



Resolution No. 72-70

RESOLUTION OF THE
WHITE MOUNTAIN APACHE TRIBE OF THE
FORT APACHE INDIAN RESERVATION

WHEREAS, the White Mountain Apache Tribe has great interest in improving, developing, coordinating and strengthening health services on the reservation; and in more fully utilizing the potential of our tribal health workers, their skills and their experience.

BE IT RESOLVED that the Tribal Council hereby creates a White Mountain Apache Board of Health, hereafter referred to as the Health Board, and a Tribal Health Department.

BE IT FURTHER RESOLVED that the purposes, duties and responsibilities of the Health Board as as follows:

1. To establish policies for the operation and management of the Tribal Health Department, in consonance with Tribal Personnel Policies.
2. To promote and develop health services to the White Mountain Apache Tribal Members.
3. To cooperate with Tribal Committees, the U. S. Indian Health Service, Bureau of Indian Affairs, and also both public and private companion agencies on the State and National levels to identify and resolve community health needs and to more effectively meet these needs through various health programs.
4. To integrate the activities of such other groups with the kindred aims of providing a well-coordinated comprehensive tribal health program.
5. To seek out resources at the local, state and national level to provide additional health services to the White Mountain Apache Tribe.

BE IT FURTHER RESOLVED that the organization of the Health Board be as follows:

The Health Board shall consist of tribal members interested in improving the health of the communities. Ex-officio members without vote shall be a tribal health director and a duly authorized representative of the Indian Health Service, Whiteriver Service Unit.

1. The initial Board will be selected by an ad hoc committee composed of the Chairman, HEW Committee; IHS-SUD; CHR Program Director; and Tribal Guidance Program Director, subject to confirmation by the Tribal Council. Thereafter members shall be selected by the existing Board subject to confirmation by the Tribal Council, by resolution (or minute entry). Appointments shall be made to be effective January 1st of each year. Vacancy appointments will be for the balance of the term for which the appointment was made.

2. Appointments are to be staggered as follows:

- One (1) member appointed for 1/2 year ending 1/1/73.
- Two (2) members appointed for 1½ year ending 1/1/74.
- Two (2) members appointed for 2½ years ending 1/1/75.

Thereafter all replacement terms for three years.
One member will be appointed from each representation district and one at large.

3. Officers to serve as the executive committee, to be selected from among the health board: (Term of office, one year and not to exceed three consecutive terms.)

Chairman
Vice Chairman

These officers will serve as representative and alternate respectively to the Area Health Board.

4. Members of the Health Board shall meet regularly the fourth Tuesday of each month or in special session as called by the Chairman and are to be compensated under terms of the contract.

5. Any member of the Health Board may be removed by the Tribal Health Board for cause. Any member missing more than two (2) consecutive meetings without cause shall be considered removed.

BE IT FURTHER RESOLVED that the Health Department will carry out the mandates of the Board as described in attachment "A" hereby made a part of this resolution, and will consist of a director, administrative assistant and such others as may be deemed necessary.

1. The Health Board shall select a "Health Director" to administer and coordinate health programs on the Fort Apache Indian Reservation. The IHS shall review applicants and develop a panel of acceptable candidates for consideration by the Board.

2. The Health Director shall hire an administrative assistant and other necessary personnel on approval of the Health Board.

3. The Health Director shall work in close cooperation with the Whiteriver Indian Health Service Unit, Tribal Community Action Programs and other reservation health programs.

BE IT FURTHER RESOLVED that the Health Department budget shall be negotiated through a contract with the Indian Health Service on recommendations from the White Mountain Health Board, it being the desire of all concerned that this Board be independent and self-sufficient insofar as possible and subject only to minimum of control and supervision of the Tribal Council.

EXHIBIT A

Proposal For a
TRIBAL HEALTH DEPARTMENT

White Mountain Apache Tribe, Whiteriver, Arizona

Problem:

In the past few years, the number of health workers employed by the tribe and the number of health contracts administered by the tribe have increased tremendously. Today, it administers:

1. The Community Health Representative (CHR) program which currently has 14 CHR's and 1 supervisor. The cost of this contract will be in excess of \$129,000 this year and over \$140,960 next year.
2. The Tribal Guidance and Counselling program with a budget of \$53,000 this year and \$66,000 next year and a staff of six.
3. A Tribal Alcoholism Control program with a staff of 6 and a budget of \$50,000.

This is a total of 27 people and a budget of \$257,000. There is currently a proposal to add a Home Health Technician contract for 9 more people and a budget of \$80,000.

In addition, there is a Maternal and Child Health Program under private contract; a diarrhea study program from Johns Hopkins; a CDC ongoing family study; a summer dental student program, and other proposals. None of these have any central point of control or coordination and have little tribal input.

With the growth of these health activities, there has not been a corresponding development of an administrative-management structure within the tribe which will assure sound planning and management of health resources to meet the needs of the White Mountain Apache people.

Page 2 - Tribal Health Department

Because of this lack of administration, there is little coordination between the various health programs of the tribe and other health programs on the reservation. The development of strong relationships with state and county health agencies has been greatly neglected.

Objectives:

1. Establish a tribal health department.
2. Develop an administrative-management structure within the tribe.
3. Establish sound health planning and operational policies which will ensure a coordinated approach to solving tribal health problems.
4. Review tribal health ordinances and codes and develop necessary ordinances for adoption by the tribe to ensure a strong legal base on which to develop tribal environmental control programs.

Plan of Action:

Upon approval and funding of this proposal:

1. Establish a tribal health department by already passed tribal resolution.
2. Advertise and hire a qualified tribal health director (see position description attached). The health director will be under the supervision of the tribal health board.
3. The tribal health director will develop the administrative framework for the health department. He will develop a unified merit personnel system for all tribal health workers, in line with existing tribal personnel manual.
4. Necessary administrative policies will be developed and presented to the health board for their adoption. The health board will be responsible for establishing policies, contracting with other agencies, fund control, etc., on behalf of the tribe, but will be accountable to the Tribal Council. All legal matters will go through the Council which can nullify board actions.

5. The health director will establish the necessary planning procedures to ensure that all health resources have a coordinated and cooperative approach to meeting tribal health needs.

6. The health director will establish a review and development procedure to see that tribal health ordinances are current and that they provide a strong legal base for the development of strong tribal environmental control programs.

Budget Needs:

1. Tribal Health Director	
Salary range @ \$12,615 to \$20,815	\$20,815.00
2. Administrative Assistant	
Salary range @ \$7,737 to \$10,470	10,815.00
3. Travel:	
Health Director @ 13¢ per mile x 1500 miles a month x 12 months	2,340.00
Administrative Assistant @ 13¢ per mile x 1000 miles per month x 12 months	1,690.00
4. Overhead:	
@ 15% of salaries	4,744.50
5. Travel and Per Diem for Health Board	2,200.00
6. Office Supplies and Equipment	<u>4,500.00</u>
7. Total:	\$47,104.50

EXHIBIT B

CONSTITUTION and BY-LAWS

ARTICLE I- NAME AND MEETINGS

Section 1. The name of this organization shall be the White Mountain Apache Board of Health. The Board membership will meet in regular session on the fourth Tuesday of each month.

ARTICLE II- FUNCTION

Section 1. The function of this Board shall be:

- a. Identify health needs of the communities in cooperation with Public Health staff and other agencies.
- b. Establishing short and long range objectives to resolve major health problems on the reservation.
- c. Formulate strategic plans for community action to improve the health status of tribal members.
- d. Approving over-all health program plans and priorities.
- e. Determine major personnel, fiscal and health program policies.
- f. Approve proposals for financial assistance.
- g. Coordinate all health services.

Section 2. The functions of this organization will be carried out through a Health Director, in line with the guidelines established by the Health Board. Requests and suggestions shall follow that line of communication.

ARTICLE III - BOARD OF DIRECTORS

Section 1. Composition: The White Mountain Apache Board of Health shall be composed of five persons, one representative from each district and one representative at large, who have demonstrated interest in the health needs of the community.

Section 2. Term of Office: The Board shall be elected for terms of three (3) years each, EXCEPT THAT the initial Board shall be divided into three (3) classes by lot:

1 for 1/2 year term ending January 1, 1973

2 for 1½ year terms ending January 1, 1974

2 for 2½ year terms ending January 1, 1975.

Thereafter, two vacancies shall occur annually on the Board, except that on every third year there will be but one vacancy.

a. Members may be re-elected at the end of their service on the Board.

Section 3. In September of each year the Board Chairman shall appoint a nominating committee of three who are not members of the Board. At least six weeks before the annual meeting in January, such committee shall advise the Board Chairman of its nominations of candidates for the vacancies in the Board to be filled at the next annual meeting, and those nominations shall likewise be distributed by the Chairman to the full membership of the organization. Elections to the Board shall be by ballot of the membership of the Health Board. A plurality of votes cast at the annual meeting shall be required to elect. Vacancies occurring in the Board shall be filled, until the next annual election, by vote of the remaining members of the Board. All selections will be subject to approval by the Tribal Council.

Section 4. The Board shall hold at least one meeting each month (the fourth Tuesday) of the month. Special meetings may be called by the Chairman or upon written petition of any two members of the Board.

Three members of the Board shall constitute a quorum for the transaction of business.

Section 5. Any member of the Board who shall absent himself from two consecutive meetings, thereof, unless he shall present satisfactory excuse, shall be deemed to have resigned as a member of the Board and shall cease to be a member thereof. He may, however, be reinstated by a majority of the Board. Vacancies shall be filled by a majority vote of the Board members.

ARTICLE IV - OFFICERS AND DUTIES

Section 1. The officers of the Health Board shall be a Chairman and a Vice-Chairman with duties that usually pertain to their respective offices. The Chairman and Vice-Chairman shall be elected annually by the Board from among its elected members and shall hold office until their successors shall have been elected as specified in Article VII. The Health Director shall provide secretarial services to the Board.

Section 2. The Chairman, or in his absence the Vice-Chairman, shall preside over all meetings of the Board. In case of the absence of both, a temporary presiding officer shall be elected from among the members present. The Chairman working with the members of the Board shall appoint all sub-committee members. He shall exercise a general supervision over all affairs of the Board within the scope of their activities. He will be the Area Health Board representative.

Section 3. The Health Director and authorized IHS representative shall be a member, ex officio, of the Health Board and of all committees, but they shall not be counted in determining a quorum.

Section 4. The appointed secretary shall keep a complete record of all proceedings and correspondence of the Board; shall notify members of the Board of meetings; shall keep a complete and up-to-date roll of the members, and shall perform other duties appertaining to the office of secretary.

Section 5. Contracts and formal documents shall be signed by two officers of the Board, or by two of its members whom it shall designate.

ARTICLE V - EXECUTIVE COMMITTEE

Section 1. There shall be an executive committee composed of the officers of the Board and ex-officio members. The members of the Executive Committee shall serve for the duration of their terms as officers and shall meet as called by the Chairman who likewise shall be chairman of the Executive Committee.

ARTICLE VI - OTHER COMMITTEES

Section 1. These shall be:

Nomination Committee; See Article III, Section 3, Paragraph 1.

Section 2. The Board may create other committees as are required for the adequate functioning of the organization. Such committees shall function during the term of office of the officers who appoint them, but may be reappointed upon review by the newly elected officers following the annual meeting.

a. The Chairman shall serve as an ex-officio member of all committees.

Section 3. All appointments to committees by the Chairman (as specified in Article IV, Sec. 2) shall be confirmed and approved by the majority of the Board.

ARTICLE IX - ANNUAL MEETING

Section 1. There shall be an annual meeting of the members of the organization held on the fourth Tuesday of January at which time the preceeding year's activities shall be reviewed. Election of new Board members by vote will take place at the annual meeting. Election of Board officers shall take place at the first monthly meeting of the Board following the annual meeting.

ARTICLE X - ORDER OF BUSINESS

Section 1. At the annual meetings of the Health Board of Directors, the following shall be the Order of Business:

1. Report of the nominating committee.
2. Report of the Chairman.
3. Report of the Health Director.
4. Voting for new Board members.

Section 2. At the meetings of the Board, the following shall be the Order of Business:

1. Roll Call.
2. Introduction of Visitors.
3. Minutes of preceeding meeting and action thereon.
4. Report of Health Director.
5. Report of officers and committees.
6. Unfinished business.
7. New business.

ARTICLE XI - AMENDMENTS

Section 1. These By-Laws may be amended by the affirmative vote of a majority of members voting at any regular meeting of the organization, provided notice of such amendment or amendments, and the nature thereof, shall have been given to all members of the organization at least one month prior to the date of the meeting at which said amendment or amendments are to be considered.

Section 2. Members not present at such meetings may vote by letter addressed to the secretary.

TRIBAL HEALTH DIRECTOR

1. Purpose:

Incumbent functions as Tribal Health Director for the White Mountain Apache Tribe, the foremost of which is the direct supervision of CHR supervisor, Tribal Guidance Director, Alcoholism supervisor, coordination of tribal health workers assigned to other health agencies, coordination of all health care services on the reservation, and program operation of the White Mountain Apache Tribal Health Department. Duties include administration of tribal health contracts, administration and direction of health-related workers, and planning and execution of a preventive health program with major emphasis on better health practices, maternal and child health and prevention of communicable diseases by means of health education and direct services, and serves as an advisor to the Indian Health Service-Service Unit Director. Coordinates tribal health programs with those of the Indian Health Service and other health agencies. The Health Director is responsible for developing and directing a health program for a population of approximately 6,900 White Mountain Apache Indians. He is further responsible for studying the health needs of the White Mountain Apache people, to call them to the attention of the various health agencies serving them and to encourage change in relation to the health goals of the White Mountain Apache people.

2. Major Duties:

- a. Plans and develops a Reservation-wide preventive health program for the White Mountain Apache Tribe:

Page 2 - Tribal Health Director

The Health Director is responsible for planning and coordinating with IHS and state A and B comprehensive health planning agencies and for developing comprehensive annual program plans.* Activities will be in the areas of but not limited to definition of health needs; with other agencies establish realistic objectives, plans of action and budgets. Develops program packages for additional programs and resources.

b. Establishes administrative procedures, priorities and budgetary controls: The incumbent is responsible for setting up administrative procedures for program operations, including designation of chain-of-command, outlining of disciplinary guidelines and functioning within the tribal personnel system. The incumbent has authority to deal directly with the tribal business office and is responsible for verifying all mileage claims and per diem claims and for requesting reappropriation of savings from one area to be used in another area.

c. Develops program evaluations:

The incumbent will be responsible for developing means of program evaluation, such as monthly reports of health workers, and quarterly and annual program reports to Tribal Council, Tribal officers, Tribal Health Committee and Indian Health Service. The quarterly and annual reports to the Council shall include but not be limited to those areas listed in "e" of the Health Director's job description. Makes analyses of health statistics, services rendered and surveys.

d. Supervises all health program chiefs such as CHR supervisor, Health Aide supervisor, etc. Organizes and directs health-related workers in carrying out a Reservation-wide preventive health program.

*See White Mountain Apache Tribe's HUD 701 plan which states that existing health programs were "characterized by a lack of coordinated policies and programs", and outlined the need for an overall planning and coordinating agency.

Page 3 - Tribal Health Director

- e. Prepares and submits program and applications including revisions as required:

Incumbent will be responsible for researching, evaluating and preparing applications for funds from federal, state and private sources related to developing the health service programs of the White Mountain Apache Tribe. All new applications will be submitted to the health board for discussion and consideration before submission for funds.

- f. Provides consultation support to local health agencies providing health services to the White Mountain Apache people:

The incumbent, as Health Director of the White Mountain Apache Tribe, will be responsible for studying the health needs of the people. Incumbent will disseminate information thus gained to the various agencies serving the Tribe's health needs and will assist these agencies in developing and redirecting health programs to meet the needs of the White Mountain Apache people.

- g. Coordinates tribal health services:

Incumbent works with all other departments of the White Mountain Apache Tribe and serves as coordinator for all services related to health.

- h. Reviews health program contracts, research protocols, and other matters effecting health, and makes recommendations for consideration of the health board.

The incumbent will review all health program contracts such as CHR contract and mental health contract. Incumbent will prepare recommendations as to expansion and continuation of health program contracts for consideration of the White Mountain Apache Health Board.

- i. Responsible for review, approval, coordination and follow-up of all research projects proposed or ongoing.

- j. Directs supervisors of tribal contract health programs.

k. Attends meetings, conferences and public forums related to health as a representative of the White Mountain Apache Tribe or may send an alternate.

l. Assists tribal officials and IHS officials, works closely with designated health representatives in planning and evaluating the health programs and services. Prepares progress reports for White Mountain Apache Tribal Council, annually establishes a procedure for investigating complaints and grievances and assists tribal officials in the preparation and enactment of health ordinances. The Health Director's annual report to the Tribal Council shall include but not be limited to the following:

(1) The conditions of public health on the Fort Apache Reservation.

(2) Activities of the Tribal Health Department during the preceding year.

(3) Expenditures of the department. (Monthly financial reports will also be developed).

(4) Such recommendations as he deems advisable for protection of the public health.

(5) Results of internal and external program evaluations.

m. Serves as consultant to the White Mountain Apache Tribal Council in matters related to health services and programs.

n. Maintains effective relationships with Bureau of Indian Affairs representatives, county and state health department officials, Indian Health Service officials, etc., regarding health problems and conditions. Discusses the importance of various phases of the tribal health program; solicits suggestions for improving conditions and increasing effectiveness of the health services; works out arrangements for the widest and most effective utilization of the tribal health workers.

3. Control and Responsibility:

Serves under the direction of the White Mountain Apache tribal health board.

Incumbent's work is reviewed through oral and written reports on program accomplishments, periodic consultations, and formal evaluations. Significant policy decisions will be cleared with the health board prior to implementation. Incumbent will be responsible to work very closely with the Indian Health Service and other agencies.

TRIBAL HEALTH DIRECTOR
White Mountain Apache Tribe
Whiteriver, Arizona

CLASS TITLE: HEALTH DIRECTOR

Salary \$12,615 to \$20,815 depending on qualifications.

CHARACTERISTICS OF THE CLASS:

Under direction of the White Mountain Apache Tribal Board of Health, is responsible for planning, organizing and directing a White Mountain Apache Tribal Health Department with major functions of the department being preventive health activities.

EXAMPLES OF DUTIES:

Plans and develops a comprehensive, preventive health program for the White Mountain Apache Tribe; (1) establishes administrative procedures, priorities and recommends budgets; (2) develops program evaluations and procedures and implements administrative controls; (3) prepares and submits program continuations and applications including revisions as required; (4) provides consultation and administrative support to local health agencies and programs participating in services to the White Mountain Apache people; (5) coordinates tribal health services; (6) reviews program contracts and requests and writes recommendations on health programs for consideration of the White Mountain Apache health board; (7) supervises paraprofessional and professional health workers assigned to the tribal health department; (8) attends meetings, conferences and public forums; (9) serves as a consultant to the White Mountain Apache Tribal Council and other agencies related to health services and

programs; (10) develops proposals for new health programs for adoption by the tribe and for funding from other federal agencies.

MINIMUM QUALIFICATIONS:

The applicant must have completed successfully two years of education beyond high school (college, nursing, business school, etc.). He must have a minimum of three year's experience, two general and one specialized.

GENERAL EXPERIENCE:

Experience in administration and planning of a public program; experience in supervising professional and semiprofessional staff. Ability to analyze situations accurately and take effective action; and to speak and write effectively.

SPECIALIZED EXPERIENCE:

Professional experience in the fields of health services, community organization, social work or experience in providing information related to public health.

SUBSTITUTION OF EDUCATION FOR EXPERIENCE:

Successful completion of a full 4-year course of college study may be substituted for 2 years of experience; which (1) included subjects or fields closely related to work of the position, or (2) was supplemented by experience in activities which offered the opportunity to acquire and demonstrate the specialized skill and abilities required by the position.