



---

Southcentral  
Foundation

**FY2015**

PROGRESS  
REPORT

---

Southcentral  
Foundation



Nuka System of Care



## TABLE OF CONTENTS

|   |              |
|---|--------------|
| <b>OUR STORY</b> .....  | <b>2-7</b>   |
| <ul style="list-style-type: none"><li>• Vision and Mission</li><li>• About Us, Who We Serve</li><li>• Programs and Services</li><li>• Organizational Structure and Governance</li></ul>   |              |
| <b>WHOLE SYSTEM TRANSFORMATION</b> .....  | <b>8-11</b>  |
| <ul style="list-style-type: none"><li>• Nuka System of Care</li><li>• Operational Principles</li></ul>  |              |
| <b>SHARED RESPONSIBILITY</b> .....  | <b>12-15</b> |
| <b>CUSTOMER-FOCUSED OBJECTIVES</b>  |              |
| <ul style="list-style-type: none"><li>• Ensure systems and services that are respectful and culturally appropriate</li><li>• Achieve excellence in customer-owner satisfaction</li><li>• Increase community awareness of SCF's services and programs</li></ul>  |              |
| <b>COMMITMENT TO QUALITY</b> .....  | <b>16-19</b> |
| <b>WORKFORCE OBJECTIVES</b>   |              |
| <ul style="list-style-type: none"><li>• Improve work environments and employee development systems with an emphasis on Alaska Native employees</li><li>• Ensure continuous improvement of systems and processes</li><li>• Increase the number of Alaska Native employees in all job categories</li></ul>  |              |
| <b>FAMILY WELLNESS</b> .....  | <b>20-28</b> |
| <b>FAMILY WELLNESS OBJECTIVES</b>   |              |
| <ul style="list-style-type: none"><li>• Reduce the rate of domestic violence, child abuse and neglect</li><li>• Reduce the rate of preventable cancers and improve the management of cancer</li><li>• Reduce the incidence of suicide</li><li>• Reduce the rate of substance abuse</li><li>• Reduce the rate of obesity</li><li>• Reduce the rate of and improve the management of diabetes</li><li>• Improve oral health</li><li>• Reduce the rate of and improve the management of cardiovascular disease</li></ul> |              |
| <b>OPERATIONAL EXCELLENCE</b> .....   | <b>29-32</b> |
| <b>FINANCIAL OBJECTIVES</b>   |              |
| <ul style="list-style-type: none"><li>• Improve the management of expenses</li><li>• Improve utilization of information technology and data support systems and services</li><li>• Improve SCF systems for third party revenue generation and collections</li></ul>   |              |
| <b>RECOGNITIONS</b> .....   | <b>33</b>    |
| <b>MEDIA</b> .....  | <b>35</b>    |

# ALASKA NATIVE PEOPLE SHAPING HEALTH CARE



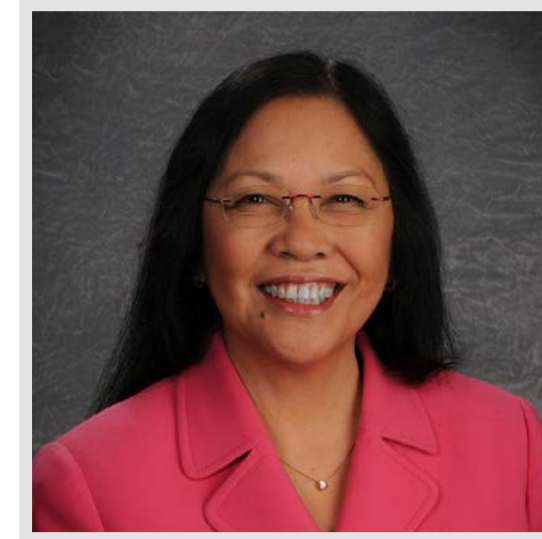
“I think it’s the leading example of health care redesign in the nation, maybe the world.”

- Don Berwick

Former Administrator, Centers for Medicare and Medicaid Services

“Alaska Natives have something to teach doctors and patients in the rest of the world.”

- The New York Times



## A MESSAGE FROM THE PRESIDENT

Thank you for your interest in Southcentral Foundation’s Nuka System of Care. Alaska Native people took ownership of our health care from the federal government and transformed the system into alignment with the needs and values of the Alaska Native Community. We are now a customer-owned, relationship-based system.

Today, the Nuka System of Care goes beyond treating illness and is encompassed in our vision of “A Native Community that enjoys physical, mental, emotional and spiritual wellness.” Customer-owners form strong, long-term relationships with their care providers and it has improved wellness dramatically.

I am pleased to present this progress report, which details the strides that SCF has made alongside customer-owners in their journey toward wellness. I hope you will learn from this report about SCF’s goals and values, which are driven by the Alaska Native Community, as well as our progress along the path set for us by the customer-owners we serve.

If you would like to learn more, please visit our website at [www.southcentralfoundation.com/nuka](http://www.southcentralfoundation.com/nuka), or call us at (907) 729-4955.

Katherine Gottlieb, MBA, Doctor of Public Service  
President/CEO

# OUR STORY



## VISION STATEMENT

A Native Community that enjoys physical, mental, emotional and spiritual wellness.

## MISSION STATEMENT

Working together with the Native Community to achieve wellness through health and related services.

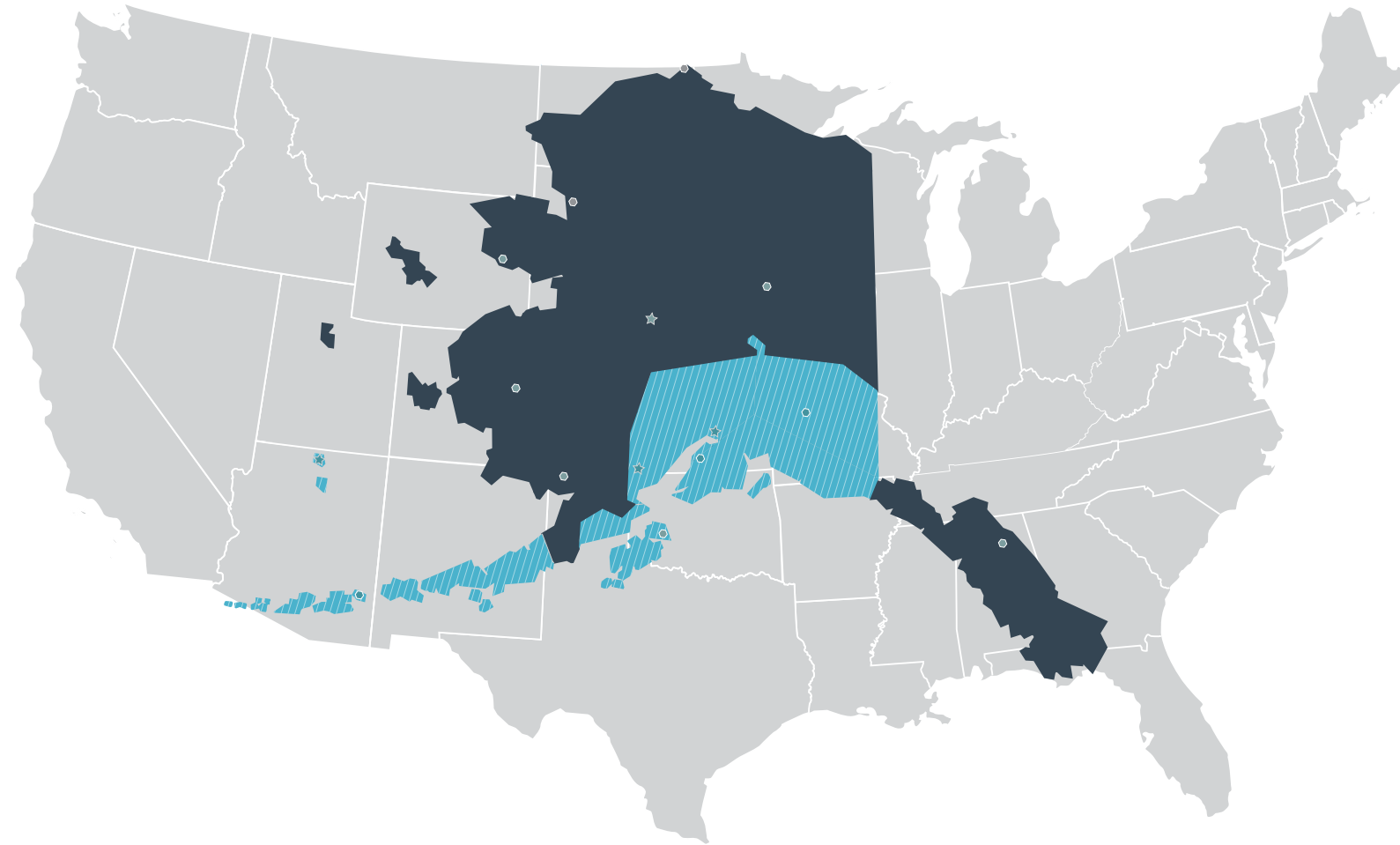


## ABOUT US

**S**outhcentral Foundation (SCF) is an Alaska Native nonprofit health care organization established in 1982 by Cook Inlet Region Inc. (CIRI), one of the Alaska Native regional corporations created by Congress in 1971 under the terms of the Alaska Native Claims Settlement Act. CIRI established SCF to improve the health and social conditions of Alaska Native people, enhance culture, and empower individuals and families to take charge of their lives. Over the last three decades, SCF's workforce has grown from fewer than 100 to over 2,000 employees and the operating budget from \$3 million to \$227 million.

## WHO WE SERVE

SCF serves more than 65,000 Alaska Native and American Indian people in Anchorage, the Matanuska-Sustina valley, and 55 villages in the Rural Anchorage Service Unit. The federal government has a special trust responsibility to Alaska Native and American Indian people, based on treaties, court decisions, federal law and policies. That trust responsibility includes providing funding for health care services. Revenue sources for SCF include federal and state government, private foundations and third-party payers.



## PROGRAMS AND SERVICES

SCF offers more than 80 programs and services, including fully integrated primary care across disciplines: behavioral health, pediatrics, obstetrics and gynecology, traditional healing, complementary medicine, physical therapy, home based services, health education, optometry, dentistry, audiology, social services, pharmacy, radiology, laboratory, residential and outpatient treatment. SCF also offers learning circles for customer-owners on nutrition and fitness, healthy families and relationships, emotional support, recovery, pregnancy, parenting, and cultural activities.



# ORGANIZATIONAL STRUCTURE AND GOVERNANCE

The SCF President/CEO reports directly to an Alaska Native board of directors comprised of seven members. The members are appointed by the Cook Inlet Region, Inc. Board of Directors, and all seven are CIRI shareholders. The SCF Board of Directors is the governing body serving as the chief policy-makers exercising oversight and management of the organization's affairs. Additionally, the members fulfill a liaison role with tribes across the state, participate in meetings with accreditation organizations and regulatory bodies and serve on statewide and national boards.



**James Segura**  
Athabascan  
Chairman, 2004-present  
Director, 1982-present

As one of Southcentral Foundation's founding board members, Mr. James Segura has been instrumental in influencing positive changes for Alaska Native health care. Mr. Segura also serves the people of his region through the Salamatof Native Association's Board of Directors.



**Charles G. Anderson**  
Aleut  
Vice Chairman, 2003-present

Mr. Charles Anderson has dedicated his working life to public service. He is a former Anchorage Chief of Police, state legislator and has sat on a number of state advisory boards and commissions. He has served on the Cook Inlet Region Inc. (CIRI) Board of Directors since 1987.



**Karen Caindec**  
Tlingit  
Secretary/Treasurer  
2004-present

Ms. Karen Caindec was an early scholarship recipient of The CIRI Foundation and subsequently earned a degree from Georgetown University. She developed her financial and business acumen in marketing at Nestle Beverage and applies these key skills to her community and philanthropic work.



**Roy M. Huhndorf**  
Yup'ik  
Director, 1995-present

Early in his career, Mr. Roy Huhndorf worked for the Alaska Federation of Natives and served as director of the Indian Health Service's Community Health Aide Program. He went on to serve as a CIRI incorporator and was continuously elected to the board through 1998. He also served as CIRI President, CEO for 21 years and is Chairman Emeritus. He envisioned and created the structure of the CIRI nonprofits.



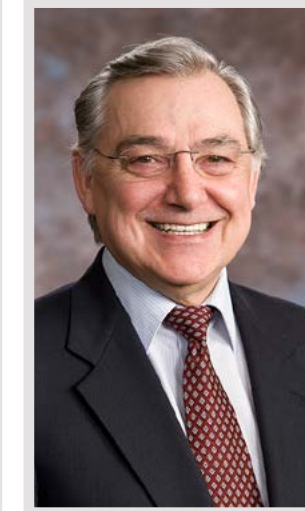
**Dr. Terry Simpson**  
Athabascan  
Director, 2003-present

Dr. Terry Simpson, a surgeon, began his career with the Indian Health Service. He has since owned a private practice, as well as served his community as chief of vascular surgery and as a clinical assistant professor. He has authored six books and a number of scientific papers. He is also a former chairman of the CIRI Board of Directors.



**Loretta J. Throop**  
Athabascan  
Director, 2008-present

Ms. Loretta Throop has had a long career in health care, including serving as a U.S. Public Health Service nurse, a community health aide instructor, a youth and family counselor, and a school nurse and nurse mentor for the Anchorage School District. In the 1970s, she helped write the guidelines for primary health care in rural Alaska.



**Charles J. Akers**  
Yup'ik  
Director, 2008-present

Mr. Charles Akers spent four years in the U.S. Navy as a hospital corpsman before starting a career in business management. He was executive director of the Alaska Rural Development Council for 12 years. In this position, he was involved in the precursor to what is now telemedicine.



**Dr. Katherine Gottlieb**  
MBA, DPS  
Sugpiak (Alutiiq)/Filipino  
President/CEO

Dr. Katherine Gottlieb joined Southcentral Foundation (SCF) in 1987 and has served at the helm of the organization since 1991. She is a tribal member of the village of Old Harbor, a tribal member and elected tribal council member for Seldovia Village Tribe and an honorary member of the Native Village of Eklutna.

Under Dr. Gottlieb's direction and guidance, SCF has become a leader among the nation's health care organizations. She is a visiting scientist at Harvard Medical School, was a founding board member of Cook Inlet Native Head Start, served on the National Library of Medicine Board of Regents and is active at the national level in Alaska Native and American Indian policy issues. In 2004, she was a recipient of the MacArthur Fellows Award. She is also the recipient of the 2015 Harry S. Hertz Leadership Award presented by the Foundation for the Malcolm Baldrige National Quality Award. In 2005, she received an honorary doctoral degree, a doctor of public service, honoris causa, from Alaska Pacific University in recognition of her extraordinary public service.

# WHOLE SYSTEM TRANSFORMATION



## THEN

For 50 years, Alaska Native people in Southcentral Alaska received their health care as “patients” of the Indian Health Service’s Native hospital. With risk factors for health problems up to 10 times more prevalent for Alaska Native people; health statistics were bleak. Then, Congress passed a federal law, Public Law 105-83, in favor of self-determination. This opened the door for Native people to own the entities that deliver the services they utilized.

Survey results found:

- **Patients waited weeks** to get appointments and saw different providers each time.
- **Care was impersonal** and patients were identified by numbers, not names.
- **There was a disconnect** between care for the mind and care for the body.
- **Patients weren’t happy**
- **Employees weren’t happy**

## NOW

### NUKA SYSTEM OF CARE

#### Customer-Ownership

By 1999, Alaska Native people were no longer beneficiaries or “patients” of a government-run system, but, rather, “customers” and “owners” of their own tribally managed health care.

#### Relationship-Based Care

Recognizing that customer-owners are in control of their health, the Nuka System of Care focuses on understanding each customer-owner’s unique story, values and influencers to support them on their journey to wellness. Operational principles (next page) are defined by customer-owners through RELATIONSHIPS.

#### Whole Person Care

Alaska Native people have practiced a holistic approach to healing for thousands of years. Rooted in these traditions, Nuka integrates services to address physical, mental, emotional and spiritual wellness.



The Alaska Native Tribal Health Consortium and Southcentral Foundation jointly own and manage ANMC under the terms of Public Law 105-83. These parent organizations have established a Joint Operating Board to ensure unified operation of health services provided by the Medical Center.

## OPERATIONAL PRINCIPLES

Our operational principles provide guidance from customer-owners when improving systems and/or developing new programs or services. Our mission and key goals emphasize working together with individuals, families and the community, which means our systems and services are built on **RELATIONSHIPS**. We believe that multidimensional wellness can only occur effectively in a relationship-based system of care designed by and for the customer-owner, with care available when, where and how they want it.

**R**elationships between the customer-owner, the family, and provider must be fostered and supported

**E**mphasis on wellness of the whole person, family, and community including physical, mental, emotional and spiritual wellness

**L**ocations that are convenient for the customer-owner and create minimal stops for the customer-owner

**A**ccess is optimized and waiting times are limited

**T**ogether with the customer-owner as an active partner

**I**ntentional whole system design to maximize coordination and minimize duplication

**O**utcome and process measures to continuously evaluate and improve

**N**ot complicated but simple and easy to use

**S**ervices are financially sustainable and viable

**H**ub of the system is the family

**I**nterests of the customer-owner drive the system to determine what we do and how we do it

**P**opulation-based systems and services

**S**ervices and systems build on the strengths of Alaska Native cultures



## EVERYTHING IS CONNECTED

### MISSION AND VISION

#### → GOALS

##### → CORPORATE OBJECTIVES

##### → CORPORATE INITIATIVES

##### → DEPARTMENT WORK PLANS

##### → EMPLOYEE DEVELOPMENT PLANS



SCF's strategic planning process is an annual cycle, informed by customer-owner and employee feedback. The work that every employee does at SCF is tied directly to the Mission and Vision.

This progress report will detail the work achieved toward the Mission and Vision under each of SCF's goals and corporate objectives.



# SHARED RESPONSIBILITY



**GOAL**

We value working together with the individual, the family, and the community. We strive to honor the dignity of every individual. We see the journey to wellness as being traveled in shared responsibility and partnership with those for whom we provide services.

**CORPORATE OBJECTIVES**

- Ensure systems and services that are respectful and culturally appropriate
- Achieve excellence in customer-owner satisfaction
- Increase community awareness of SCF’s services and programs



## ENSURE SYSTEMS AND SERVICES ARE RESPECTFUL AND CULTURALLY APPROPRIATE

**PROGRAM HIGHLIGHT**

Quyana Clubhouse is a safe, welcoming place for Alaska Native adults 21 and older with severe and persistent mental illnesses. The day program blends medical services with Alaska Native tradition and structure in a nurturing environment. The program provides a gathering place for participants to meet with friends who may be working through similar issues and enjoy meals together. Quyana Clubhouse offers a range of behavioral services and primary care services to its participants.

In 2015, Quyana Clubhouse organized a trip to the Alaska State Fair for 40 SCF customer-

owners, providing an opportunity that many of them would not have had otherwise. That year, Quyana Clubhouse also hosted its annual fish camp in Ninilchik, a three-day fishing trip attended by 22 customer-owners. Participants enjoyed an occasion to fish and share stories about their childhood and hunting back in the villages.

In 2011-2015, SAMHSA-HRSA Center for Integrated Health Solutions recognized Quyana Clubhouse for its innovation and dedication to supporting the whole health of customer-owners as a SAMHSA Primary and Behavioral Health Care Integration grantee.

**94%** of customer-owners agree that their culture and traditions were respected.

**99%** of Quyana Clubhouse participants have a positive perception of their care.



**98%** of customer-owners agree that employees in the program/clinic were courteous.

## ACHIEVE EXCELLENCE IN CUSTOMER-OWNER SATISFACTION

### PROGRAM HIGHLIGHT

On January 1, 2015, at the request of the Aleut Community of St. Paul Island, Southcentral Foundation assumed management of health care services at the St. Paul Island Community Health Center. SCF now provides primary care and behavioral health services at the Island's clinic. The clinic is open to all community members who choose to receive services there. The clinic is staffed by a nurse practitioner, community health aides, behavioral health consultant, behavioral health aides, and is supported by other visiting clinicians such as dental, optometry, and health education.

system is continually improved. SCF has also provided over \$1 million in annual funding directly to the tribe to expand social services, addiction treatment programs and behavioral health services.

SCF engaged with the community by participating in the St. Paul Community Health Fair. Behavioral Services Division, Health Education, and the Native Men's Wellness Program hosted informational booths and gave presentations. Behavioral Services provided snacks and refreshments for the family game night and healthy foods fair.

SCF leadership meets regularly with leadership from the Aleut Community of St. Paul to resolve issues and ensure that the health care



Anchorage Native Primary Care Center



SCF's Learning Institute received 380 requests from 205 organizations. Requests came from 28 states around the U.S. and nine different countries, in addition to United Kingdom countries such as Wales, Scotland, and England.

## INCREASE COMMUNITY AWARENESS OF SOUTHCENTRAL FOUNDATION SERVICES AND PROGRAMS

### PROGRAM HIGHLIGHT

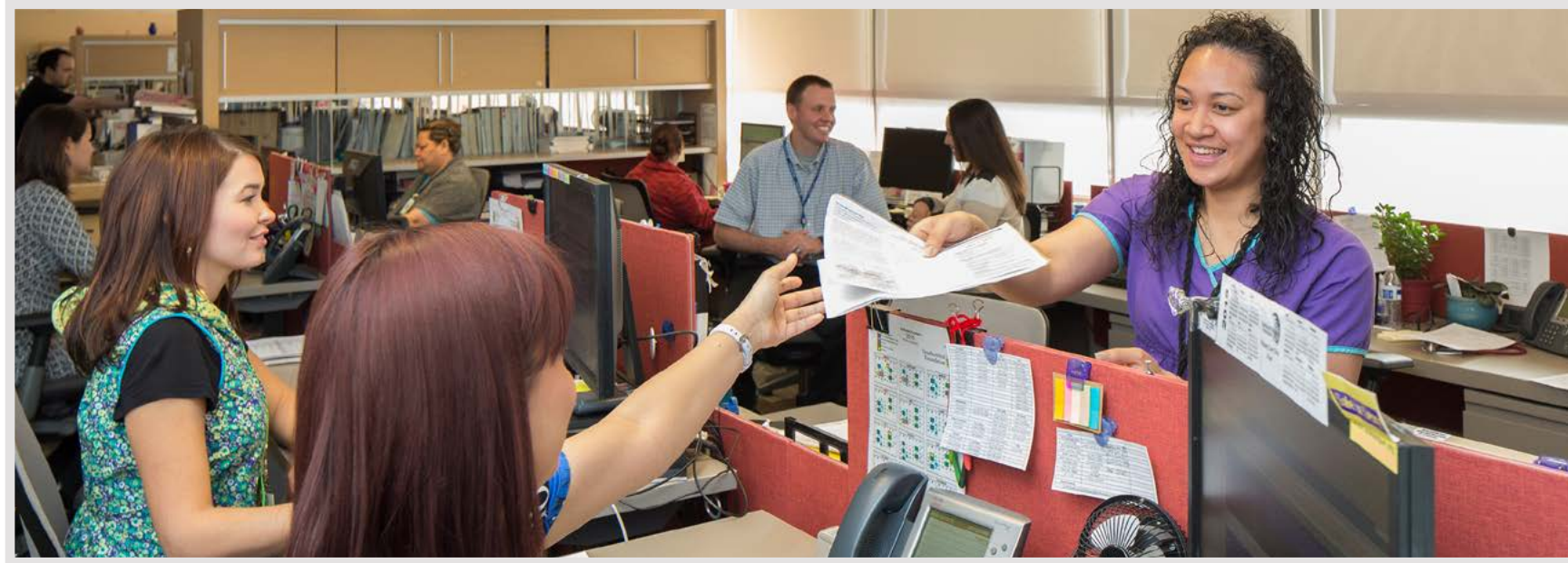
SCF collaborated with Alaska Forget Me Not Coalition of Service Members, Veterans, and Families (SMVF) and North Star Behavioral Health to host the 5th Agency Networking Gathering on Aug. 21, 2015.

The three organizations worked together for the Gathering, placing an emphasis on supporting service members and veterans in the community.

The Agency Networking Gathering was a half-day event inviting a variety of organizations to the Alaska Veteran Affairs Health Care System building to learn about available resources in Anchorage. The 38 organizations that participated included Alaska state divisions/departments, faith-based organizations and a variety of health care and social service non-profit agencies. More than 80 people attended the event.

**68%** of Agency Networking Gathering respondents strongly agreed that their perspective of community resources in Alaska was enhanced by the event.

# COMMITMENT TO QUALITY



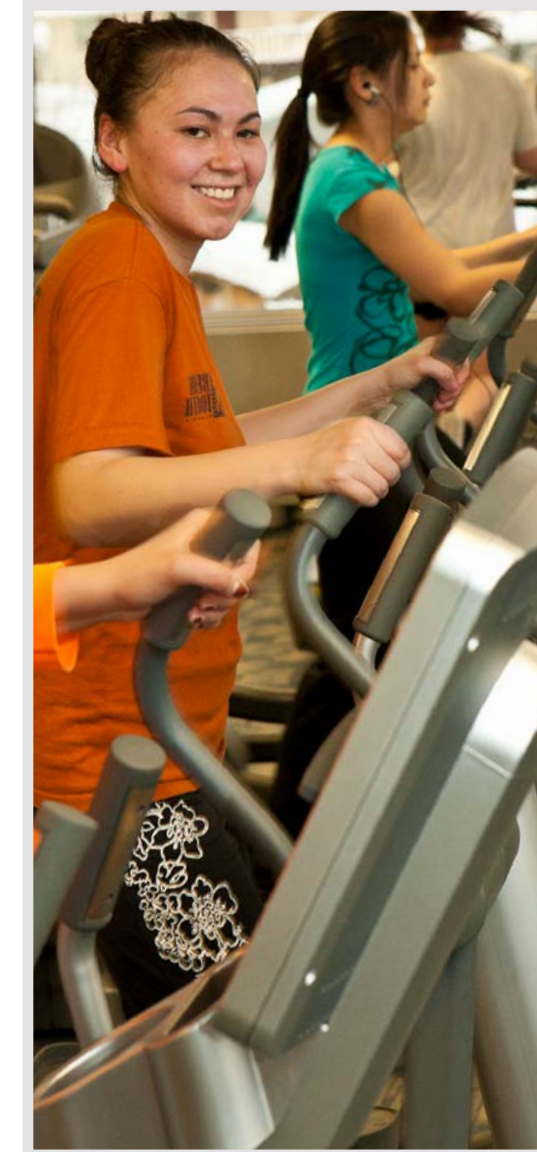
## GOAL

We strive to provide the best services for the Native Community. We employ fully qualified staff in all positions and we commit ourselves to recruiting and training Native staff to meet this need. We structure our organization to optimize the skills and contributions of our staff.

## CORPORATE OBJECTIVES

- Improve work environments and employee development systems with an emphasis on Alaska Native employees
- Ensure continuous improvement of systems and processes
- Increase the number of Alaska Native employees in all job categories

# IMPROVE WORK ENVIRONMENTS AND EMPLOYEE DEVELOPMENT SYSTEMS WITH AN EMPHASIS ON ALASKA NATIVE EMPLOYEES



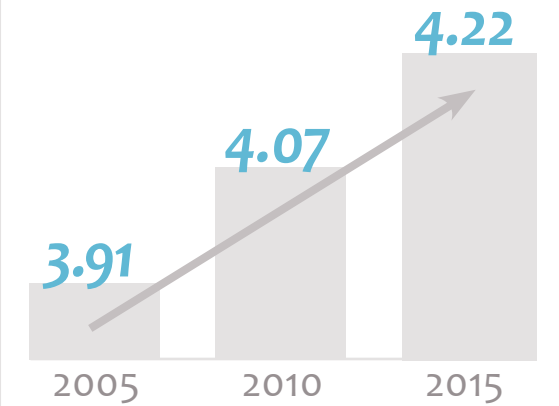
## PROGRAM HIGHLIGHTS

All employees at SCF go through a 3.5 day new hire orientation. The comprehensive training program introduces employees to corporate culture and to SCF's Nuka System of Care emphasizing the perspective of how to best serve customer-owners. New employees learn about many different aspects of SCF, including the mission, vision and corporate goals; the employee code of conduct and ethics; SCF's support for employee wellness; SCF's practices to ensure both customer-owner and employee safety; SCF's methods for process improvement; and the work of SCF's Family Wellness Warriors Initiative. New hire orientation also includes a cultural activity in which employees are encouraged to bring in an item that represents their culture and share a piece of their story.

From 2007-2015, SCF had a

**15% decrease**  
in employee turnover.

**8% increase** in  
Workforce Engagement Score



The workforce engagement indicator reflects the degree of engagement your employees feel towards the workplace.



## ENSURE CONTINUOUS IMPROVEMENT OF SYSTEMS AND PROCESSES

### PROGRAM HIGHLIGHT

SCF's Wellness Care Plans are a disease-agnostic system for identifying customer-owners whose behavior indicates they have an issue impacting their health. When customer-owners have several admissions to the hospital or visits to the ER, SCF does not scrutinize them, restrict visits, or change their provider or case manager. Instead, SCF's employees look for ways to partner with the customer-owner and help them reach their

health goals. Employees work together with the customer-owner to create a wellness care plan to address the root issues they are facing (as defined by the customer-owner). SCF's tracking system then reports the number of negative visits (ER, urgent care, etc.) and the number of positive visits (behaviorist, dietician, etc.) before and after the wellness care plan. The goal is not to reduce the number of visits, but to work with customer-

owners to identify what changes can be made to support them in a manner that works for them. The system allows SCF to evaluate, in real time, if the services provided are having an impact for those who need them most. It also provides data that SCF uses to improve population health.

Courses in motivational interviewing, crucial conversations and chronic pain are offered at SCF's Development Center to assist providers in creating wellness care plans in relationship to customer-owners. When customer-owners with wellness care plans were admitted for inpatient visits in 2015, only 14 percent were readmitted within 30 days after the first visit.



Joint Commission Award



PCMH Level III Award



CARF Certification Award

## INCREASE NUMBER OF ALASKA NATIVE EMPLOYEES IN ALL JOB CATEGORIES

### PROGRAM HIGHLIGHT

SCF implemented a pilot program for students wanting to become Certified Medical Assistants (CMAs). This eight month program is focused on preparing Alaska Native and American Indian SCF employees to enter a CMA academic program through Alaska Career College. SCF's Development Center and Medical Services Division provide coaching to participants as they go through the program. Upon completion of the program, the students are hired as CMAs at SCF.

SCF also developed the Registered Nurse Internship Program. This is a 12-18 month program designed to prepare Alaska Native and American Indian nurses for nursing positions at SCF. To date, six Alaska Native and American Indian nurses have completed the program and now work as RN case managers within SCF's clinics.

**88%** completion rate

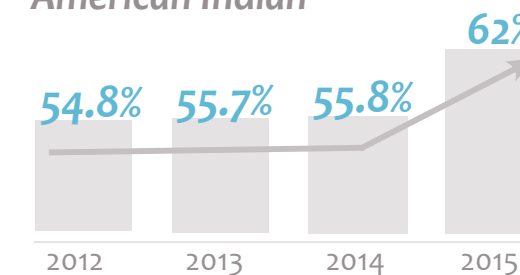
Overall, SCF has hosted 8 RN interns. Of those, there were 7 successful completions, 6 of which were placed at SCF.



### EXTERNAL STUDIES SHOW ...

5% of the nation's patients make up almost 50% of the nation's health care costs (NIHCM, 2012)

**62%** of SCF employees are Alaska Native or American Indian



### EXTERNAL STUDIES SHOW ...

In 2013, American Indian and Alaska Native people in Alaska were twice as likely to be unemployed than white Alaskans, with an eleven percent unemployment rate.

# FAMILY WELLNESS



## GOAL

We value the family as the heart of the Native Community. We work to promote wellness that goes beyond absence of illness and prevention of disease. We encourage physical, mental, social, spiritual and economic wellness in the individual, the family, the community and the world in which we live.

## CORPORATE OBJECTIVES

- Reduce the rate of domestic violence, child abuse and neglect
- Reduce the rate of and improve the management of cancer
- Reduce the incidence of suicide
- Reduce the rate of substance abuse
- Reduce the rate of obesity
- Reduce the rate of and improve the management of diabetes
- Improve oral health
- Reduce the rate of and improve the management of cardiovascular disease

# REDUCE THE RATE OF DOMESTIC VIOLENCE, CHILD ABUSE AND NEGLECT

## PROGRAM HIGHLIGHTS

SCF's Family Wellness Warriors Initiative (FWWI) is aimed at addressing the devastating problems of domestic violence, abuse and neglect in the Alaska Native Community. FWWI hosts in-depth trainings such as Beauty for Ashes, Arrigah House and Grace for the Wounded, to help individuals and communities impacted by violence. Although FWWI's programs are aimed at Alaska Native and American Indian people, all individuals seeking help dealing with violence and its aftermath are encouraged to apply for their trainings.

SCF's Native Men's Wellness Program provides services that support Alaska Native and American Indian men to identify their contemporary roles in the community, while maintaining traditional subsistence and cultural practices; with vocational and employment opportunities, counseling, and barriers within a supportive environment; in a culturally appropriate venue for discussing cultural and historical issues; and improve their health and wellness and embrace Native cultures. In 2015, SCF's Native Men's Wellness Program launched an internship program that offers Alaska Native and American Indian men professional training and skill development opportunities to increase employability and to sustain a living wage earning potential.

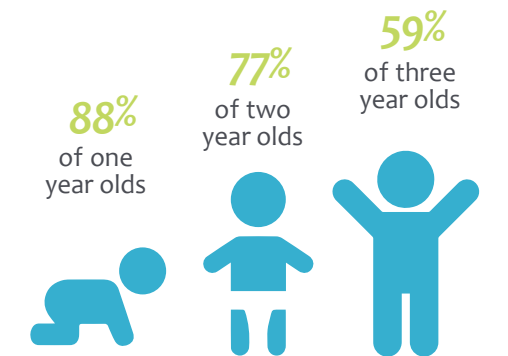


At a 12 month follow up to FWWI trainings;

- 59% of females showed an increase in self-esteem
- 71% of males showed an increase in self-esteem
- 61% of males showed an increase in cultural connectedness
- 55% of females showed an increase in cultural connectedness
- 74% of men showed an increase in spiritual well-being
- 68% of women showed an increase in spiritual well-being

## EXTERNAL STUDIES SHOW ...

In 2014, 134 per 1,000 Alaska Native people ages 19 years old and younger experienced reported and confirmed cases of maltreatment. This is compared to 54 per 1,000 of all Alaskans ages 19 years old and younger. (Alaska DHSS OCS, 2015)



received an Ages and Stages screening, an assessment that looks at the developmental and social-emotional well-being of a child. It supports learning, tracking and, if needed, intervening.

## REDUCE THE RATE OF AND IMPROVE THE MANAGEMENT OF CANCER

### PROGRAM HIGHLIGHT

The tradition of storytelling is an integral part of Alaska Native cultures that continues to be a way of passing on knowledge. Using a story-based approach to share cancer education is grounded in Alaska Native traditions and people's experiences and has the potential to positively impact cancer knowledge, understandings and wellness choices. As part of a 5-day, in-person cancer education course, Community Health Workers (CHWs) in Alaska created a personal digital story. To identify engaging elements of digital stories among Alaska Native people, one focus group was held in each of three different Alaska communities with a total of 29 adult participants. After viewing CHWs' digital stories created during CHW cancer

education courses, focus group participants commented verbally and in writing about cultural relevance, engaging elements, information learned and intent to change health behavior. Digital stories were described by Alaska focus group participants as being culturally respectful, informational, inspiring, and motivational. Viewers shared that they liked digital stories because they were short (only 2-3 min.); nondirective and not preachy; emotional, told as a personal story and not just facts and figures; and relevant, using photos that showed Alaskan places and people.

- March 2015 Engaging Elements of Cancer-Related Digital Stories in Alaska



SCF exceeds the Health Effectiveness Data Information Set's (HEDIS) **75<sup>th</sup>** percentile for breast and cervical cancer screenings.

### EXTERNAL STUDIES SHOW ...

Cancer is the leading cause of death among Alaska Native people and among all Alaskans statewide. The rate of cancer mortality was 233.3 per 100,000 during 2008-2011. (Alaska Native Epidemiology Center, 2013)

## REDUCE THE INCIDENCE OF SUICIDE

### PROGRAM HIGHLIGHT

Sept. 10 was National Suicide Prevention Day and Sept. 7-13 was recognized as Suicide Prevention Week. SCF has utilized these observances to increase awareness about the SCF *Denaa Yeets'* program and available resources for customer-owners, including Applied Suicide Intervention Skills

Training, safeTALK, grief support group and postvention community trainings. Outreach has included daily lobby activities and outreach, radio promotion, online advertising, social media postings and posters in the clinic waiting areas.

**83%** of those eligible were screened for depression.

### EXTERNAL STUDIES SHOW ...

In 2014, the rate of Alaska Native males that died by suicide was 50.9 suicides per 100,000, nearly four times the national average. (Statewide Suicide Prevention Council, 2015)



## REDUCE THE RATE OF SUBSTANCE ABUSE

SCF offers learning circles, a form of group therapy, for customer-owners seeking assistance with substance abuse recovery. Learning circles are based on the Alaska Native value of sharing and receiving story. Some learning circles are run by master-level therapists, others by skilled clinicians, and people who run learning circles.

*“In 2015, a customer from a small interior town completed close to 120 days of treatment. The customer made good progress and completed all of her treatment goals. She showed willingness to apply the 12 step model to her recovery – and to begin the practice of recognizing what she can control in her life and what she cannot control. The customer acknowledged her early recovery was going to be tested as soon as she returned to her very small community. As part of transition/discharge planning, the customer followed up on the team’s recommendation for continuation of psychotropic and anti-craving medication. The customer also added to her treatment plan a commitment to set up the first AA program in her community. Prior to discharge, the customer sought endorsement from the Alaska AA charter, gathered necessary resources and announced to her community the date/time for the first AA meeting. When contacted post-discharge, the customer reported she had chaired the first meeting and a weekly schedule has been established – the first for this small town.”*

– SCF Dena A Coy Program

The SCF Four Directions Outpatient Treatment Program is continuing to improve access and services to customer-owners residing in the Anchorage bowl area. The program implemented the immediate access program on March 1, 2015 which drastically reduced the initial wait times to get an assessment to enter the program. Four Directions has also tied in pre-treatment learning circles along with the immediate access program so customer-owners have an opportunity to further educate themselves on the benefits of staying clean and sober, and to see what else is available within SCF.

*“I wanted to thank you so much for all your help. Along with the team at Four Directions. I feel like I have my life back and you were a large part of that. If our first meeting had not gone well, who knows how things could have gone for me. Thank you again for your help. Please let Mike and Elaine know that I am still doing great and very excited for continued health.”*

– Four Directions Customer-Owner



### EXTERNAL STUDIES SHOW ...

In 2013, the alcohol-induced mortality rate for Alaska Native people was 52.8 per 100,000 as compared to all Alaskans of 18.7 per 100,000. This is a decrease of 14 percent from the year before, and a 27% decrease since 2007. (Alaska DHSS, 2015)

## REDUCE THE RATE OF OBESITY

### PROGRAM HIGHLIGHT

Maintaining a healthy weight is the key to preventing many diseases. SCF’s Lose to Win is a 13-week weight management program that focuses on healthy lifestyle changes. The primary objective of Lose to Win is to improve overall health, and in the process, help customer-owners lose unwanted pounds. Participants join a support system and meet weekly with clinical exercise specialists, dietitians and peers. Classes

include educational materials, healthy recipes and interactive demonstrations.

During a recent program cycle in SCF’s Lose to Win Program, participants reported an average 7.3 lbs. lost; an average 7.1 inches lost; an average 7.86 points gain in good cholesterol; an average blood glucose 8.29 points loss; and an average 1.18 points loss.



**80%** of eligible empaneled customer-owners received a BMI screening.

### EXTERNAL STUDIES SHOW ...

Maintaining a healthy weight is the key to preventing many diseases.

# REDUCE THE RATE OF AND IMPROVE THE MANAGEMENT OF DIABETES

## PROGRAM HIGHLIGHTS

SCF's Diabetes Education Program hosts monthly workshops to help diabetic customer-owners learn how to manage this chronic illness and avoid other health complications that can arise from it. The program is open for customer-owners who are newly diagnosed, as well as customer-owners who have been living with diabetes for years. In the one-day workshop taught by dietitians, customer-owners discover ways to manage their diabetes, including how to interpret blood sugar readings, plan healthy meals, cope with stress, choose treatment options and find group support. In one 12-month period, 85 customer-owners with diabetes completed the one-day workshop offered through the program. As a result, their average A1C (blood glucose measurement over a three-month period) dropped by .89 points, from an average of 8.29 to 7.39.



The SCF Diabetes Education Program is continually working to expand outreach to more customer-owners in Anchorage and the Matanuska-Susitna Borough, as well as the villages in the Rural Anchorage Service Unit.

*Primary care is associated with an **89%** increased likelihood of blood pressure control and **177%** increased likelihood of glycemic control.*

*- SCF Research and Institute of Social and Economic Research at the University of Alaska study*

***44%** of eligible customer-owners with diabetes had their LDL in control*

***93%** percent received an HgBA1c screening.*

## EXTERNAL STUDIES SHOW ...

In 2014, 6.1 percent of Alaska Native people were living with type 2 diabetes. This is compared to 7.8 percent of all Alaskans. (Alaska Department of Health and Social Services, 2016)



# IMPROVE ORAL HEALTH

## PROGRAM HIGHLIGHTS

SCF is improving access to dental services in all locations. The Alaska Native Medical Center (ANMC) is surpassing access goals in all general and specialty clinics; access is available in less than 16 days for all areas except operating room services. Benteh Nuutah Valley Native Primary Care Center (VNPCC) dental is meeting access goals in all areas including adult restorative needs; denture and crown services are available on a limited basis. Fireweed Dental is facing a

backlog for orthodontic and prosthodontic services, but is improving access to preventive and restorative services for adults. And the Chugach Square Mall Dental Clinic, located next to the Elder program, has a fully functional dental clinic with three chairs. During Head Start enrollment, dental needs for students were quickly met, and access has been expanded for Elder program participants.

*In FY 2015, **27%** of empaneled customer-owners between the ages of 7 and 21 years old received a comprehensive dental screening.*

*ANMC Dental surpassed access goals in all general and specialty clinics—**under 16 days** in all areas, except operating room services.*

*SCF employed **9 Alaska Native/American Indian** dental assistant trainees.*

## EXTERNAL STUDIES SHOW ...

Alaska Native people have a higher incidence of oral cancer than other racial/ethnic groups in Alaska (2012).



## REDUCE THE RATE OF AND IMPROVE THE MANAGEMENT OF CARDIOVASCULAR DISEASE



### PROGRAM HIGHLIGHT

SCF's Health Education and Wellness Center offers the health and wellness program, a partnership with customer-owners, their family members and their primary care providers to offer services focused on wellness. Health Education operates a wellness center in Anchorage, open Monday through Friday from 6:15am to 6:30pm, and a wellness center in Wasilla, open Monday through Friday from 7am to 6pm. The

Anchorage Wellness Center was remodeled in 2015 and now offers a larger capacity and expanded facilities for customer-owners and employees.

Physical therapy is also now available to customer-owners through the Center. The department promotes mobility, function and quality of life through examination, diagnosis and physical intervention. These expanded

**87%** of those eligible received a CVD Annual LDL screening.

SCF services align with the growing needs of customer-owners and increase the referral resources available to our primary care teams. The physical therapists can provide care for customer-owners with illnesses or injuries that limit their mobility and/or ability to perform daily activities.

### EXTERNAL STUDIES SHOW ...

Heart disease is the second leading cause of death among Alaska Native people, with a mortality rate of 201.5 per 100,000 during 2008-2011 (Alaska Native Epidemiology Center, 2013).

## OPERATIONAL EXCELLENCE



### GOAL

We develop and improve our operations that support delivery of services to customer-owners.

### CORPORATE OBJECTIVES

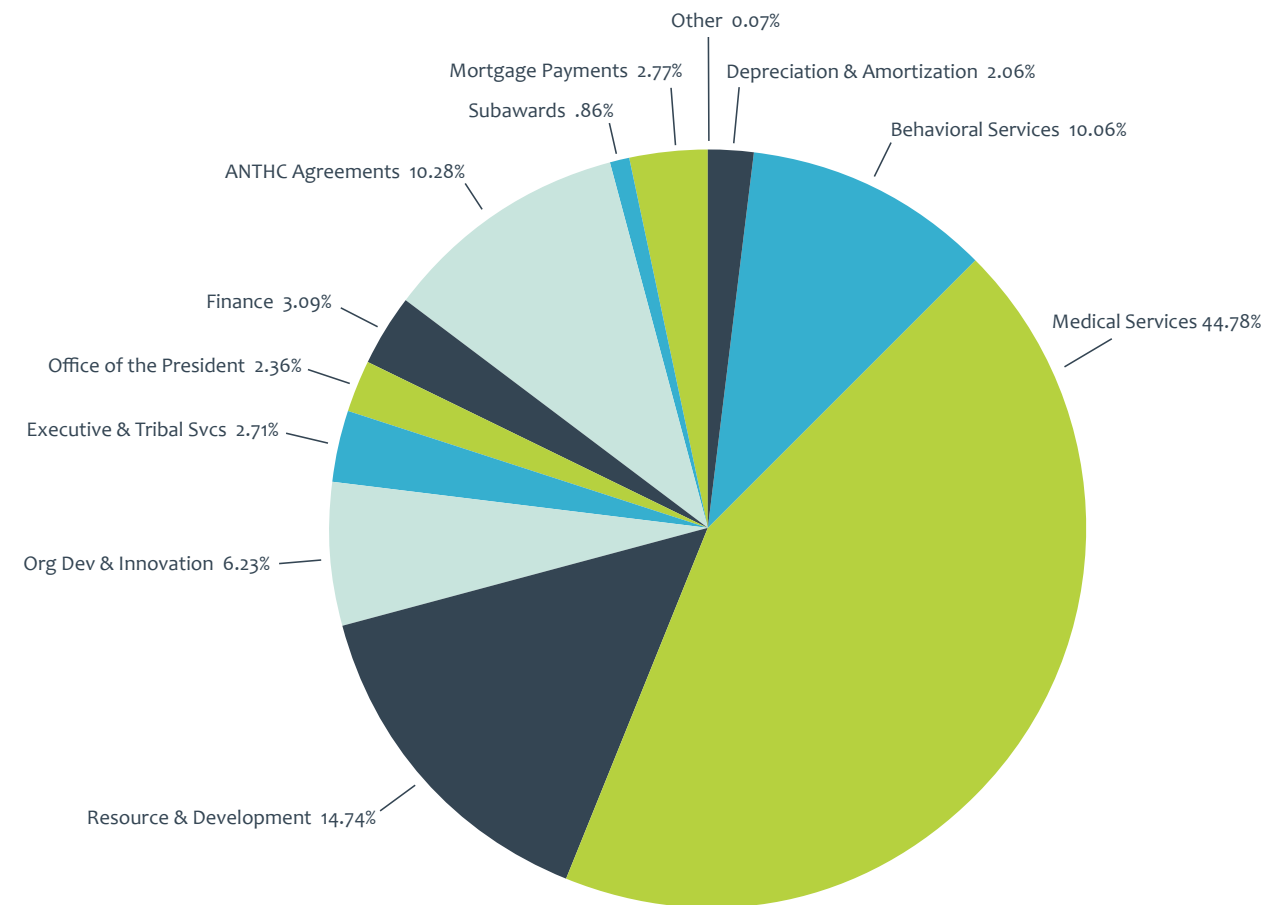
- Improve the management of expenses
- Improve utilization of information technology and data support systems and services
- Improve SCF systems for third party revenue generation and collections

## IMPROVE THE MANAGEMENT OF EXPENSES

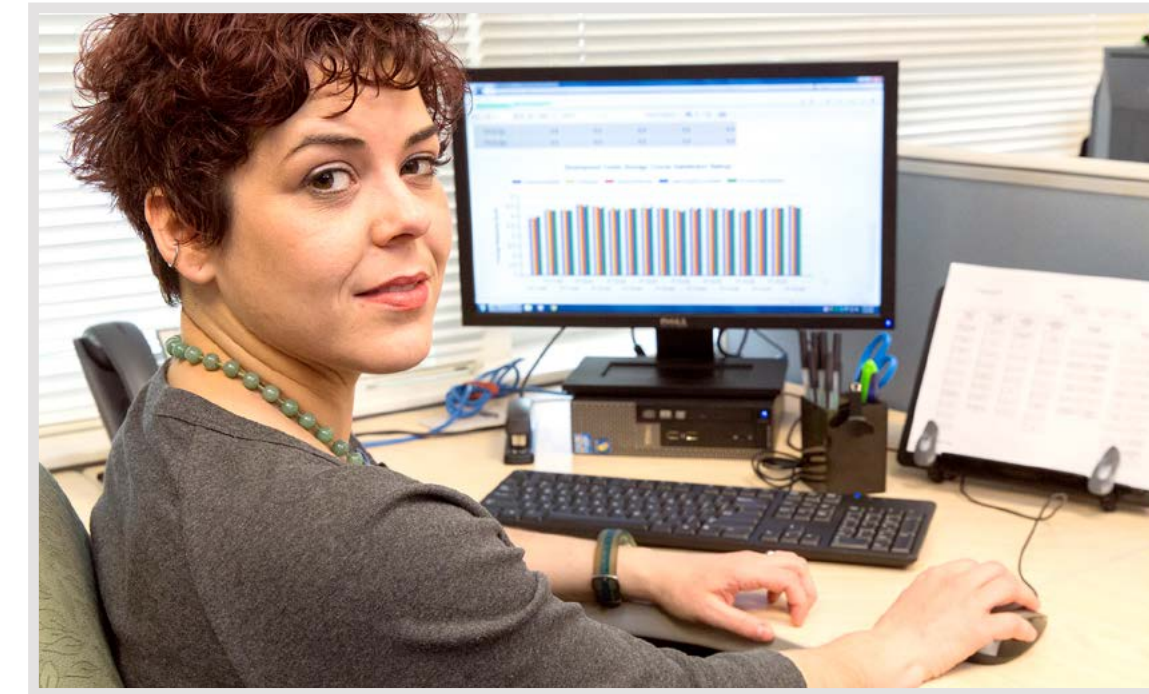
### PROGRAM HIGHLIGHTS

SCF implemented Coupa, a user-friendly purchasing software, to handle procurement. It's many features include a cloud-based platform that creates a shopping experience very similar to Amazon, with an easy-to-use shopping cart feature; the ability to shop on vendors' websites and make purchases; the ability for approvers to review purchases through email or via a mobile app to expedite approvals; a supplier network which SCF has enrolled in that provides cost savings; electronic invoicing; expense reporting functions; and inventory and asset tracking.

SCF FY15 Expenditure Summary by Division



## IMPROVE THE UTILIZATION OF INFORMATION TECHNOLOGY AND DATA SUPPORT SYSTEMS AND SERVICES



**58** work plans were submitted across the organization to improve utilization of information technology through SCF's Annual Planning Tool, a tool that aligns departments across the organization to meet SCF's overall corporate objectives and initiatives.

### PROGRAM HIGHLIGHT

Thanks to a partnership between the SCF Finance Administration Department and the SCF Data Services Department, monthly program reports are now published on the

data mall. Department directors and managers can now easily access their reports. Reports are loaded by the 15th working day of the following month.

## IMPROVE SCF SYSTEMS FOR THIRD PARTY REVENUE GENERATION AND COLLECTIONS

### PROGRAM HIGHLIGHTS

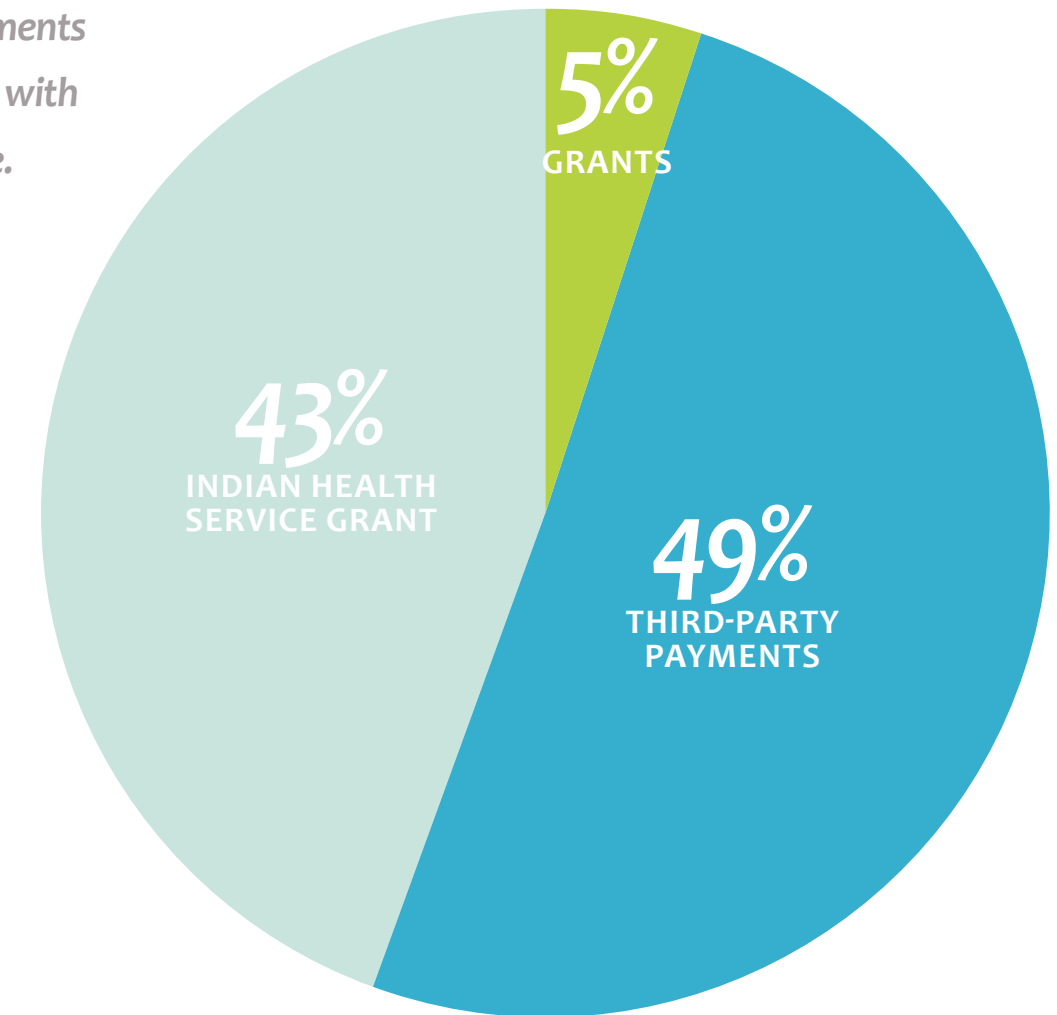
The Tribally-Sponsored Health Insurance Program (TSHIP) is a collaboration of ten tribes and tribal organizations in Alaska, including SCF. As part of the Affordable Care Act, customer-owners and their family members qualify for TSHIP if they are eligible for IHS services, meet certain income guidelines, and are not covered or eligible for Medicare, Medicaid, Denali KidCare, Veterans Health or employer-sponsored insurance. TSHIP enables customer-owners to enroll in insurance plans through the federally-facilitated marketplace for Alaska.



SCF enrolled **35 customer-owners** for TSHIP MODA coverage. **74 customer-owners** have signed their TSHIP agreements and are in the process of being scheduled for enrollment.

SCF has **reduced the complex care list to contact for eligibility screening from 1,513 customer-owners to 276.**

In FY 2015, SCF's income was \$240 million, **5%** of SCF's income was through grants, **49%** through third-party payments and **43%** through a grant with the Indian Health Service.



# RECOGNITIONS

## CORPORATE AWARDS

- Anchorage School District Spirit of Tomorrow Award (2014)
- Level III, Patient Centered Medical Home™ three-year recognition (2013-2016 and 2009-2012) – from the National Committee for Quality Assurance. The Patient Centered Medical Home standards emphasize the use of systematic, patient-centered, coordinated care that supports access, communication and patient involvement.
- Indian Health Service Director’s Award (2012)
- Alaska Cultural Humanitarian Award (2012) – presented by the Alaska Psychological Association
- Malcolm Baldrige National Quality Award (2011)
- Cerner Consulting Project Excellence Award (2011)
- League of American Bicyclists’ Bicycle Friendly Business Award (2010)
- Alaska Performance Excellence (APEX) Award (2009)
- U.S. Dept. of Health & Human Services SAMHSA Science & Service Award (2009) for behavioral health/primary care integration
- Joint Commission accreditation (ANMC hospital and primary care center) a nationally recognized symbol of quality
- Magnet® status for nursing excellence (ANMC hospital) an honor bestowed to only 5 percent of U.S. hospitals

## LEADERSHIP AWARDS

- Baldrige Foundation Harry S. Hertz Leadership Award: President/CEO Dr. Katherine Gottlieb (2015)
- Bridge Builders of Anchorage “Excellence in Community Service Award”: President/CEO Dr. Katherine Gottlieb (2013)
- National Indian Health Board Awards: Board Secretary/Treasurer Karen Caindec (2014); Vice President of Finance/Chief Financial Officer Lee Olson (2014); Board Director Dr. Terry Simpson and President/CEO Dr. Katherine Gottlieb (2013), Vice Chair of the Board Charles Anderson (2012), Board Director Roy Huhndorf (2011), Chair of the Board James Segura (2010), Vice President of Resource and Development/Chief of Staff Dr. Kevin Gottlieb (2009)
- National Indian Health Board Awards: Board Director Dr. Terry Simpson and President/CEO Dr. Katherine Gottlieb (2013), Vice Chair of the Board Charles Anderson (2012), Board Director Roy Huhndorf (2011), Chair of the Board James Segura (2010), Vice President of Resource and Development/Chief of Staff Dr. Kevin Gottlieb (2009)
- Alaka Federation of Natives President’s Award – Health: Board Director Charles Akers (2013), Board Director Loretta Throop (2011)
- Alaska Public Health Association’s Alaska Meritorious Health Service Award: President/CEO Dr. Katherine Gottlieb (2010)
- March of Dimes 2010 “Friend of Nursing”: President/CEO Dr. Katherine Gottlieb (2010)

- Native Action Network Enduring Spirit Award: Vice President of Executive and Tribal Services Ileen Sylvester (2010)
- Alaska Journal of Commerce’s Top 40 Under 40: Vice President of Behavioral Services Chanda Aloysius (2008)
- Alaska Pacific University, honorary doctorate in public service (“Doctor of Public Service, honoris causa”): President/CEO Dr. Katherine Gottlieb (2005)
- CIRI Shareholder of the Year: Chair of the Board James Segura (2005)
- MacArthur Fellowship Award: President/CEO Dr. Katherine Gottlieb (2004)
- U.S. Department of Health and Human Services Physician Executive of the Year: Vice President of Medical Services Dr. Douglas Eby (2004)
- Indian Health Service Physician Leader of the Year Award: Vice President of Medical Services Dr. Douglas Eby (2003)
- YWCA Alaska/BP Women of Achievement: Vice President of Executive and Tribal Services Ileen Sylvester (2002), President/CEO Dr. Katherine Gottlieb (1999)



## PROGRAM AWARDS

- Alaska Public Health Association 2016 Health Equity award: Nutaqsiivik (2016)
- Brandon Hall Group’s Excellence in Talent Management, Silver Award for Best Onboarding Program: Administrative Support Training Program (2012)
- National Indian Health Board Local Impact Award: RAISE Program (2011)
- Alaska Primary Care Association’s Coho Award: Rural Crisis Response Team (2011)
- Indian Health Service Director’s Special Recognition Award: Traditional Healing Clinic (2011)
- Public Relations Society of America (PRSA) National Silver Anvil Award of Excellence: Southcentral Foundation’s 12th Annual Gathering (2010)
- Alaska Public Health Association’s Community Service Award for Health: Family Wellness Warriors Initiative (2010)
- Alaska Governor’s Shirley Demientieff Award: Family Wellness Warriors Initiative (2010)
- National and/or Global Community Service Heroes of Healthcare Award: Family Wellness Warriors Initiative (2010)
- Mary Byron Foundation’s Celebrating Solutions Award: Family Wellness Warriors Initiative (2010)
- Spirit of Youth, Service to Community Award: RAISE Program Summer Interns (2008)
- National Indian Health Board Area/Regional Award: Family Wellness Warriors Initiative (2009)

## INDIVIDUAL AWARDS

- Alaska Public Health Association Short-Term award: Home Based Services clinical coordinator Rachel Bodeen (2016)
- Patriot Award: Air Force Reserve Officer and Southcentral Foundation Fast Track Emergency Manager Kinsey Jacobs (2016)
- Association of Alaska Community Health Aid Program Directors’ Shining Star Award for Outstanding Accomplishment: Iliamna Lake Region Community Health Aid Practitioner Juliana Anelon (2016)
- Save the Children’s The REAL Award: Physician Assistant Ben Olmedo (2014)
- Indian Health Service Pharmacy Technician of the Year: Pharmacy Technician Genelle Tobuk (2014); Rural Anchorage Service Unit Pharmacy Technician Debra Prayer (2013); Pharmacy Supervisor Debra Tobuk (2012)
- Hospice Humanitarian – Heroes of Healthcare Award: Home Based Services RN Cathy Hopkins (2014)
- Alaska Journal of Commerce’s Top 40 Under 40: Human Resources Director April Kyle and Medical Services Division Director of Operations Justin Atteberry (2013), Behavioral Services Division Director of Operations Michelle Baker (2010)
- Minnigerode Award for Nursing Excellence (MANE) Hanzel Award for Administrative Activities: Home Based Services Manager of Nursing Jodie Jolly (2013)
- National Association for Home Care and Hospice’s Top 50 Home Care and Hospice Nurses/

- Top 10 Finalist for Nurse of the Year: Quality Improvement Clinical Coordinator Jacob Malouf (2013)
- Geiger Gibson Emerging Leader: McGrath Regional Health Center Manager Dustin Parker (2012)
- March of Dimes Nurse of the Year Awards: Case Management/Care Coordination Award: RN Case Manager Thor Brendtro (2014); Mentoring Award: Nutaqsiivik RN Mentor Tina Anliker (2014); Advanced Practice Nurse of the Year: OB-GYN Certified Nurse Midwife Janet Froeschle (2012); Community Case Management Care Coordinator Nurse of the Year: Primary Care 3 West RN Case Manager Leslie Stephens (2012); Non Hospital Based Nurse: Home Care RN Andra Rasmussen (2012); Community Case Management Care Coordinator Nurse of the Year: RASU Operations Support RN Case Manager Nora Herrerra (2011); Case Management Nurse of the Year: Valley Native Primary Care Center RN Case Manager Bryen Bartgis (2010) Raven’s Ball Luminary Awards – Community Spirit Award: Elder Advisory Council Member Sid Smith (2012) Alaska Federation of Natives – Della Keats Healing Hands Award: Tribal Doctor Sarah Smith (2011) Outstanding Direct Service Professional of the Year Award (Alaska Alliance for Direct Service Careers): The Pathway Home Supervisor of Clinical Associates Albert Nells (2010)
- Alaska Native Visionary Award: Tribal Doctor/ Elder Program Advisor Lisa Dolchok (2009)

# MEDIA



SCF has been featured in newspapers, magazines, on radio and in film. Highlights from the year include:

THE COURIER article published Oct. 24, 2014, “Fife’s Alaskan experiment could be answer to GPs’ woes” highlighted the health care transformation in Fife and Tayside in Scotland, which is based on SCF’s Nuka System of Care. Fife successfully piloted practices shaped by SCF’s Nuka System of Care with increased patient and staff satisfaction.

THE BUSINESS JOURNALS article published April 16, 2015, “Harvard Medical School Announces New Case Series” highlights the Harvard Medical School Center for Primary Care case series that profiles Southcentral Foundation with a focus on organizational culture, leadership, governance, succession planning, teams, integrating primary care with the rest of the SCF health system, financing, and sustainability.

BLOGRIGE article published May 14, 2015 “How Baldrige Encouraged a People to Be Innovative, Community Focused” highlights the systematic change SCF implemented while following the Baldrige model, which is a tool that influences organizational innovation.

HEALTH LEADERS MEDIA interview with SCF President/CEO Dr. Katherine Gottlieb on June 5, 2015, “How a CEO Rose from Crab Cannery to Baldrige” shares Gottlieb’s journey to become President/CEO and how a group of people addressed a community health care crisis.

CHEROKEE ONE FEATHER article published July 6, 2015, “Hospital improves patient care, wait times with integrated care approach” highlights partnership between Cherokee Indian Hospital and Southcentral Foundation. Cherokee Indian Hospital transformed health care in North Carolina with integrated care teams and aspires to win a Malcolm Baldrige Award.



Southcentral Foundation Organizational Development Administrator Esther Cetina and SCF President/CEO Dr. Katherine Gottlieb visit Harvard Medical School.

Southcentral Foundation Vice President of Executive and Tribal Services Ileen Sylvester and SCF President/CEO Dr. Katherine Gottlieb enjoy celebrations at Cherokee Indian Hospital’s ribbon cutting ceremony.



# THANK YOU FOR YOUR SUPPORT

Southcentral Foundation would like to recognize the following funders for supporting SCF's Vision of a community that enjoys physical, mental, emotional and spiritual wellness

- Alaska Mental Health Trust Authority
- Alaska Native Tribal Health Consortium
- Avon Breast Health Outreach Program
- Department of Health and Human Services - Indian Health Service
- Department of Health and Human Services - Centers for Disease Prevention and Control
- Department of Health and Human Services - Administration for Children and Families
- Department of Health and Human Services - Substance Abuse and Mental Health Administration
- Department of Health and Human Services - Health Resources and Service Administration
- GCI
- M.J. Murdock Charitable Trust
- State of Alaska - Education and Early Development
- State of Alaska - Department of Health and Social Services
- Rasmuson Foundation
- Robert Wood Johnson Foundation
- The Rockefeller Foundation
- University of Colorado at Denver
- University of Washington

## TO GET INVOLVED OR LEARN MORE ...

### Donate

Southcentral Foundation is a non-profit health care organization. We greatly appreciate your support. To make a donation, please visit [www.southcentralfoundation.com/donate](http://www.southcentralfoundation.com/donate).

### Volunteer

Southcentral Foundation has several programs seeking volunteers. To volunteer, please visit [www.southcentralfoundation.com/donate/volunteer](http://www.southcentralfoundation.com/donate/volunteer).

### Contact Us

To learn more about SCF's Nuka System of Care events, trainings and workshops are available. For more information, please visit [www.southcentralfoundation.com/nuka](http://www.southcentralfoundation.com/nuka) or call the SCF Nuka Institute at (907) 729-8608 or email [SCFNukaInstitute@southcentralfoundation.com](mailto:SCFNukaInstitute@southcentralfoundation.com).

### Follow Us

 [www.facebook.com/southcentralfoundation](http://www.facebook.com/southcentralfoundation)  [@SCFInsider](https://twitter.com/SCFInsider) and [@SCFNuka](https://twitter.com/SCFNuka)

---

Southcentral  
Foundation

**FY2015**

PROGRESS  
REPORT

---