

42nd Annual Oregon Rural Health Conference

October 1- 3, 2025

A Revolutionary Idea to Save Our Health Care Workforce

Michael Erickson, MHA, RRT
Yellowhawk Tribal Health Center



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A Revolutionary Idea to Save Our Health Care Workforce

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CORE VALUES



VISION
*Our Tribal Community
achieves optimal
health through a
culture of wellness.*

MISSION
*Empower our Tribal
Community with
opportunities to learn
and experience
healthy lifestyles.*

Financial Disclosure



Michael Erickson, MHA, RRT has no financial interests or relationships to disclose.



Confederated Tribes of the Umatilla Indian Reservation Overview



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History of The Confederation of Three Tribes



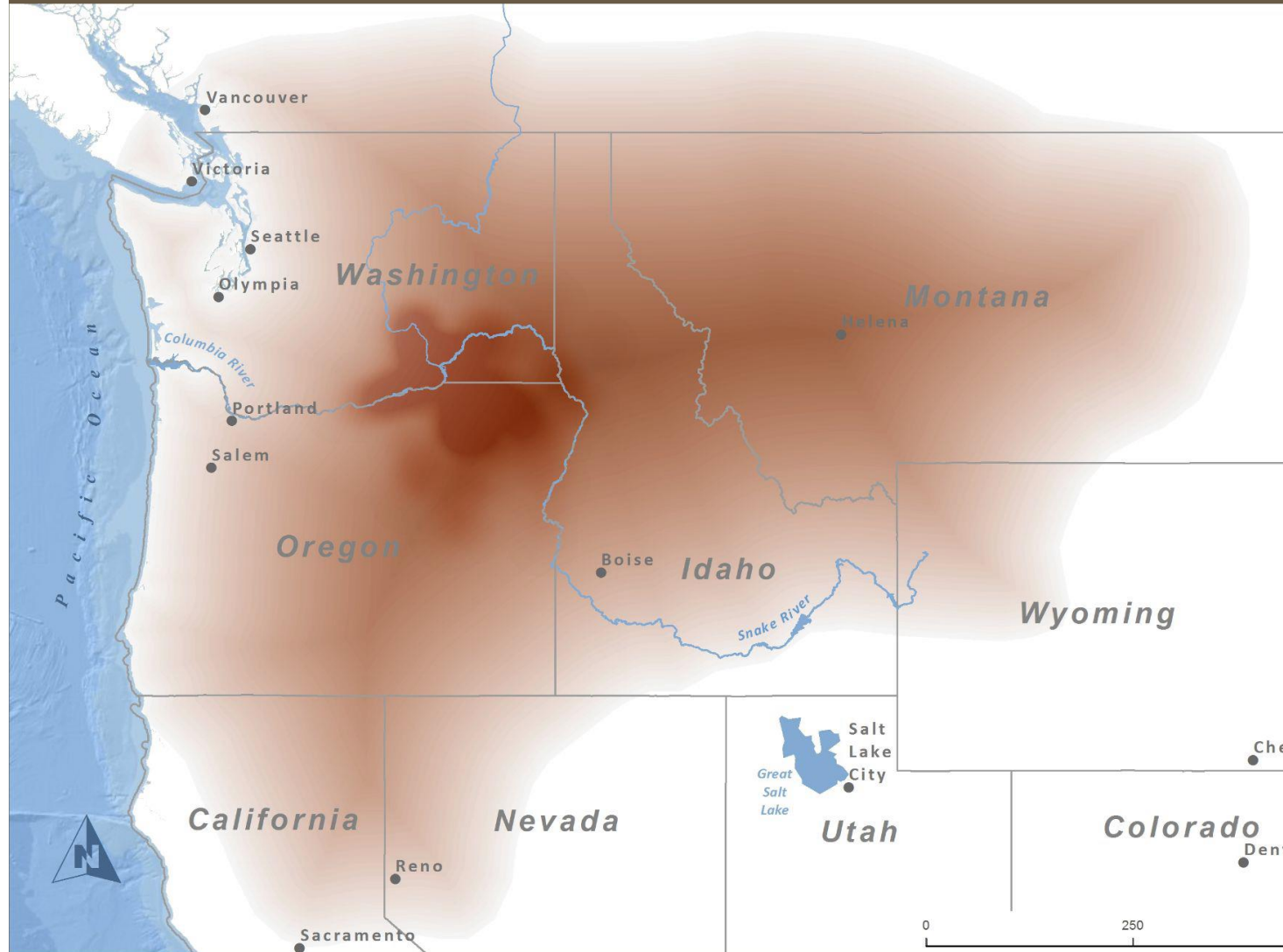
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- The Cayuse, Umatilla, and Walla Walla Tribes all make up the Confederated Tribes of the Umatilla Indian Reservation (CTUIR).
- Treaty Established with the Federal Government in 1855
 - Ceded over 6.5 Million Acres to the United States
 - Estimated Population was between 3000-5000
 - Certain Rights were established based on the Treaty of 1855

Traditional Use by the Cayuse, Umatilla, Walla Walla Tribes



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This map reflects traditional and customary areas used by the Cayuse, Umatilla and Walla Walla people over different seasons at or before treaty negotiations. Areas of darker color saturation. Data and information used to create this map includes the 1855 Treaty negotiation minutes, adjudicated use areas, oral histories information and doc. This map reflects non-exclusive traditional uses beyond current reservation boundaries, aboriginal lands and ceded lands defined by the Indian claims Commission findings established as inadequate to reflect the total extent of CTUIR uses, interests and rights under the Treaty. In many instances, the CTUIR Member used those areas in





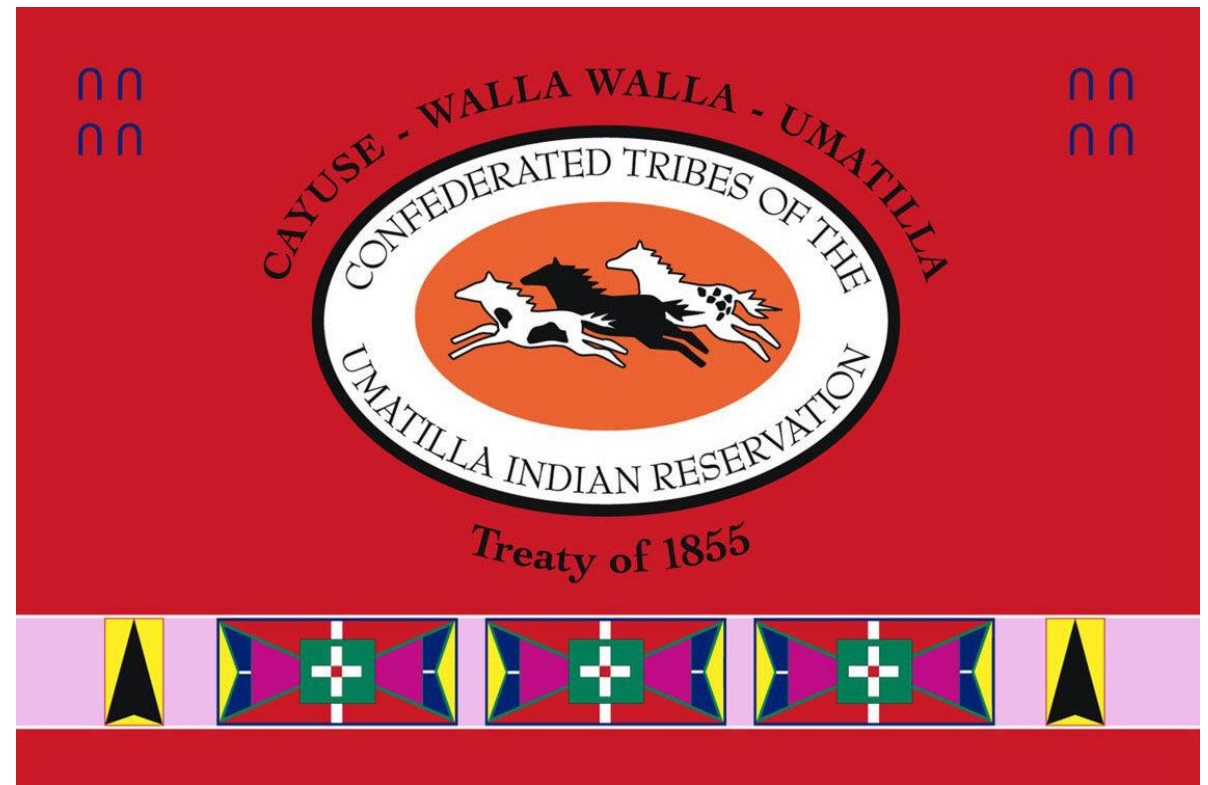


INDIAN CAMP GROUNDS- PENDLETON ROUNDUP- PENDLETON, ORE.

The CTUIR Today



- Over 3,100 Tribal Members
- Currently the CTUIR Boundary primarily lies within Umatilla County and covers 172,000 Acres
- Functioning Tribal Government
- Cay-Uma-Wa HeadStart
- Nixyaawii Community School
- Public Safety Department
- Tribal Clinic
- Wildhorse Resort and Casino
- Kayak Transportation
- Other Tribal Enterprises



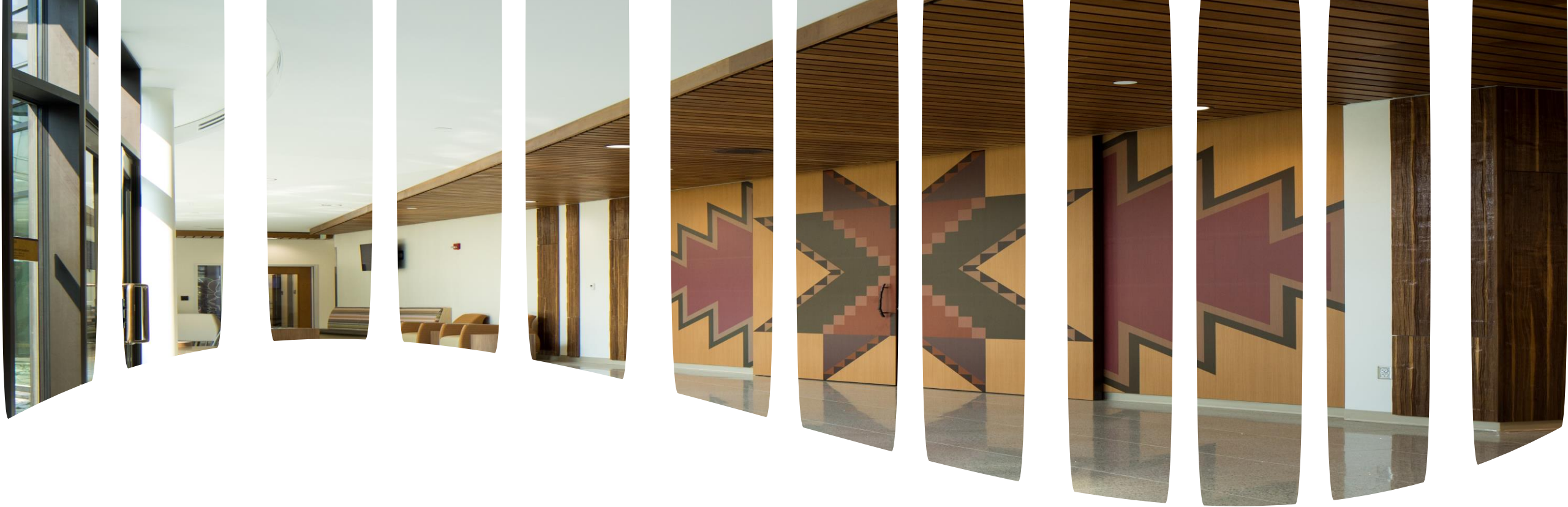












Yellowhawk Tribal Health Center Overview



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History of Yellowhawk



- Started in 1972
- Named after Piitamyanon Maqsmags
- 1996 The CTUIR assumed ownership and leadership of Yellowhawk.
- 2018 Opened a brand-new state of the art clinic
- 2020 Covid-19
- Celebrated 50th Anniversary in 1972
- 2024 new Elders entrance and clinic expansion completed
- 2025 New Mammography Machine installed





Yellowhawk Today



- One Stop Tribal Health Center
- Incorporates both Western Medicine and Traditional Medicine and Practices.
- Patients: 4,300 ~
- Staff: 185 ~
- Multiple Accreditations
- 32 Hour Work Week







Issues Facing Yellowhawk



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- Recruitment
- Turnover
- Increased Elder Patient Population
- Lack of Specialist
- Funding
- Changing Priorities



True 32 Background



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Why the True 32 in the first place?



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Multiple considerations...

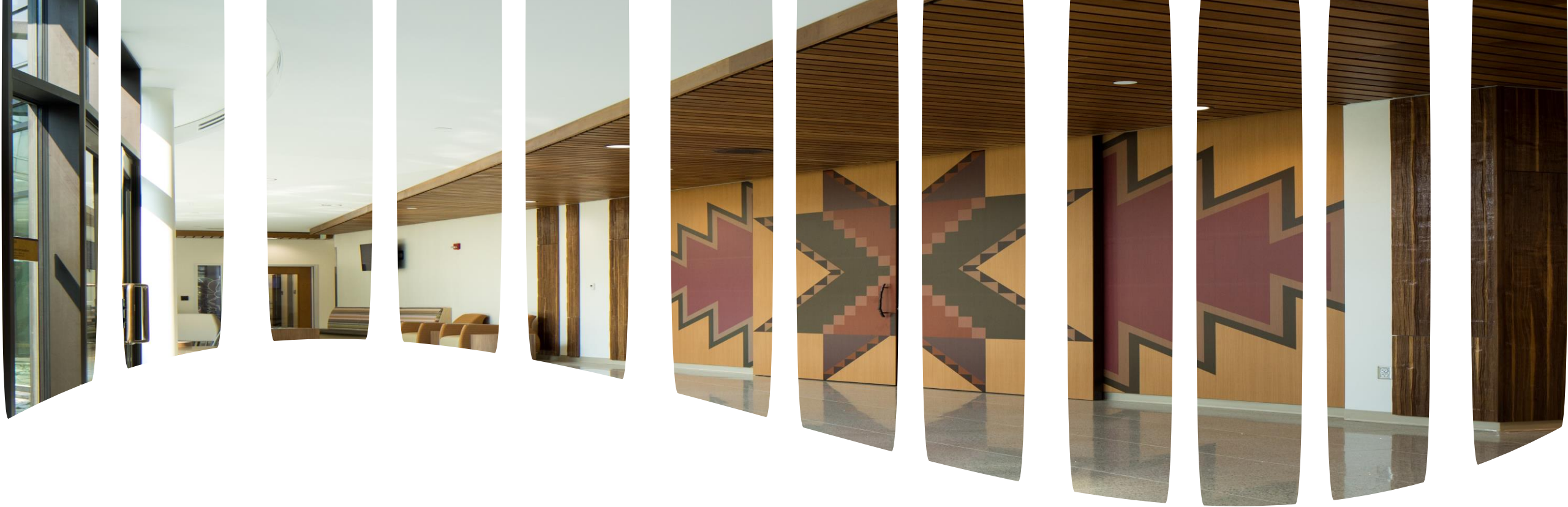
- Work-Life Balance
- Staff Retention
- Alignment with Core Values
- Reduced Carbon Footprint
- Recruitment

Goals of the True 32



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- Improve Work-Life Balance
- No Interruption of Clinic Services
- Maintain Clinic Hours
- Reduce Staff Turnover
- Reduced Carbon Footprint
- Decrease in staff absenteeism
- Increased Recruitment
- Reduction of Staff Burnout
- Maintain Financial Stability
- Increased Job Satisfaction



True 32 Data Points



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Sick Time Usage



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- Jan. – Jun. 2024: 6,396 Sick Time Hours Utilized
 - Avg. hours utilized per staff member: 38
- July – Dec 2024: 5,630 Sick Time Hours Utilized
 - Avg. hours utilized per staff member: 31
- Difference of 766 **less** hours utilized between the first half and second half of 2024.
 - 18% decrease in staff usage of sick time.
 - Equals almost one less day of work being missed in less than half a year!

Carbon Emissions Reduced



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- Jan. – June: 571,375 est. pounds of Co₂ into the atmosphere from commuting.
- July – Dec.: 462,541 est. pounds of Co₂ into the atmosphere from commuting.
- 108,834 est. pounds of Co₂ **SAVED** from going into the atmosphere in 2024.
- 19% reduction of Co₂!



Staff Survey



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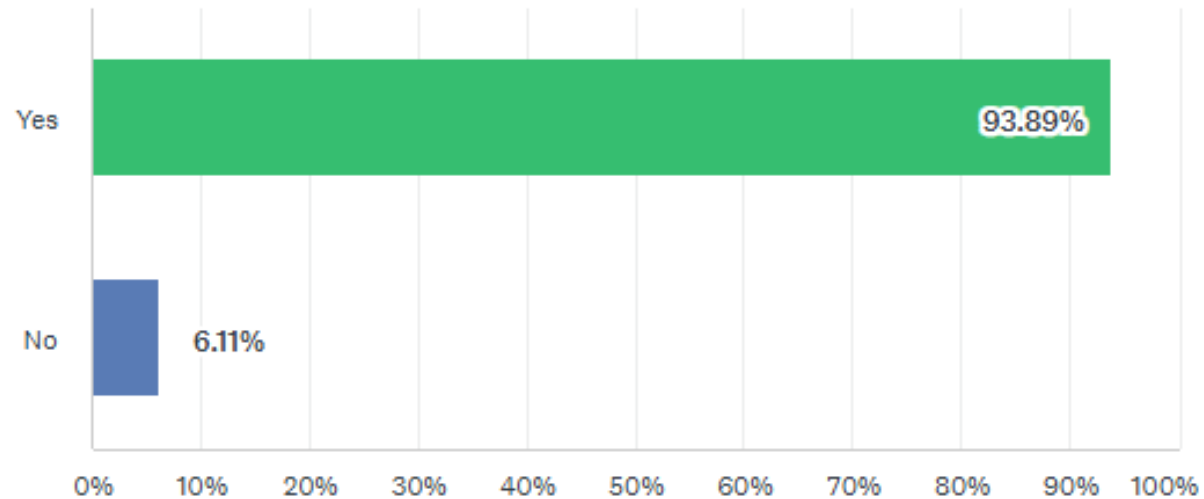
Do you have flexibility to take time off as needed?



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	2022	2023	2024
Yes	82.66%	88.00%	90.48%
No	17.14%	12.00%	9.52%

2025



True 32 Staff Survey



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- Six total surveys conducted.
- One week prior, one week, one-month, three-month, six-month marks, and one year mark
- Final survey conducted at the one-year mark.
- Designed to take only 2-5 minutes to complete.
- Year-long quality improvement study.

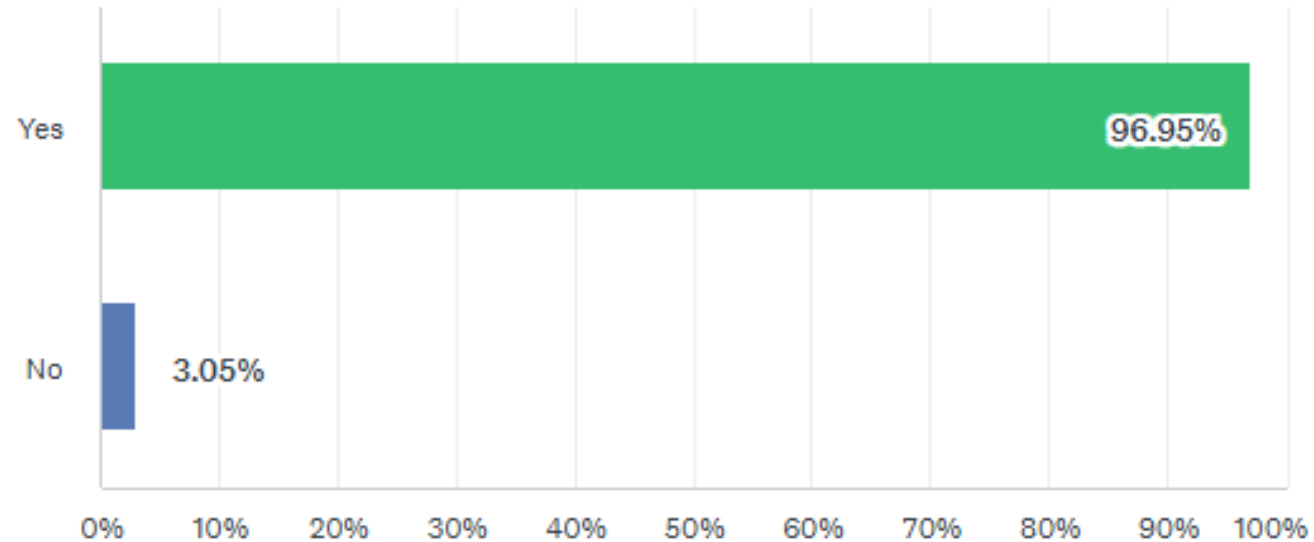
Do you maintain a healthy work life balance?



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	2022	2023	2024
Yes	82.69%	82.18%	80.16%
No	17.31%	17.82%	19.84%

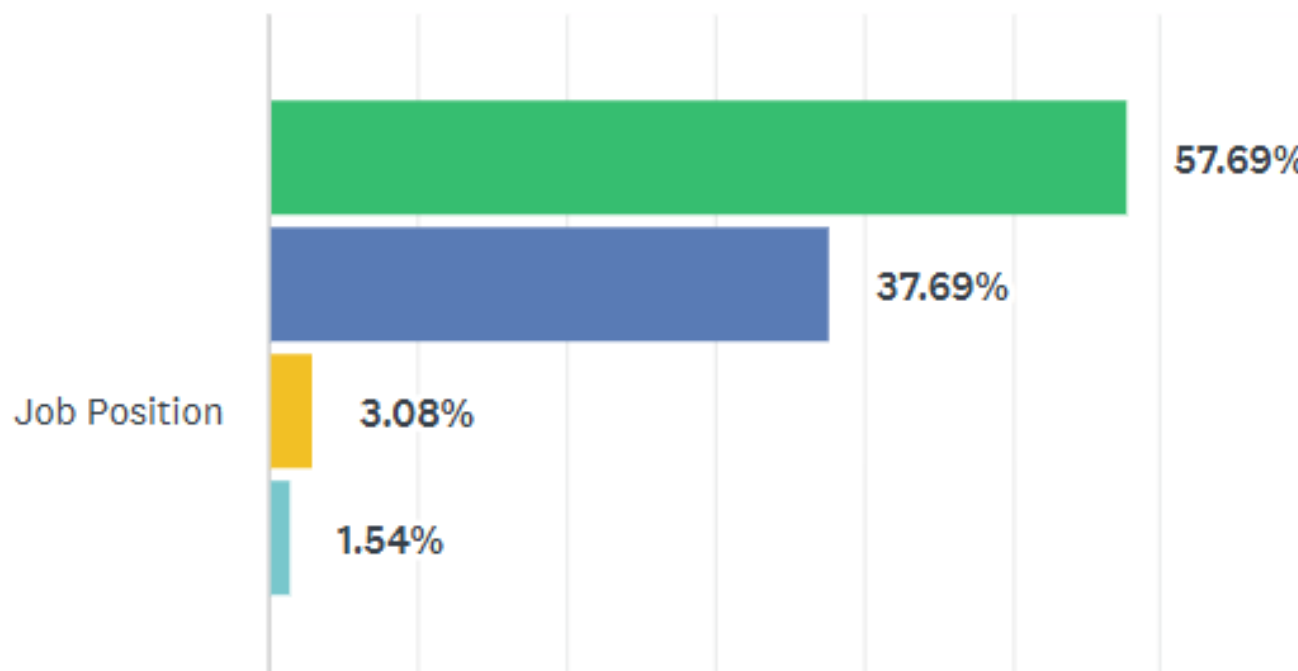
2025



I am satisfied with my job position.



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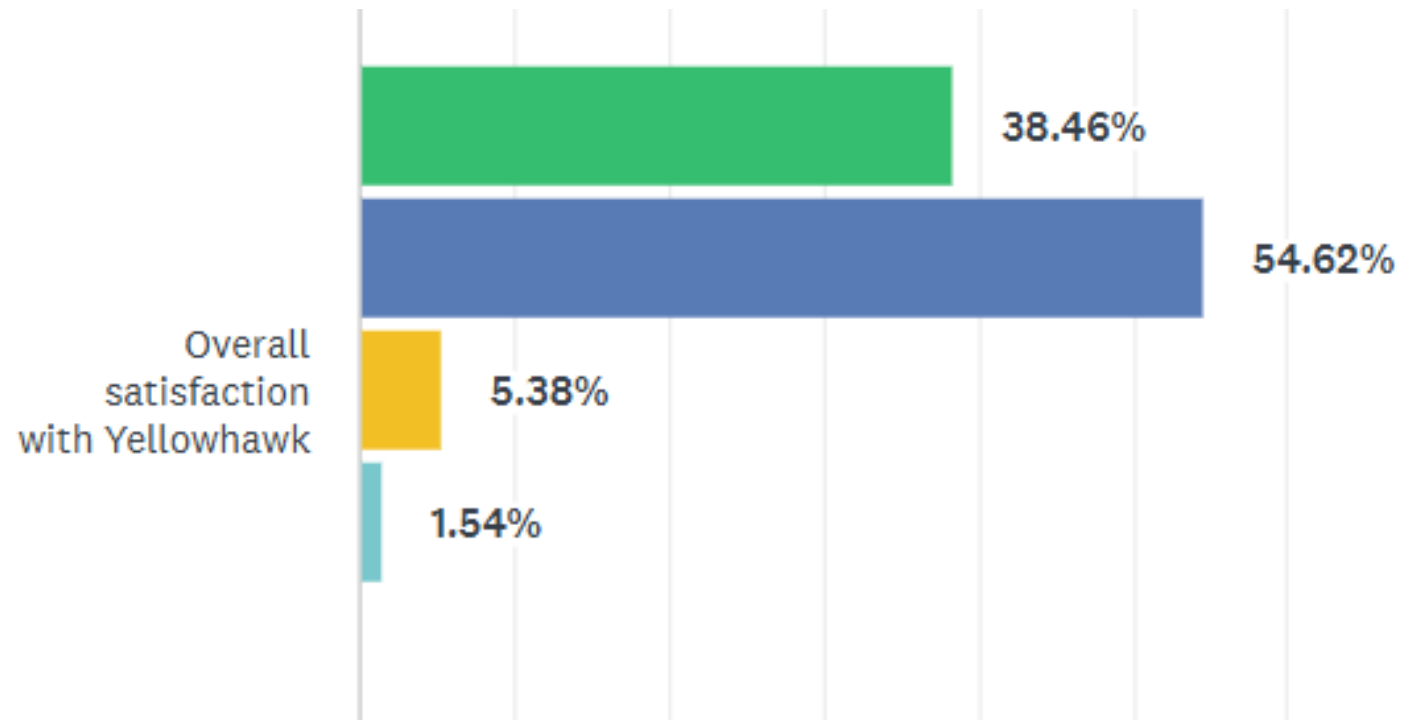


■ Very Satisfied ■ Satisfied ■ Neutral ■ Dissatisfied ■ Very Dissatisfied

I am satisfied overall with Yellowhawk.



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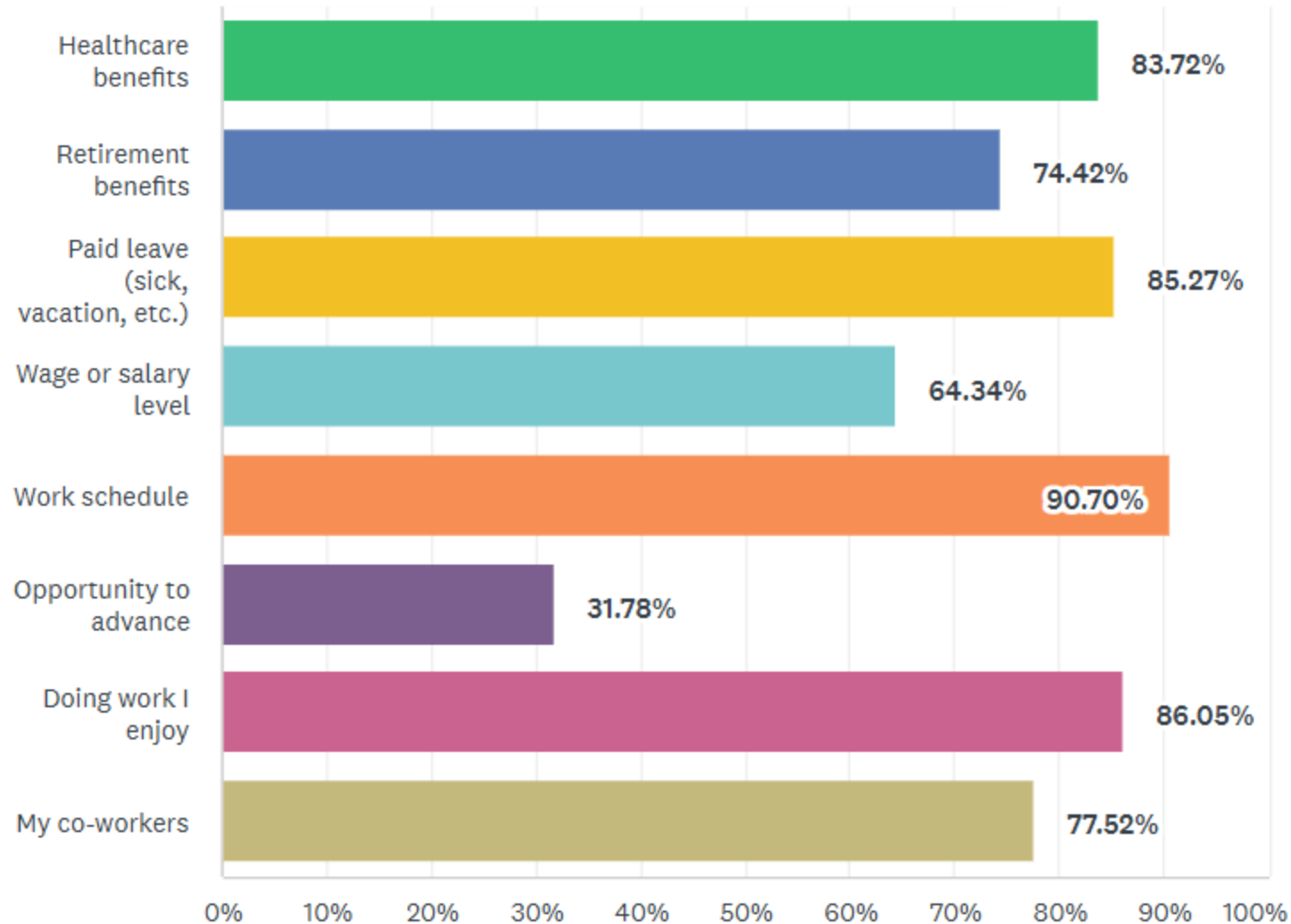


Very Satisfied Satisfied Neutral Dissatisfied Very Dissatisfied

Why Staff Is Satisfied



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Would you recommend Yellowhawk?



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2022

2023

2024

7.75

8.0

8.1

2025

8.7★
average rating



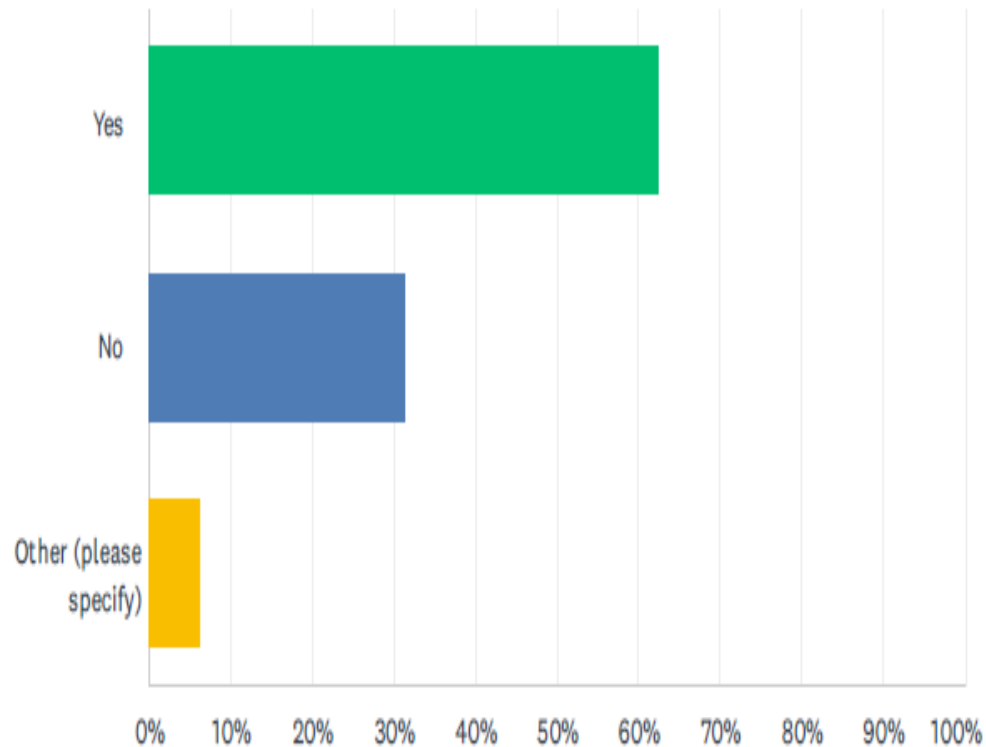
54 employees rated us - 10/10

New Hire Statistics

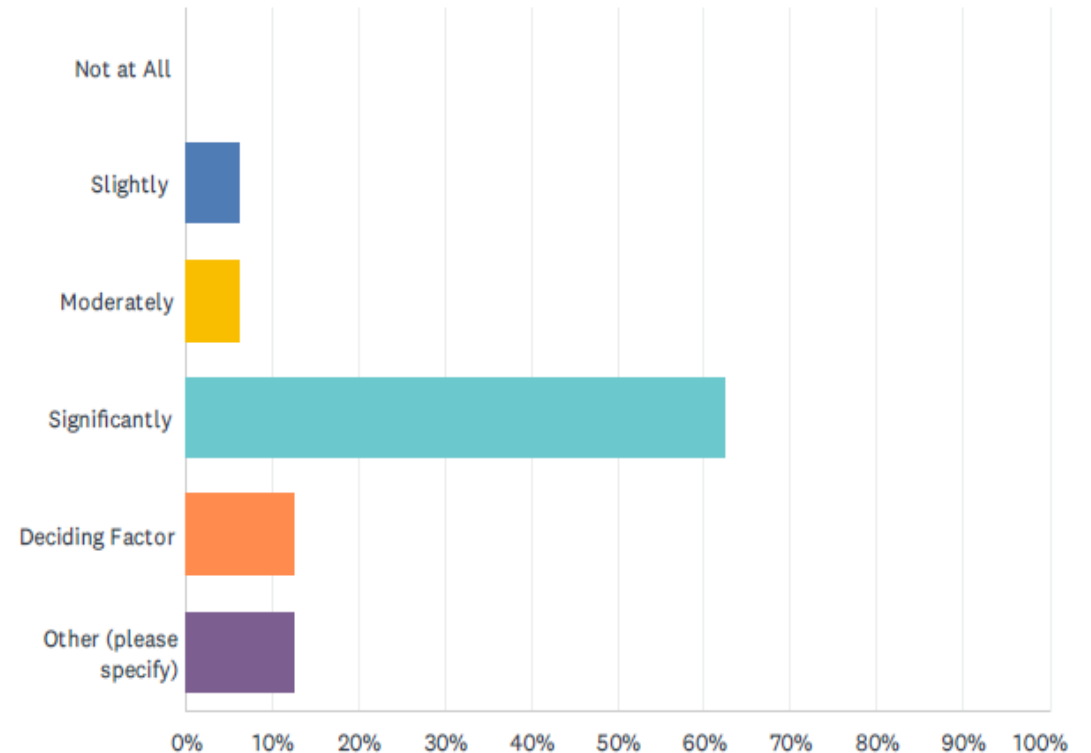


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Did you know about the 4-day work week, prior to applying at Yellowhawk?



When considering your long-term career plans, how much will the 4-day workweek impact your decision?





Moving Forward



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SWOT ANALYSIS



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Strengths:

Improved Communication	Improved Attendance
Same Pay, Less Burn-Out	Innovative
Improved Teamwork	More time for cultural activities
Reduced Driving	Improved Staff Recruitment
Improved Communication	Reduced Staff Turn Over
Staff Rested	Meetings More Productive
Lower Childcare Cost	
Increased Productivity	
Better Work-Life Balance	
Improved Job Satisfaction	

Weaknesses:

Loan Repayment Program (40hr)
Schedule Coordination
Staff Coverage
Confusion on floating holidays and schedules
Rotating Schedule
One Hour Lunch Break Requirement
Meeting Scheduling can be Difficult

Opportunities:

Standard Calendar Location for all Yellowhawk Staff to Utilize and View
M-TH or T-F and Increased hours to allow later appointments and staff
working same days
Cross Training Staff
Increased Utilization of Schedule Assistant for Meetings
Increase Recruitment efforts highlighting the True 32

Threats:

Not all Programs/Departments here on Same Days
Community Events and Staff Schedules do not Align
Staff Turnover
Chronic Absenteeism
Lack of Cross Training
Reverting to the 5 Day Work Week

What to Expect Moving Forward



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- Improved staff attendance.
- Decrease in sick time usage (more staff at work more often).
- Reduction of carbon emissions into the atmosphere.
- Improved recruitment.
- Becoming an employer of choice or best in class for the region.
- Greater long-term staffing with less staff turnover.

Future Plans



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- Continuation of the True 32
- Standalone Behavioral Health Clinic
- Advanced Tele-Medicine options with Specialist
- Urgent Care
- Training Site
- Additional Traditional Medicine/Practices
- Environmental Health



Contact Information/Learn More/References



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Contact Information:



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Follow us on Social Media!

To Learn More:

- <https://ctuir.org/>
- <https://yellowhawk.org/>
- <https://www.npaihb.org/>
- <https://www.ihs.gov/>
- <https://www.tamastslikt.org/>



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Thank You