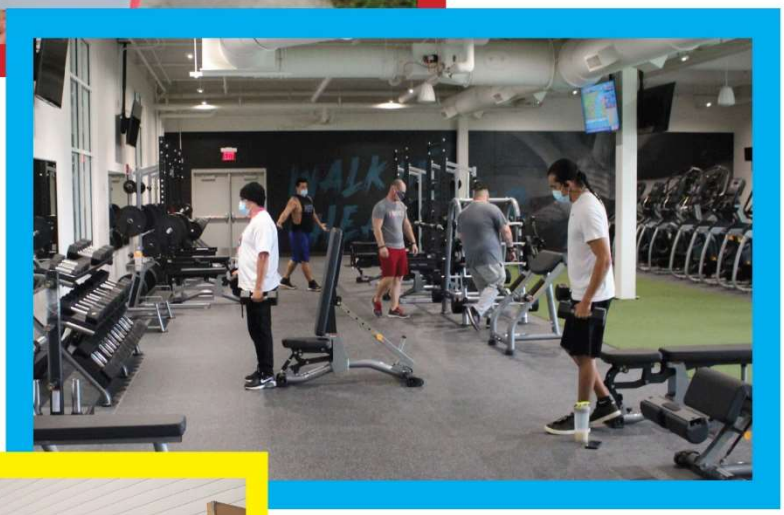
Health



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G. Health

I. Successes from the MITW 2007 Strategic Plan.

The 2007 Strategic Plan's healthcare workgroup included members of the community, partners, and stakeholders to create three goals and seven objectives. The workgroup addressed changes needed to improve the quality of life for Tribal community members. In the 16 years since the plan was created, the community, partners, and stakeholders developed long-lasting collaborative relationships, including:

- Pediatric Integrated Care Collaborative Work Group.
- Fostering Futures Advisory Board – development of a training plan for community agency partners.
- Multidisciplinary Team – Trauma Informed Care/Website.
- Community Engagement Action Group.
- Teen Pregnancy Prevention Coalition.
- Coordination of Medical and Behavioral Health Care.

Additional services added through the implementation of goals and objectives in the 2007 strategic plan:

- Fitness Instructor – afterschool program at Keshena Public Schools, Tribal School, and Menominee Indian Middle School.
- WIC - Height and Weight screenings at Head Start and the Day Care Center.
- Teen Clinic – held at MISD.
- Fitness and Health Promotion Specialist provides exercise classes at Recreation Center.
- Ambulance stand-by coverage for football games.
- Vision Screenings Diabetes Educator – provides workforce education and training.
- Community Support Programs.
- Coordinated care during COVID-19 to limit return visits to the clinic.
- Pharmacy curbside delivery.
- New services introduced for Chiropractic, Physical Therapy, and Acupuncture; to eliminate the use of opioids.
- 40 years of providing health care services; remodeling enhanced services provided.
- In 2014, the Clinic received the National Dental GPRA Award.

The goals and objectives created in 2007 were revisited and provided opportunities for ongoing collaboration and relationship building. The 2023 plan includes goals and objectives that will build upon the successes of the 2007 plan.

II. Community Survey Overview

The Community Survey asked respondents a total of three questions regarding their perceptions of the quality of health care on the reservation, health care services that currently meet community needs, and health care services the community would like to see made available. The survey results revealed the following highlights:

- Respondents were asked to rate the quality of health care services provided on the Menominee Reservation. In 2023, the ratings were more favorable than the previous survey in 2005.
- 58% of on-reservation respondents and 43% of off-reservation respondents indicated the healthcare services that are currently available meet their needs.
- Respondents indicated they would like to see 24/7 x-rays, walk-ins, and emergency services at the clinic; they would like to see a wider range of health professionals; and more holistic/traditional and alternative care options.
- Access to more AODA and addiction treatment/services, as well as mental health services, are needed.

> Survey respondents would like to see improvements in the ability to schedule appointments and a better referral system for health services.

For more information concerning the comparative data results refer to the website, Menominee App, Menominee Nation News, or call Administration at (715) 799-5154 to request information.

III. Planning Workgroup

A workgroup comprised of professionals and community members evaluated the community survey results to identify and address problems and their underlying causes. The workgroup identified programs that directly address health care systems and the quality of health care on the Reservation. The workgroup consisted of the primary and alternate representatives from the following departments:

- Aging and Long-Term Care
- Agriculture and Food Systems
- Communications
- Community Resource Center
- Emergency Management
- Environmental Services
- Information Technology
- Maehnowesekiyah
- Menominee Tribal Clinic
- Youth Services

The workgroup met weekly throughout a two-month period in early 2023. Information about the workgroup's efforts to develop goals and objectives for healthcare was posted on the website, the Menominee App, and made available at retreats, community meetings, and through the Menominee Nation Newspaper.

IV. Programs with a Specific Emphasis on Health

The workgroup recognized that all departments and programs operated by the Tribe have a vested interest in the promotion of health and wellness, the workgroup identified the following Tribal programs as resources due to their collective knowledge and emphasis on health and wellness:

- **Menominee Tribal Clinic:** The department provides quality, accessible, and comprehensive care services for medical, dental, and community health to Tribal members and other clients.
- **Maehnowesekiyah Wellness Center:** The department is responsible for the development and oversight of a vast array of programs and services aimed at curbing alcohol and other drug abuse among members of the community utilizing a cultural-based approach.
- **Aging:** This department is responsible for the development and oversight of programs and services aimed at caring for and protecting the rights of, and providing nutritious meal services, to the elderly.

V. SWOT Analysis

Legislators, Directors, and the Administration Department identified the Strengths and Weaknesses, which focused on the current conditions (NOW), and the Opportunities and Threats, which focused on the future story (FUTURE).

Strengths	**Weaknesses**
Culture camp to promote spiritual health. Clinic promotes health within/among staff. Walking paths. Community activities that promote health. Transportation services for medical appointments. Tribal doctors treat patients in Shawano Hospital. Mobility of services and bringing services into the school for screenings, dental, etc. The reservation has diverse forest medicines. The Elder Food Box initiative. Available and accessible personal health services. Nutrition programs in the school.	More traditional services. Lack of access to medicinal plants in the forest. MAT services are available without counseling. Vacancies and a lack of applicants to fill specialized vacancies. Limited telehealth appointments. Access to orthodontic services for youth. Mobil pharmacy for off-reservation members. Need for extended hours, weekend/later into the evening. Awareness of services available/lack of advertising.
Opportunities	**Threats**
More communication on the benefits of exercise. Communicate the benefits of nutrition. Bring prevention services to the community through home visits and mobile vans. Moving from trauma to the next step – post-traumatic growth. Preventive health – incorporate traditional foods into diets, health, and spiritual benefits. Lifestyle education on cures for health issues. Health assessments/insurance programs. Expand cultural health facilities/services.	Sedentary lifestyle after COVID. No telehealth, some people may not be able to get to the clinic. Rise in substance abuse. Pharmaceutical changes – switching from one addiction to another. Access to services; extended and weekend hours. Lack of insurance for members off-reservation. Labor market – losing doctors, RNs, and dentists due to continually rising wages and location – we need to grow our own and retain them.
Passions	**Priorities**
More collaboration between clinic staff and incarcerated people. Increase access to mental health/grief services. Communicate the benefits and incorporate habits for health and exercise. Bring services to community members rather than having them go to the services. In-home health/exercise for elders. Focus on positives – get rid of the trauma. Aftercare for treatment. Traditional medicines and cultural connections.	Education and use of preventative/natural medicines or alternative methods. Transitional housing/sobriety. First Responders – wellness and counseling programs. Collaboration – clinic staff and incarcerated people. Utilize the communication plan to inform tribal members. Bring wages up/recruit and retain employees. Stop deaths from overdoses.

A full report of the SWOT Analysis for Healthcare is available on the website: https://www.menominee-nsn.gov/GovernmentPages/Initiatives/StrategicPlanning.aspx, on the Menominee App, by requesting a copy from the MITW Tribal Chairperson, PO Box 910, W2908 Tribal Office Loop Road, Keshena, WI 54135, or you may call (715) 799-5154.

VI. Overview of Goals and Objectives

In the Health service area, the workgroup developed two goals and eleven objectives. These goals include the following:

- Goal One: Maintain and expand health/prevention services.
  - Objective One: Review MTC's 5-year Business Operations Plan.
  - Objective Two: Create a specific Operations Plan modeled from MTC's 5-year Business Operations Plan for Behavioral Health, Aging, and Family Services as well as AODA at Maehnowesekiyah.
  - Objective Three: Recruit and retain providers; create an efficient flow for expanded specialist services for Physical Therapy, Massage Therapy, Chiropractic, and Acupuncture.
  - Objective Four: Provide aftercare services for transitional and other support groups; Narcotics Anonymous (NA); Smart Recovery options.
  - Objective Five: Create a plan for expanding the use of telehealth services for Tribal members.
  - Objective Six: Add other types of nature-based therapies – medicinal plants (Prevention and Behavioral Health) – Maehnowesekiyah.
- Goal Two: Create a community of individuals who are responsible for making healthy lifestyle choices.
  - Objective One: Plan and communicate health data back to the community to increase awareness of health conditions.
  - Objective Two: Highlight champions of health to showcase successes and encourage other community members.
  - Objective Three: Create challenges/incentives and develop strategies that focus on approaches to making healthy change.
  - Objective Four: Define, educate, and promote trauma-informed care and response strategies to incorporate approaches across the delivery of services and development of policies.
  - Objective Five: Develop strategies that focus on food as medicine.

Figure 1: COVID Shots

HEALTH Goal ONE: Maintain and Expand Health/Prevention Services.			
Objectives: ➔ **Categories:** ⬇	*Objective One: Review MTC's 5-year Business Operations Plan.*	*Objective Two: Create a specific Operations Plan like MTC's 5-year Business Operations Plan for Behavioral Health, Aging, and Family Services as well as AODA at Maehnowesekiyah*	*Objective Three: Recruit and retain providers; create an efficient flow for expanded specialist services for Physical Therapy, Massage Therapy, Chiropractic, and Acupuncture.*
Inputs/ Resources	• Current MTC five-year plan.	• None available.	• Current workflow for specialist services. • Current retention and recruitment procedures.
Outputs/ Activities	• # of meetings and notes from annual reports. • Continue to attend and gain collaborative partnerships at Community Engagement Workshop to create and complete 90-day plans.	• Bring all parties to the table to train and provide overview for creation of 5-year business operations plans for the listed departments.	• Attend Community Engagement Workshop to create a 90-day plan to collaborate with others on expansion of efficient workflow for specialized services. • Review and revise current Retention and recruitment plan.
Outcomes/ Results	• Update revision of the MTC five-year Business Operations Plan.	• Clearer picture of business operations for Behavioral Health, Aging, Family Services, and AODA at Maehnowesekiyah. • Creation of workflow process and procedures. • # of policies created. • # of policies approved	• Recruitment and retention plan. • Network referral system. • Workflow plan created for specialized services.
Baseline Data	• Current version of MTC 5-year Business Operations Plan.	• None Available.	• Current recruitment and retention plan. • Current process and procedures. • # of professional participants. • # of current services expanded.
Timeline	•	•	•

HEALTH Goal ONE: Maintain and Expand Health/Prevention Services (continued).			
Objectives: ➔ **Categories: ⬇**	*Objective Four: Provide aftercare services for transitional and other support groups; Narcotics Anonymous (NA); Smart Recovery options.*	*Objective Five: Create a plan for expanding the use of telehealth services for Tribal members.*	*Objective Six: Add other types of nature-based therapies – medicinal plants (Prevention and Behavioral Health) – Maehnowesekiyah.*
Inputs/ Resources	♨ None available within Reservation boundaries.	♨ None available at this time.	♨ None available at this time.
Outputs/ Activities	♨ Create 90-day plans at Community Engagement Workshop to gain partners and develop relationships to gain resource information. ♨ Develop support groups in all communities on the Reservation.	♨ Create 90-day plans at Community Engagement Workshop to gain the necessary partnerships needed to provide telehealth services.	♨ Create 90-day plans at Community Engagement Workshop to gain the necessary partnerships needed to provide nature-based therapies and medicinal plants.
Outcomes/ Results	♨ Resource information available to tribal members who may need additional support services. ♨ Transport is available for tribal members to gain access to different support group services. ♨ Lower the number of individuals who may need inpatient treatment due to the lack of support services.	♨ Eliminate barriers that have eliminated the use of telehealth meetings. ♨ Gain revenue by coding 15-minute visits for telehealth services. ♨ Increased Telehealth visits for medical and behavioral health services.	♨ Gain provider who is credentialed in this specific area of expertise. ♨ Provide prevention and behavioral health areas with nature based. therapies – medical plants ♨ # of policies created. ♨ # of 90-day plans created.
Baseline Data	♨ No current information available.	♨ No current information available.	♨ No current information available.
Timeline	♨	♨	♨

HEALTH Goal TWO: Create a community of individuals who are responsible for making healthy lifestyle choices.			
Objectives: ➔ **Categories:** ⬇	*Objective One: Plan and communicate health data back to the community to increase awareness of health conditions.*	*Objective Two: Highlight champions of health to showcase successes and encourage other community members.*	*Objective Three: Create challenges/ incentives and develop strategies that focus on approaches to making healthy changes.*
Inputs/ Resources	• Current communications are being conducted to inform the community.	• Gain several individual health champions.	• Current departmental strategies and incentives being used. • Different approaches are currently being used.
Outputs/ Activities	• Identify current communications being used to increase awareness. • Attend Community Engagement Workshop to gain partners and develop relationships to improve communication of health data.	• Invite health champions to attend the Community Engagement Workshop to gain ideas on how to approach other tribal members. • Develop a plan of action to encourage other community members to be health champions.	• Develop challenges and create incentive-based strategies that are fun and invigorating so tribal members want to make healthy changes.
Outcomes/ Results	• Increased awareness of health conditions. • Health data measures.	• Identify and showcase health champions to encourage others to do the same. • # of individuals who are health champions. • Increased number of participants.	• Increase the number of tribal members who are motivated to accept the challenge to make healthy changes within their households.
Baseline Data	• Current reports are used to indicate where improvements are needed.	• Number of healthcare champions who have changed their lifestyles.	• Current challenges and number of tribal members involved.
Timeline	•	•	•

HEALTH Goal TWO: Create a community of individuals who are responsible for making healthy lifestyle choices (continued).			
Objectives: ➔ **Categories:** ⬇	*Objective Four: Define, educate, and promote trauma-informed care and response strategies across all departments for the delivery of services and development of policies.*	*Objective Five: Develop strategies that focus on food as medicine.*	
Inputs/ Resources	• Current Trauma Informed Care trainer, participants, and response strategies. • DAIT Program for information, assistance, and support. • ACES for information, assistance, and support.	• Obtain current strategies being used by Agriculture and Food Systems. • Coordinate all areas that focus on food as medicine. • List resource partners.	
Outputs/ Activities	• Gain listing of all available support programs that currently exist. • Develop 90-Day plans to gain partnerships. • Identify marketing and communication methods.	• Develop a listing of all entities involved in Agriculture and Food Systems. • Create 90-day plans to gain partnerships.	
Outcomes/ Results	• Increase the number of individuals trained as trainers in Trauma Informed Care. • Increase the number of community members being served. • Create partnerships to inform, assist, and support those in need.	• Community Kitchen with policies, procedures, and processes needed to serve the community. • Provide resources to community members who are under-served (homeless, low-income, youth, and elders).	
Baseline Data	• # of Trainings currently being done. • # of Train the trainers currently certified.	• # of food systems that exist locally. • Listing of partners that currently exist.	
Timeline	•	•	

VII. Responsible Parties

The following is used to identify responsible parties in the matrix sections of the strategic plan:

- The primary lead department (P*) is responsible for coordinating efforts to complete the specific objectives listed.
- The primary departments (P) are responsible for directly assisting the lead in completing the specific objectives listed.
- The secondary departments (S) are responsible for attending meetings and providing input to assist in achieving the specific objectives listed.

Agencies/Organizations	HEALTH										
	Goal 1						Goal 2				
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
Tribal Departments											
Administration	P*	P*	P*	P*	P*	S	P	S	S	P*	P*
Advocacy and Support Services										P	
Aging and Long-Term Care		P*	P*		P*				S	S	
Agriculture and Food Systems									P	S	P*
Chairman's Office	S	S								S	S
Child Support				S						S	S
Communications							P	P	S	S	
Community Development										S	
Community Resource Center				P*						S	
Conservation										S	
Early Childhood Services			P		P*				S	S	
Education										S	S
Emergency Management										S	
Environmental Services										S	S
Family Services		P*		P*						S	S
Finance	P									S	
Gaming Commission										S	
Historic Preservation						P*				S	S
Housing			P*	P*						S	
Human Resources					P*				S	S	
Information Technology										S	
Kaehkenawapahtaeq										S	
Land Management										S	
Language and Culture			P*	P*	P*	P*				S	
Legal Services					P*					S	
Lending and Taxes										S	

Agencies/Organizations	HEALTH										
	Goal 1						Goal 2				
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
Maehnowesekiyah		P*		P*	P*					S	S
Maintenance										S	
Member Services										S	
Probation										S	
Prosecutor										S	
Public Defender										S	
Transportation										S	
Tribal Archives										S	S
Tribal Jail					P*					S	
Tribal Police										S	
Tribal School			P						S	S	S
Youth Services									S	S	S
PARTNERS											
Bureau of Indian Affairs	p	p	S		P						
Churches										S	
College of Menominee Nation			P*							S	S
Community	S	S			S		S	P	S	S	S
Great Lakes Inter-Tribal Council					S						
Menīkānaehkem										S	
Menominee Casino									S	S	
Menominee County			S		P					S	
Menominee Indian School Dist.					P			S	S	S	S
Menominee Tribal Clinic	P*	P*	P*		P*	P*	P*	P*	*P	P*	P*
Menominee Tribal Courts										S	
Menominee Tribal Enterprise										S	
Menominee Tribal Legislature	p	p	S	S	S					S	
Menominee Tribal Schools			P		P*			S		S	S
Nataenawemakano (YSP)										S	
State of Wisconsin		S	S		P	P					
UW Extension											
Wolf River Development										S	
Woodland Boys and Girls Club										S	