

# Nuka System of Care



65,000 voices



# Why listen to our story?

40%  
↓ DROP IN  
ER VISITS  
2000-2017



36%  
↓ DROP IN  
HOSPITAL  
STAYS  
2000-2017



6%  
↑ INCREASE  
IN OPERATING  
MARGIN FROM  
2012-2017



97%  
CUSTOMER-  
OWNER  
SATISFACTION



95%  
EMPLOYEE  
SATISFACTION



75<sup>th</sup>  
to 90<sup>th</sup>  
percentile  
ON MANY  
HEDIS  
OUTCOMES

# The New York Times

"All the News That's Fit to Print"

SUNDAY, JULY 22, 2012

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## Sunday Review

### A Formula for Cutting Health Costs *Alaska Natives have something to teach doctors and patients in the rest of the world*

No matter what happens to President Obama's health care reforms after the November elections, the disjointed, costly American health care system must find ways to slow the rate of spending while delivering quality care. There is widespread pessimism that anything much can be achieved quickly, but innovative solutions are emerging in unexpected places. A health care system owned and managed by Alaska's native people has achieved astonishing results in improving the health of its enrollees while cutting the costs of treating them.

colm Baldrige award, the foundation has achieved startling efficiencies: emergency room use has been reduced by 50 percent, hospital admissions by 53 percent, specialty care visits by 65 percent and visits to primary care doctors by 36 percent. These efficiencies, in turn, have clearly saved money. Between 2004 and 2009, Southcentral's annual per-capita spending on hospital services grew by a tiny 7 percent and its spending on primary care, which picked up the slack, by 30 percent, still well below the 40 percent increase posted in a national index

communicate easily. When a patient calls, the nurse decides whether a face-to-face visit with a doctor or other health care provider is required or whether counseling by phone is sufficient. The doctors are left free to deal with only the most complicated cases. They have no private offices and the nurses have no nursing stations to which they can retreat.

Integrating a wide range of data to measure medical and financial performance. Southcentral's "data mall" coughs up easily understood graphics showing how well doctors and the teams

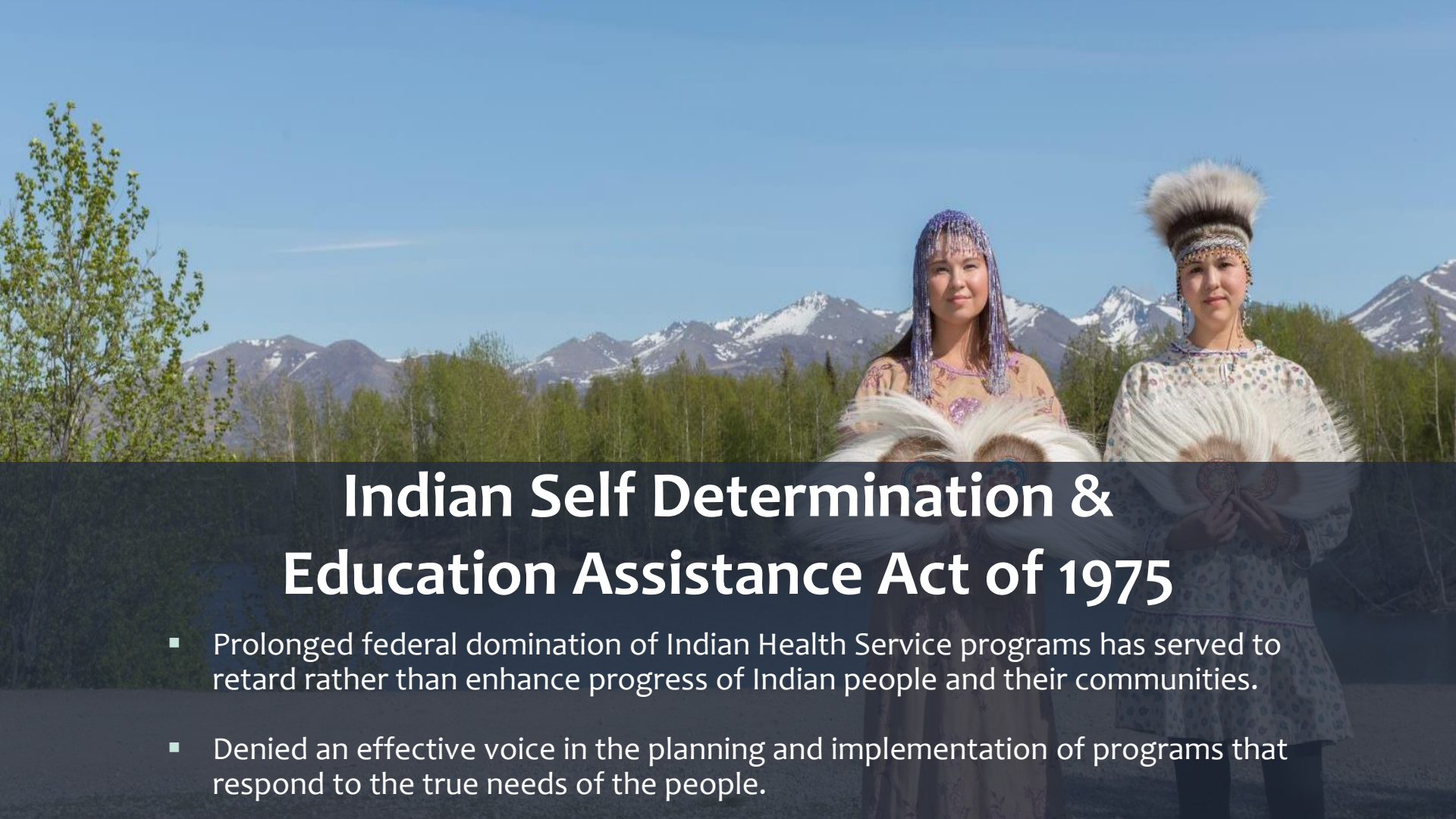


# Nuka Site Visit Requests





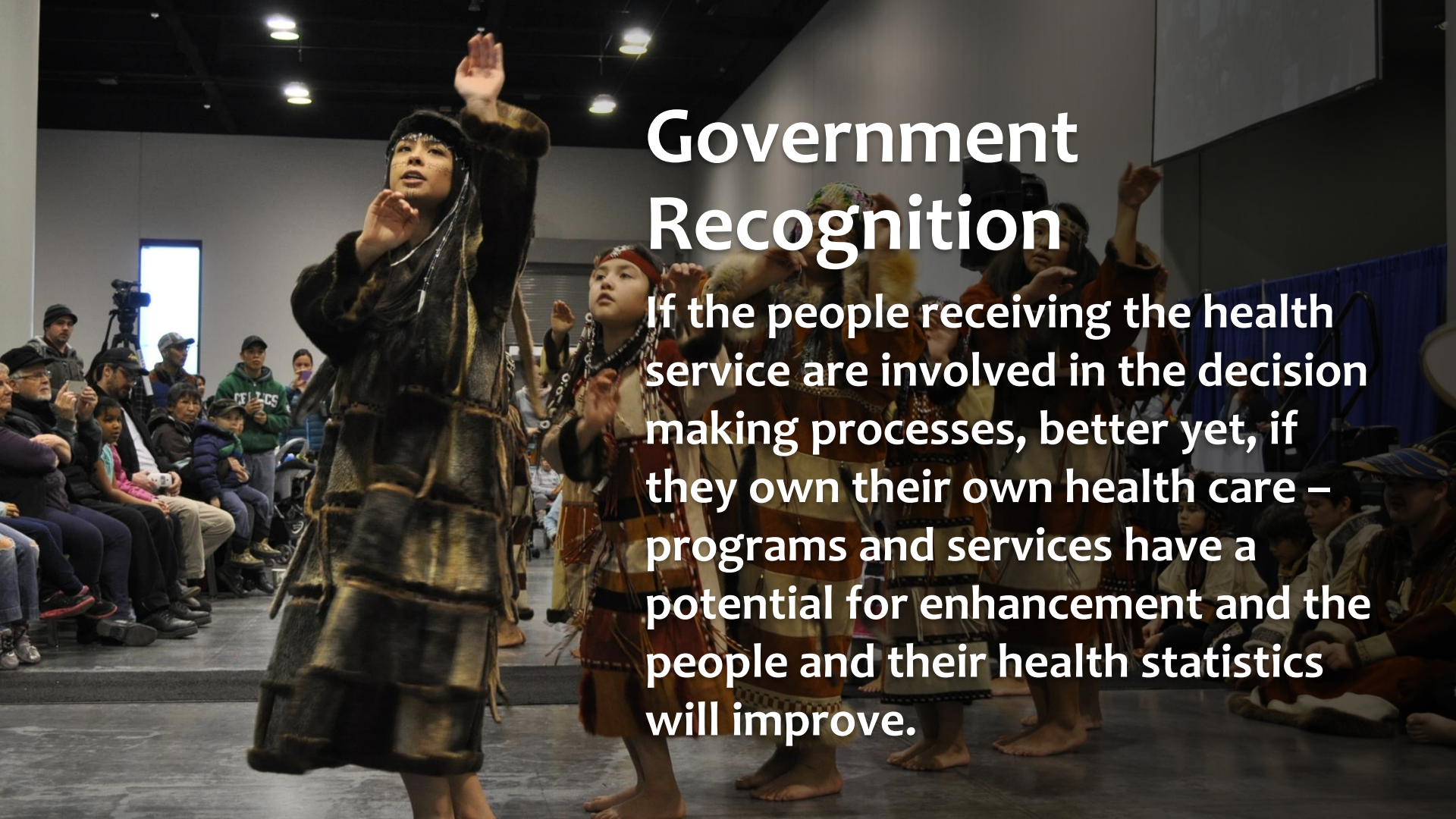
**Alaska Native People Shaping Health Care**

A photograph of two Indigenous women standing outdoors in front of a forest and snow-capped mountains. The woman on the left wears a purple beaded headpiece and a patterned top, holding a large white feathered fan. The woman on the right wears a tall, dark feathered headdress with a white pom-pom and a patterned tunic, also holding a large white feathered fan. The background features a clear blue sky, green trees, and distant mountains with patches of snow.

# Indian Self Determination & Education Assistance Act of 1975

- Prolonged federal domination of Indian Health Service programs has served to retard rather than enhance progress of Indian people and their communities.
- Denied an effective voice in the planning and implementation of programs that respond to the true needs of the people.



A group of Indigenous people, likely from the Pacific Northwest, are performing a traditional dance on a stage. They are wearing elaborate regalia, including long, dark, fur-trimmed robes and beaded necklaces. The lead dancer in the foreground is gesturing with their hands raised. An audience of people of various ages is seated on the left side of the stage, watching the performance. The background is a simple stage setting with a dark floor and a light-colored wall.

# Government Recognition

If the people receiving the health service are involved in the decision making processes, better yet, if they own their own health care – programs and services have a potential for enhancement and the people and their health statistics will improve.



**Alaska Native people chose  
to assume responsibility**





**Dr. Terry Simpson**  
15 Years Service

**Charles  
Anderson**  
15 Years Service

**Roy M. Huhndorf**  
23 Years Service

**James Segura**  
36 Years Service

**Karen Caindec**  
14 Years Service

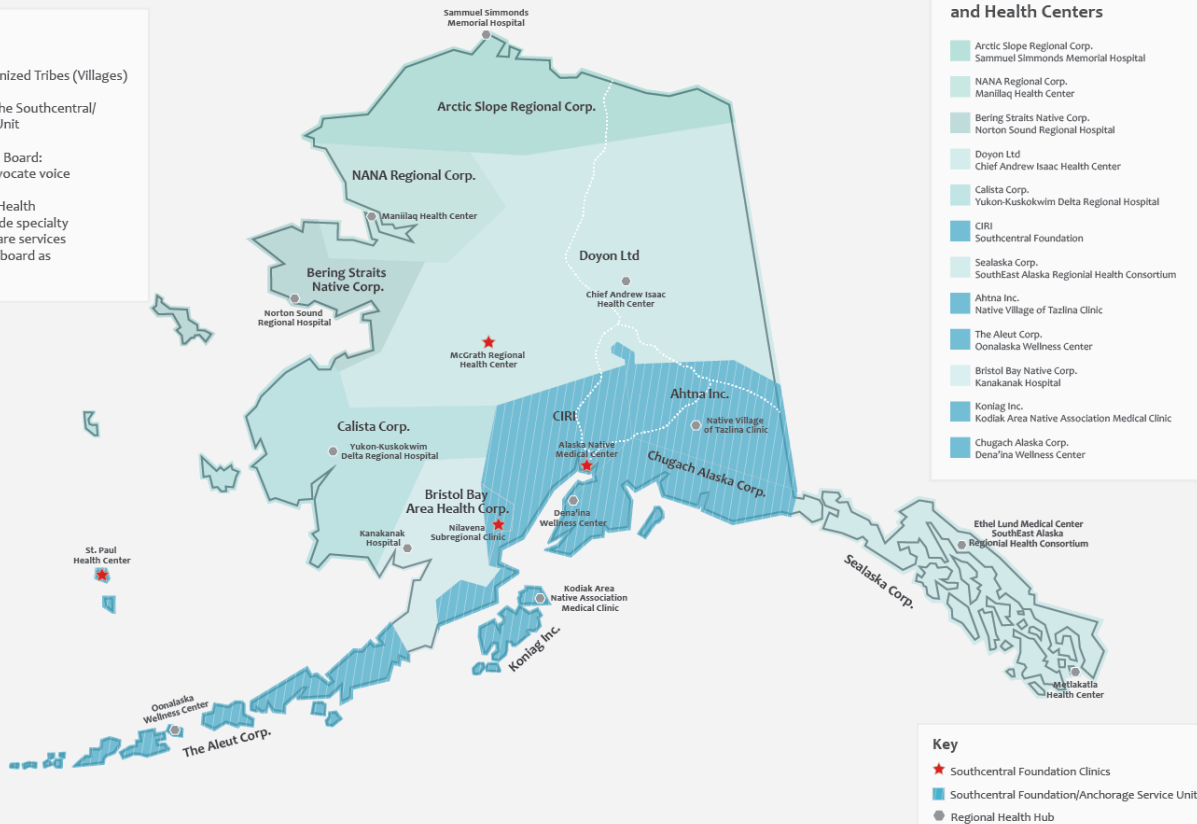
**Charles Akers**  
9 Years Service

# Southcentral Foundation Board of Directors

# Alaska Health System

## Facts

- 229 Federally Recognized Tribes (Villages)
- Over 60 Villages in the Southcentral/Anchorage Service Unit
- Alaska Native Health Board: Statewide health advocate voice
- Alaska Native Tribal Health Consortium: Statewide specialty and tertiary health care services  
Regionals seated on board as governance





# We Asked the Community





**People said... unfriendly staff, long waits, no customer input, inconsistent treatment, desired their own primary care provider, cleaner and better facilities.**



**People Said: Access to own provider  
Culturally appropriate care**





**People Said: Cleaner And  
Better Facilities**





People shared their top 5 needs

# Needs

Domestic Violence

Child Abuse

Child Neglect

Behavioral Health

Addictions



We Changed Everything





# Customer-Ownership





# Direct Input Into Health Care Redesign

## *Customer-Owners*





# Vision

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

# Mission

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





# Goals

Shared Responsibility  
Commitment to Quality  
Family Wellness

# Leadership Principles

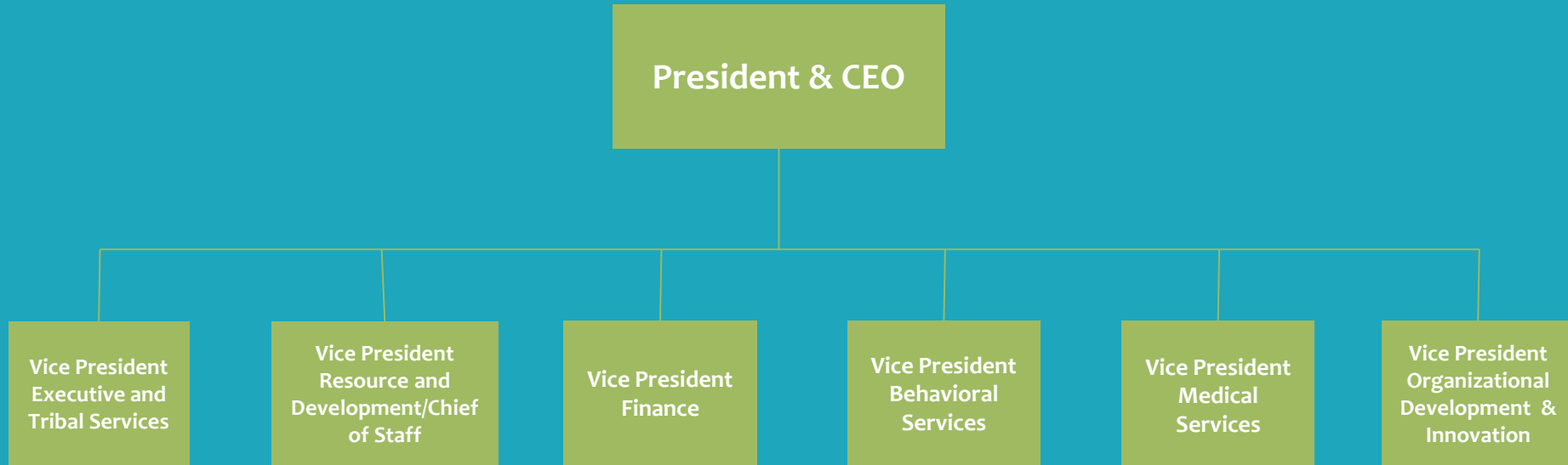
- O**perate from the strength of Alaska Native cultures and traditions of leadership.
- W**ill stand in the gap to align and achieve the mission and vision.
- N**urture an environment of trust that encourages buy-in, systematic growth and change.
- E**ncourage ownership of responsible, calculated risk taking.
- R**espect and grow the skills of future generations to drive initiatives and improvements.
- S**hare and listen to personal life stories in order to be transparent and accountable.
- H**edge people in by creating a safe environment where spiritual, ethical and personal beliefs are honored.
- I**mprove for the future by learning from the past, giving away credit and celebrating achievements.
- P**ractice and encourage self-improvement believing there is good in every person



# Operational Principles

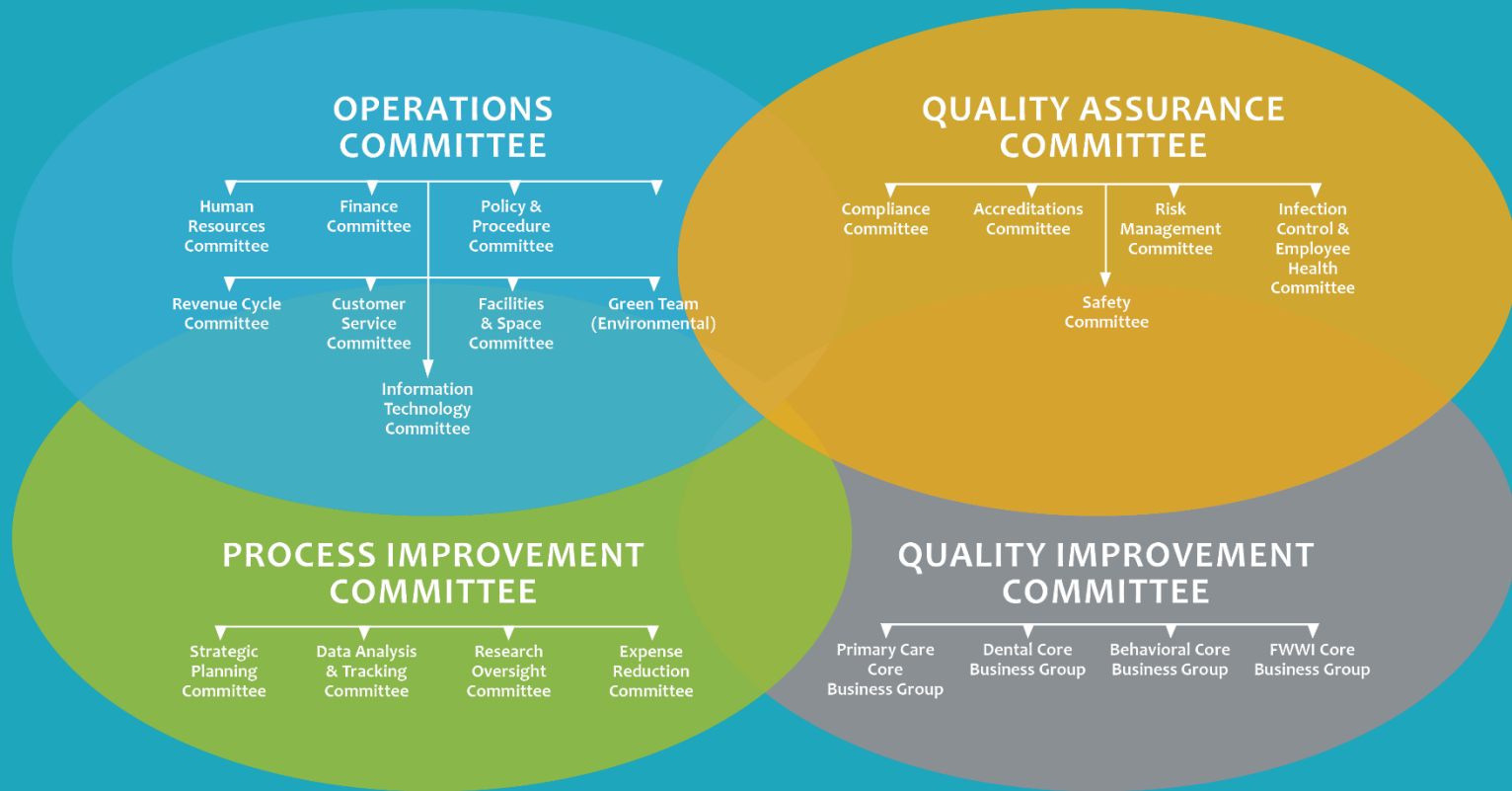
- R**elationships between customer-owner, family and provider must be fostered and supported
- E**mphasis on wellness of the whole person, family and community (physical, mental, emotional and spiritual wellness)
- L**ocations convenient for customer-owners with minimal stops to get all their needs addressed
- A**ccess optimized and waiting times 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 continuously evaluated and improved
- N**ot complicated but simple and easy to use
- S**ervices financially sustainable and viable
- H**ub of the system is the family
- I**nterests of customer-owners 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

# Created a New Organizational Structure





# Functional Committee Structure



FOUR OVERSIGHT COMMITTEES REPORT TO VICE PRESIDENT LEADERSHIP TEAM

# SCF Links

## EVERYTHING TOGETHER!

### Planning Linkages

The Corporate Strategic Plan is linked and communicated all the way through the organization, through division, committee, and department, and annual plan and the employee evaluation system.

#### Corporate Strategic Plan ( Rolling 3+ years)

Includes strategic challenges/advantages, corporate goals & objectives.

#### Corporate Annual Plan ( 1-3 years) and Budget Plan (1 year)

Includes priority 1 initiatives- initiatives that will begin in the next 12 months.

#### Annual Plans ( 1 quarter- 1 year)

Includes division, committee & department annual plans.

#### Quarter Reports ( 1 quarter)

Includes division, committee & department annual plans.

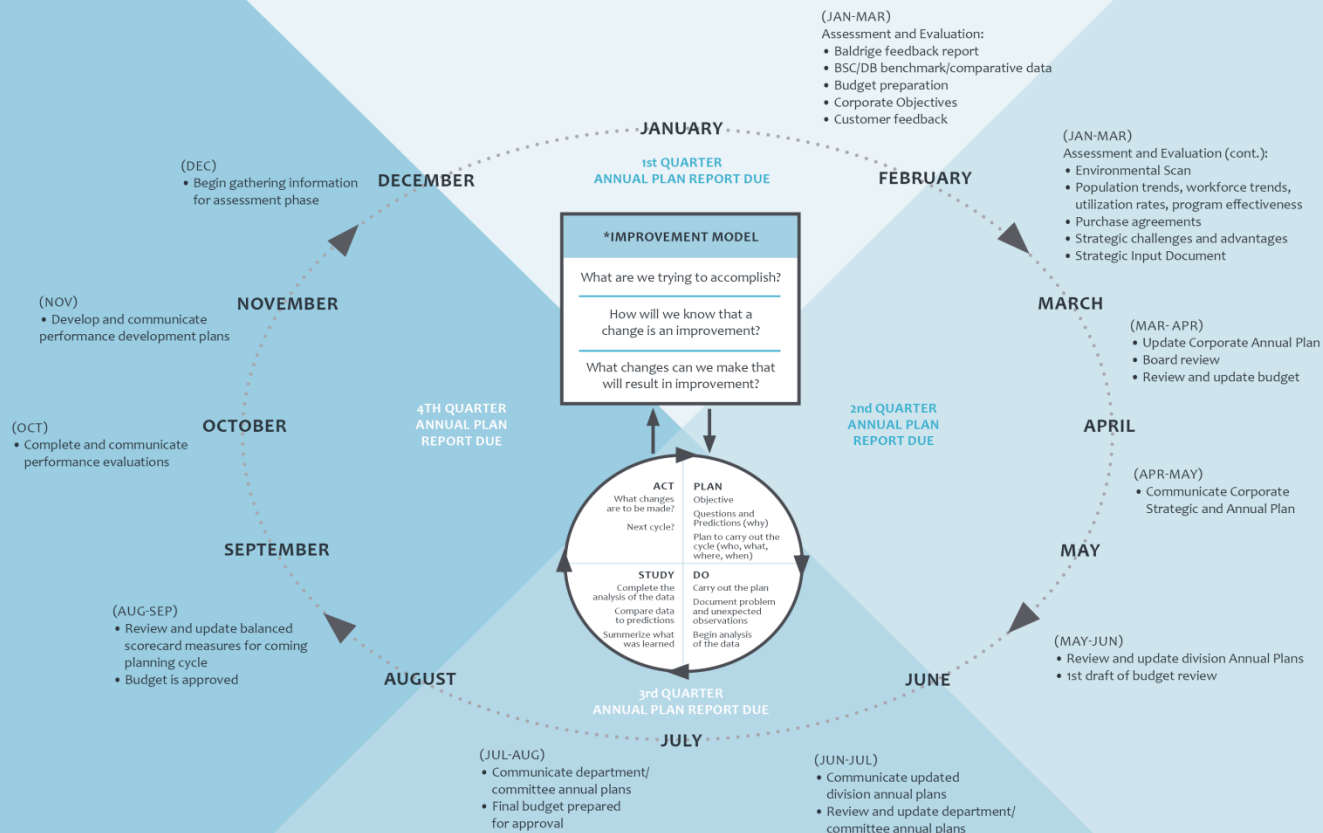
#### Employee Evaluation System ( 1 year)

Includes employee evaluation & employee action plans.





# SCF's Strategic Planning Cycle



# SCF Changed Everything

## Sustainability/Infrastructure

- Sustainability
  - Succession planning
  - Strong IT foundation for Data Malls, EMR and information management Tools
- Compliance and Legal
- Human Resources Redesign
  - Workforce development
- Finance
  - Building in replacement funds for facilities and emergencies

# Core Concepts

**W**ork together in relationship to learn and grow

**E**ncourage understanding

**L**isten with an open mind

**L**augh and enjoy humor throughout the day

**N**otice the dignity and value of ourselves and others

**E**ngage others with compassion

**S**hare our stories and our hearts

**S**trive to honor and respect ourselves and others



# Key Improvement

## Customer-owner changes

- We are active
- We are responsible
- We seek information
- We ask questions
- We seek advice and options
- We become a partner with the provider

# Key Improvement

## Health care provider changes

- No longer gives orders
- No longer just prescribes meds
- No longer our hero
- No longer controls
- Gives customers options
- Provides customer with resources
- Provider becomes our partner



# Providers and Customer-Owners in Shared Responsibility





# Family Wellness Warriors Initiative

# Family Wellness Warriors Initiative Goal

To end domestic violence, child sexual abuse and child neglect in the state of Alaska in this generation.





# SCF Changed Everything

- Same-day access to primary care provider
- Monitoring for culturally appropriate care
- Improvements in waiting times





# Behavioral Health Redesign Learning Circles



# Integrated Care Teams



# Complementary Medicine & Traditional Healing

- Acupuncture
- Massage
- Chiropractic



# Dental

- Dental Health Aides
- Dental Assistants
- Largest Pediatric Orthodontics Program in Tribal System

# Behavioral Health Programs

- Behavioral health
- Adult, adolescent & family
- Urgent Response Team
- Inpatient treatment
- Outpatient treatment
- Suicide Prevention
- Adult severely mentally ill
- Women's programs
- Substance abuse residential treatment for pregnant women
- Residential treatment for youth
- Women's recovery project

# Primary Care Programs

- Radiology
- Empanelment:  
For New Customers
- Emergency Department
- Home-Based Services
- Optometry Clinic
- Dental Clinic
- Pediatrics
- Internal Laboratory:  
For Internal Testing
- Audiology
- Health Education
- Pharmacy
- Health Information  
Services
- OB-GYN



# SCF Programs

- Special Assistant Program
- Research
- Learning & Wellness Institute
- Employee Development
- Nuka System of Care Training
- Tribal Relations and Village Initiatives
- Public Relations: Media, Communications
- The RAISE Program: Youth Employment (ages 14-19)
- The Elder Program
- Native Men's Wellness Program
- Soldier's Heart
- Succession Planning
- Executive Leadership Experience

# SCF Infrastructure

- Board of Directors Support
- Planning & Grants Program
- Facilities
- General Counsel
- Information Technology
- Data Services
- Human Resources
- Quality Assurance
- Corporate Compliance
- Corporate Office Support
- Contracts
- Financial Operations

# SCF Continues to Ask the Community

- Governing Board
- Advisory Committees
- Elder Council
- Annual Gatherings
- 24-Hour Hotline
- Personal Interactions
- Customer-Owners
- Satisfaction Surveys and Comment Cards
- Employee Survey
- Employee Interactions (Over 55% are Customer-Owners)





# Feedback to the People



**Feedback to Legislature**



# Feedback Through Media

Radio

Posters

Anchorage Native News

Advertisements

Public Service Announcements

Media Footage

Gathering





