (51%) have private insurance, while 41% have Medicaid and 5% have Medicare.

Strategic Plan Details (2025-2028)

TRANSFORM OPERATIONS

- **Goal: Improve Systems**

Year 1	Year 2	Year 3
• Establish project management policies, tools, and procedures	• Implement and train staff on project management practices	• Evaluate and optimize project management system for sustainability
• Start-up and early implementation of the new EHR system	• Monitor effective utilization of EHR for patient care	• Maximize EHR for planning, accountability, and evaluation

- **Goal: Optimize Human Resources**

Year 1	Year 2	Year 3
• Restructure organizational chart	• Clarify roles, responsibilities, and reporting structure	• Conduct HR effectiveness assessment to ensure functionality
• Conduct diagnostic assessment of hiring, onboarding, and retention	• Redesign and improve hiring/onboarding; implement retention strategies	• Evaluate and optimize hiring/onboarding/retention for long-term sustainability
• Conduct training needs assessment (1 department per quarter)	• Develop and launch department specific training programs	• Measure training effectiveness; refine programs; create continuous learning culture

OPTIMIZE FISCAL & GOVERNING RESOURCES

- **Goal: Increase Board & Agency Transparency and Engagement**

Year 1	Year 2	Year 3
• Advertise and educate on BOD/staff roles	• Create BOD–staff exchanges at quarterly meetings	• Launch annual Board–Staff Strategic Forum
• Establish performance metrics for AIHFS	• Review annually	• Review annually

- **Goal: Increase Unrestricted Funds**

Year 1	Year 2	Year 3
• Establish targets, purpose, and sources for funding	• Establish major gifts (individual donor) program	• Develop plan for establishing an endowment fund

BUILD COMMUNITY PARTNERSHIPS

- **Goal: Identify and Cultivate Five (5) Partnership Projects**

Year 1	Year 2	Year 3
• Select tribes for potential partnerships	• Establish one partnership project with a tribe	• Strengthen, expand, and formalize collaborative work; replicate model

- **Goal: Improve Community Engagement**

Year 1	Year 2	Year 3
• Collect client data (focus groups, interviews, surveys)	• Identify engagement priorities; create engagement plan	• Partner with community organizations
• Establish engagement committee (definitions, expectations, strategy)	• Enhance communication platforms	• Expand engagement efforts based on Year 2 outcomes

ELEVATE, IMPROVE & EXPAND AGENCY SERVICES AND PRESENCE

- **Goal: Establish New Urban Quality Health Center**

Year 1	Year 2	Year 3
• Continue efforts to complete new health campus • Develop transition plan for new site	• Finalize move-in logistics; execute operational transition • Construction & facility readiness	• Evaluate first-year operations (workflow, services, financial performance) • Develop long-term maintenance and capital improvement plan

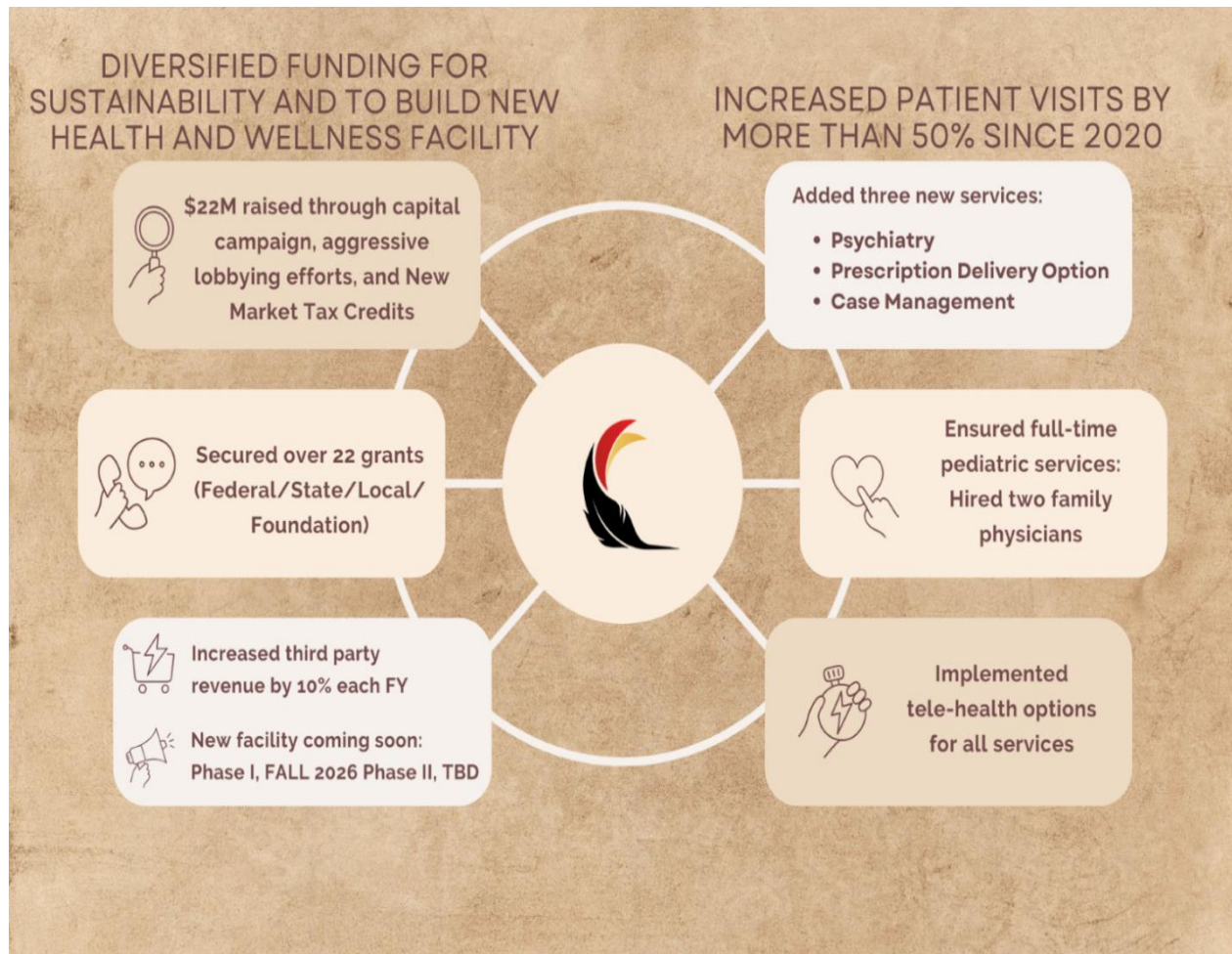
- **Goal: Enhance Awareness of AIHFS**

Year 1	Year 2	Year 3
• Collect testimonials; include AIHFS in tribal communications • Develop internal/external communication plans	• Expand outreach through multi-platform campaigns • Integrate AIHFS values into communications • Implement plan to increase social media presence	• Build long-term community engagement & brand recognition strategy • Evaluate and refine communication practices • Evaluate content performance; refine strategy; develop ongoing themes

Implementation Evaluation

The leadership of AIHFS is committed to following a bi-annual review (December and June) process to monitor and support the implementation of the strategic plan. The Strategic Planning Committee of the Board of Directors will assume responsibility for establishing measurable outcomes and organizing the review process.

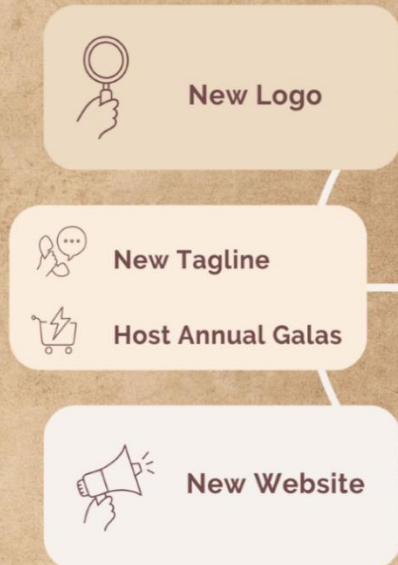
AIHFS Accomplishments Since 2020



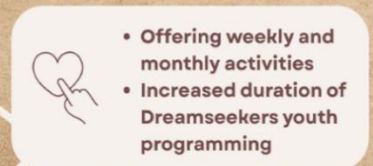
DONORS AND SPONSORS



INCREASED AWARENESS BY NEW BRANDING STRATEGIES



INCREASED CULTURAL OPPORTUNITIES BY 50%



AWARDS & RECOGNITION



Strategic Planning Process

In FY 25, the Strategic Planning Committee (SPC) was tasked with updating the AIHFS Strategic Plan. The SPC contracted with Blackhawk Consulting, a third party, to facilitate the assessment process, develop strategic directions and strategies, and align the plan with organizational values and goals. The planning process was guided by the following question:



How do we, over the next 3-years enhance the capacity and collaboration of our staff and board members to provide effective and comprehensive programs that sustain and grow American Indian Health and Family Services?

Blackhawk conducted four virtual meetings with the SPC to coordinate planning activities, provide progress updates, and review outcomes. In addition, Blackhawk facilitated six workshops—two virtual and four in person—with participation from Board members, staff, and organizational leadership.

At the conclusion of the process, Blackhawk delivered a technical report summarizing the planning activities, findings, strategic directions, and implementation recommendations. The facilitated meetings and discussions occurred over eight months during 2025 and included the following activities:

- A virtual workshop to review data collected through the environmental scan and examine organizational and community conditions affecting planning.
- In-person workshops focused on developing a practical vision, identifying organizational challenges, determining strategic directions, and prioritizing implementation activities.
- A virtual workshop to review feedback and discuss updates to AIHFS's mission, vision, and values.

Organizational and Environmental Context

The environmental scan workshop utilized five primary data sources to help identify AIHFS's strengths, service gaps, and future programming needs. Data sources included:

- Fall 2024 AIHFS Employee Satisfaction Survey
- 2024 AIHFS Community Health Assessment
- AIHFS Client Satisfaction Survey
- AIHFS Service Utilization and Forecast Data
- Detroit Community Health Profile (Urban Indian Health Institute)

Findings from the data indicate that AIHFS has significant organizational strengths and currently meets many community needs. However, the assessment also identified opportunities to improve data collection and evaluation methods to better assess service effectiveness and support future expansion planning.

Employee Satisfaction

Strengths

- Employee's value current benefits, work-life balance, and relationships with coworkers.

Areas for Growth

- Professional development opportunities
- Organizational climate improvements
- Stronger communication between leadership and staff

Community Health Assessment

Strengths

- Community satisfaction with access to screenings, vaccines, culturally appropriate services, and high-quality nutritional information

Areas for Growth

- STI screening access
- Stronger provider-client relationships
- Expanded outreach to households and veterans
- Improved communication regarding mental health, food programs, screenings, and vision care

Client Satisfaction

Strengths

- Welcoming and clean clinic environment
- Staff responsiveness to client concerns

Areas for Growth

- More thorough client assessments
- Increased client feedback collection to support data-driven improvements

Service Utilization and Forecast

Strengths

- Increased average visits per client
- Growth in family practice and behavioral health services

Areas for Growth

- Anticipated increase in visits and patients in the new facility
- Additional providers and staffing support needed beginning in 2027
- Potential expansion of dental and cultural services
- Increased partnerships and community collaborations
- Improved visibility and awareness of AIHFS services

Detroit Community Health Profile

Strengths

- Lower regional suicide mortality rates
- Access to healthy food options

Areas for Growth

- Staff education initiatives
- Enrollment support for Healthy Start programs
- Expanded website links to regional resources
- Food voucher programs
- Early intervention education promoting healthy behaviors