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
- 75th to 90th percentile on many HEDIS outcomes
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 owners has achieved astonishing results in improving the health of its enrollees while cutting the costs of treating them.

In 2009, Southcentral Foundation, a non-profit organization that provides health care services to Alaska Natives, was awarded the 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 of medical inflation.

Communicating 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 of health care workers who treat patients are doing. It also provides the information that is needed to make the changes that are needed.
Nuka Site Visit Requests

- 3,662 requests around the world

- United States: 2,498
- Canada: 640
- Australia: 58
- United Arab Emirates: 2
- South Korea: 1
- Sweden: 22
- Denmark: 2
- Netherlands: 1
- Germany: 3
- Russia: 1
- Mongolia: 3
- China: 2
- Singapore: 123
- Brazil: 1
- Puerto Rico: 4
- South Africa: 2
- Ethiopia: 2
- Somalia: 1
- Qatar: 3
- Greenland: 1
- Northern Ireland: 3
- Ireland: 3
- Scotland: 58
- Wales: 7
- Channel Islands: 2
- England: 77
- Norway: 4
- Iceland: 1
- Sweden: 22
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.

Indian Self Determination & Education Assistance Act of 1975
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.
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
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

Operate from the strength of Alaska Native cultures and traditions of leadership.

Will stand in the gap to align and achieve the mission and vision.

Nurture an environment of trust that encourages buy-in, systematic growth and change.

Encourage ownership of responsible, calculated risk taking.

Respect and grow the skills of future generations to drive initiatives and improvements.

Share and listen to personal life stories in order to be transparent and accountable.

Hedge people in by creating a safe environment where spiritual, ethical and personal beliefs are honored.

Improve for the future by learning from the past, giving away credit and celebrating achievements.

Practice and encourage self-improvement believing there is good in every person.
Operational Principles

Relationships between customer owner, family and provider must be fostered and supported

Emphasis on wellness of the whole person, family and community (physical, mental, emotional and spiritual wellness)

Locations convenient for customer-owners with minimal stops to get all their needs addressed

Access optimized and waiting times limited

Together with the customer-owner as an active partner

Intentional whole-system design to maximize coordination and minimize duplication

Outcome and process measures continuously evaluated and improved

Not complicated but simple and easy to use

Services financially sustainable and viable

Hub of the system is the family

Interests of customer-owners drive the system to determine what we do and how we do it

Population-Based systems and services

Services and systems build on the strengths of Alaska Native cultures
Created a New Organizational Structure

President & CEO

- Vice President Executive and Tribal Services
- Vice President Resource and Development/Chief of Staff
- Vice President Finance
- Vice President Behavioral Services
- Vice President Medical Services
- Vice President Organizational Development & Innovation
Four Oversight Committees Report to Vice President Leadership Team
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

**January**
- 1st Quarter Annual Plan Report Due
- Improvement Model:
  - What are we trying to accomplish?
  - How will we know that a change is an improvement?
  - What changes can we make that will result in improvement?

**February**
- 2nd Quarter Annual Plan Report Due
- (Jan-Mar): Assessment and Evaluation (cont.):
  - Environmental Scan
  - Population trends, workforce trends, utilization rates, program effectiveness
  - Purchase agreements
  - Strategic challenges and advantages
  - Strategic Input Document

**March**
- (Mar-Apr): Update Corporate Annual Plan
- Board review
- Review and update budget
- (Apr-May): Communicate Corporate Strategic and Annual Plan

**April**
- Review and update division Annual Plans
- 1st draft of budget review

**May**
- Review and update division Annual Plans
- Communicate updated division annual plans
- Review and update department/committee annual plans

**June**
- (Jun-Jul): Communicate department/committee annual plans
- Final budget prepared for approval

**July**
- (Jul-Aug): Communicate department/committee annual plans
- Final budget prepared for approval

**August**
- 3rd Quarter Annual Plan Report Due
- (Aug-Sep): Complete and update balanced scorecard measures for coming planning cycle
- Budget is approved

**September**
- 4th Quarter Annual Plan Report Due
- (Oct): Complete and communicate performance evaluations

**October**
- (Nov): Develop and communicate performance development plans

**November**
- (Dec): Begin gathering information for assessment phase

**December**
- (Dec): End of the 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

Work together in relationship to learn and grow
Encourage understanding
Listen with an open mind
Laugh and enjoy humor throughout the day
Notice the dignity and value of ourselves and others
Engage others with compassion
Share our stories and our hearts
Strive to honor and respect ourselves and others
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
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
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
Thank You!

Qağaasakung
Aleut

Mahsi'
Gwich’in Athabascan

Quyanaa
Alutiiq

Quyanaq
Inupiaq

Awa'ahdah
Eyak

Háw'aa
Haida

Igamsiqanagghalek
Siberian Yupik

T’oyaxsm
Tsimshian

Gunalchéesh
Tlingit

Tsin'aen
Ahtna Athabascan

Chin’an
Dena’ina Athabascan

Quyana
Yup’ik

Alutiiq

Inupiaq

Ahtna Athabascan

Dena’ina Athabascan