

# REPORT to the PEOPLE 2018



**Yukon-Kuskokwim**  
HEALTH CORPORATION



# REPORT to the PEOPLE 2018

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**Mission** – Working Together to Achieve Excellent Health

**Vision** – Through Native Self-Determination and Culturally Relevant Health Systems, we strive to be the healthiest people.

**Values** – Optimism ~ Compassion  
Pursuit of Excellence ~ Personal Growth  
Importance of Family ~ Trust  
Elder Knowledge

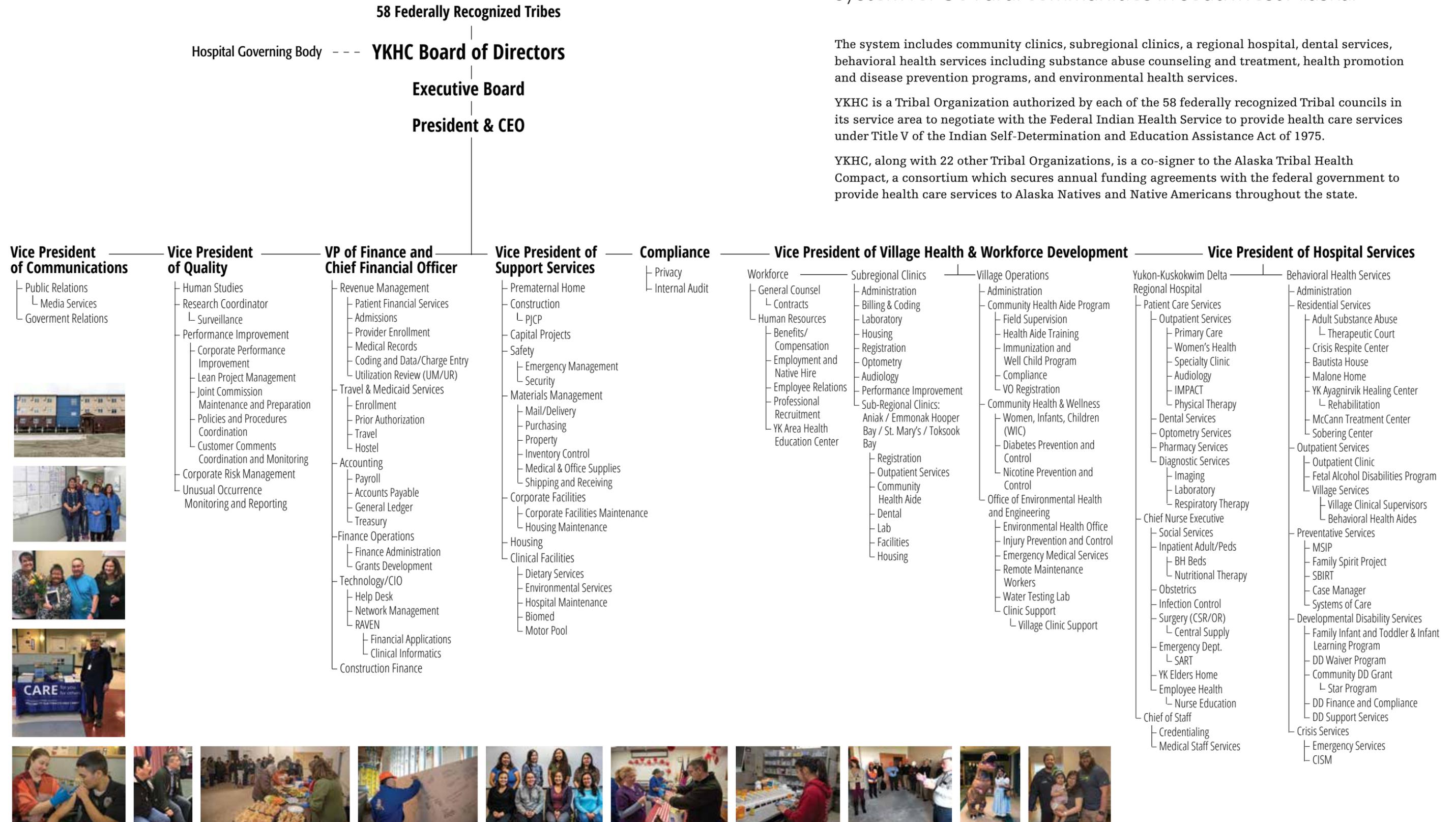
# ORGANIZATION

YKHC administers a comprehensive health care delivery system for 50 rural communities in southwest Alaska.

The system includes community clinics, subregional clinics, a regional hospital, dental services, behavioral health services including substance abuse counseling and treatment, health promotion and disease prevention programs, and environmental health services.

YKHC is a Tribal Organization authorized by each of the 58 federally recognized Tribal councils in its service area to negotiate with the Federal Indian Health Service to provide health care services under Title V of the Indian Self-Determination and Education Assistance Act of 1975.

YKHC, along with 22 other Tribal Organizations, is a co-signer to the Alaska Tribal Health Compact, a consortium which secures annual funding agreements with the federal government to provide health care services to Alaska Natives and Native Americans throughout the state.



# BOARD OF DIRECTORS



**Honorary Board Member**  
James Charlie, Sr, Toksook Bay

Elected by the Tribal Councils of each of the 58 federally recognized Tribes in the YKHC service area, the Board of Directors is the chief policy-making body of the corporation, exercising overall control, management and supervision.

## Unit 1



Mary Ayunerak Alakanuk



Michael Hunt, Sr. Kotlik

## Unit 2



Geraldine Beans St. Mary's



Wassilie 'Wesley' Pitka Marshall

## Unit 3



Bonnie Persson Upper Kalskag



Patricia Yaska Chuathbaluk

## Unit 4

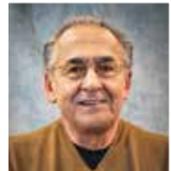


Phillip K. Peter, Sr Akiachak



James Nicori Kwethluk

## Unit 5



Stan Hoffman, Sr. Bethel



Gloria Simeon Bethel



Walter Jim Bethel



Chris Larson Napaskiak

## Unit 6



Unit 6 Seat is currently vacant.



Adolph Lewis Kwigillingok

## Unit 8



Abraham David Mekoryuk



James Sipary Toksook Bay

## Unit 9



Patrick Tall Chevok



John Uttereyuk Scammon Bay

## Unit 10



Darren Cleveland Quinhagak



Marvin Deacon Grayling

## COMMITTEE APPOINTMENTS

### Executive Board

Walter Jim, Chairperson  
Patricia Yaska, First Vice Chair  
Patrick Tall, Second Vice Chair  
Geraldine Beans, Secretary  
Phillip Peter, Treasurer  
Adolph Lewis, Sergeant-at-Arms  
Chris Larson, First Additional Member  
Gloria Simeon, Second Additional Member  
Dan Winkelman, Ex-Officio

### Governing Body

James Nicori, Chairperson  
Marvin Deacon, Vice Chair  
Bonnie Persson, Secretary  
Darren Cleveland, Treasurer  
James Sipary, Sergeant-at-Arms  
Wesley Pitka  
Mary Ayunerak  
Michael Hunt  
John Uttereyuk  
Stanley Hoffman  
Abraham David  
Geradline Beans, Executive Board Representative

### Board Standing Committees

#### By-Law Committee

James Sipary  
James Nicori  
Geraldine Beans  
Adolph Lewis  
Phillip Peter  
Patricia Yaska  
Walter Jim, Ex-Officio  
Dan Winkelman, Ex-Officio

#### Policy Committee

Patrick Tall  
Adolph Lewis  
Darren Cleveland  
Gloria Simeon  
Walter Jim, Ex-Officio  
Dan Winkelman, Ex-Officio

#### Human Studies

Chris Larson  
James Sipary  
Mary Ayunerak  
Bonnie Persson  
James Nicori  
Walter Jim, Ex-Officio  
J. Klejka  
C. Beltzer  
J. Dobson  
S. Nelson  
D. Jenkins  
C. Desnoyers



Tuluksak celebrated the opening of their new long-awaited health clinic in May, with YKHC leadership and Board members in attendance.

### Finance Committee

Phillip Peter  
Stanley Hoffman  
Marvin Deacon  
Abraham David  
Michael Hunt  
Walter Jim, Ex-Officio  
Dan Winkelman, Ex-Officio

### Board Appointments

**ANHB:** Patricia Yaska, Adolph Lewis  
**ANTHC:** Walter Jim  
First Alt., Phillip Peter  
Second Alt., Patrick Tall  
**LifeMed:** Marvin Deacon, James Nicori, Dan Winkelman

### Special Committees

#### Corporate Compliance/ Quality Assurance

Mary Ayunerak  
Patricia Yaska  
Wesley Pitka  
Gloria Simeon  
Walter Jim, Ex-Officio  
Dan Winkelman, Ex-Officio

#### Compensation Committee

Wesley Pitka  
Stanley Hoffman  
Phillip Peter  
John Uttereyuk  
Geraldine Beans  
Walter Jim, Ex-Officio  
Dan Winkelman, Ex-Officio

#### Board Branding

**Cultural Crafts & Photo Acquisition**  
Geraldine Beans  
Darren Cleveland  
Gloria Simeon  
Peter Atchak  
**Traditional Quotes & Signage**  
Bonnie Persson  
James Sipary  
Gloria Simeon  
Lotti Jones  
Veronica Winkelman  
Walter Jim, Ex-Officio

# NAPARTET STRATEGIES

As described by our late honorary board member Dr. Paul John, “napartet” is the mast of a boat that led he and his father out to traditional fishing waters. At YKHC, we have used Dr. John’s story to inspire our strategic plan to move our region’s health priorities forward.

## 1. Healthy Community

- Extend and sustain water and sewer projects
- Advocate for public funding and new projects



## 2. Healthy People

- Improve our children’s oral health
- Reduce drowning, unintentional injuries and suicides
- Reduce tobacco use



## 3. Care Delivery

- Implement a new model of care
- Successfully complete the Paul John Calricaraq Project
- Strengthen village health programs
- Focus on quality
- Improve patient experience



## 4. Corporate Capability & Culture

- Improve recruitment and staffing
- Shape culture to support high reliability
- Develop a strong Alaska Native workforce
- Continue to improve cash flow



# LEADERSHIP REPORT

The past year has been a busy one at YKHC. The Board of Directors and Senior Leadership Team continued to visit and engage our member villages and staff throughout the year.

We visited 10 villages and had discussions with the tribal governments, staff and community members about ways YKHC can improve services. We visited and/or met with leaders in Akiachak, Aniak, Anvik, Grayling, Holy Cross, Kongiganak, Kwinhagak, Shageluk, Sleetmute and Tuluksak.

We also continued with our journey towards high reliability. LEAN process improvement, our chosen method, is a set of management principles that was first developed by Toyota and adapted to numerous industries across the globe, including health care.

About four years ago we first used LEAN-led design techniques on our new hospital project, called the Paul John Callicaraq Project (PJCP). LEAN design assisted with the building layout to optimize customer flow and staff efficiency. Over the last couple of years, more than 100 YKHC staff have learned LEAN concepts in-depth. This coming year, LEAN training will focus on leadership daily management, standard work, visual performance management, process improvement and incorporating additional trainings for new and existing staff.

The PJCP is on time and on budget. It will be completed in phases with the first two phases finished by the end of 2019. These two phases will complete the new three-story facility. The remaining hospital will be finished in 2021. Fifty-four units of new staff housing were completed and opened in August 2018. We have been recruiting for approximately 60 new positions that will be needed when the facility opens. More will be needed in the coming years.

Separate from the new PJCP positions, we also had more health care providers working this past year than ever before. As a result, we had more hospital providers and more dental, optometry and outpatient providers made village visits than the previous year.



Walter Jim, YKHC Board Chair.



Dan Winkelman, President & CEO.

We had a company-wide annual merit raise of \$1,500 for every qualifying employee. 2018 was the third year in a row of annual merit raises. We also implemented pay grade raises on numerous hard-to-fill positions based on industry market standards in order to stay competitive nationally.

One of these classes of professions was health aide positions. With the increased salaries and additional training capability we were able to fill more health aide positions and are actively working on further improvements, especially in our smaller villages where we have several long-standing health aide vacancies.

It was also the fourth year in a row of purchasing capital equipment. We spent \$1.6 million on all types of new medical equipment and technology upgrades.

In conclusion, it is YKHC's strong financials and great employees that have allowed us to make all of these much needed improvements. Quyanana to all of our employees for everything they do each and every day!

Sincerely,

Chair of the Board of Directors

Sincerely,

President & CEO



*Uptukut nutaranun caliarkamteñun calricaram tungiinun*  
Preparing together for a new season in our healthcare



Taking notes during break-out work sessions.



Support Services Vice President Deanna Latham facilitates discussion session with tribal representatives.

More than 50 delegates from throughout the YK Delta came together April 11-12, 2018, for the 25th Annual Tribal Unity Gathering.

The 2018 Gathering took a slightly different approach to seeking input from community representatives on important health care issues vital to realizing our vision of becoming the "healthiest people."

Rather than voting on a broad range of concerns, tribal representatives focused on how their communities can help improve children's oral health, reduce drownings and unintentional injuries, and prevent suicide.

The dozens of ideas put forward by the delegates were reviewed by YKHC's Leadership and Board. A complete report including all delegate comments and suggestions was sent to Tribes.

**Here are some of the suggestions presented during group workshops:**

**Oral Health**

- Educate communities on the benefits of fluoridated water.
- Tribes to work with schools on teeth cleaning education.
- Help parents understand they are responsible for sugar consumption and brushing of teeth. No sugar in baby bottles.

**Reduce Drowning**

- Maintain "Kid's Don't Float" stations; donate old and outgrown PFDs to "Kids Don't Float" stations.
- Community ordinance that requires life jackets.
- Work with parents and encourage them to educate their children.

**Reduce Unintentional Injuries**

- Gun safety education with VPSO assistance.
- City or Tribal ordinance requiring age limit for driving an off-road vehicle.
- Members of the public to become role models of safety equipment use.

**Suicide Prevention**

- Address risk factor awareness: abuse, alcohol, bullying, domestic violence.
- Promote mentor program between youth and adults.
- More involvement from the school district, having a counselor on site or visits to the schools regularly.



Attendees hear service division reports.



YKHC Dental Department and other services provided information for guests and delegates.

# DR. PAUL JOHN CALRICARAQ PROJECT



Aerial view of the YKHC Bethel campus.



Senator Lisa Murkowski, one of many VIPs who toured the PJCP during construction, signs the greeting wall that will be displayed in the new hospital.



PJCP under construction in January, 2018.

The year of 2018 was productive for the Dr. Paul John Calricaraq Project design and construction team as the design documents were completed.

Significant construction progress was made on the exterior and interior of the new three-story hospital expansion. Phased renovations in the hospital began and some departments were able to move into their newly constructed spaces.

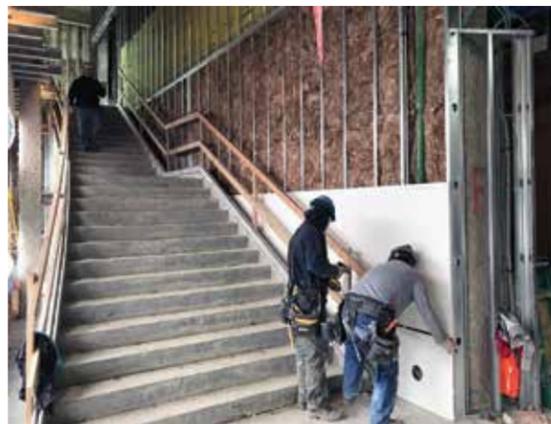
### Design

In March 2018, the Bettisworth North Architects and Planners/ ZGF/Jones and Jones design team completed the 100 percent design documents. The design team has been conducting site inspections to confirm construction follows the design plans and to answer contractor questions. The team continues to finalize signage and wayfinding so patients and visitors will be able to easily find the departments and medical providers they are seeking.

### Clinic Construction

The ASKW-Davis construction team has been focused primarily on the first and third floors of the new building so those departments will be ready for opening in the summer of 2019. In late summer, YKHC departments will move into those areas, equipment and furniture will be installed and we will start serving patients in early fall. The first floor includes Primary/Specialty Care (Outpatient Clinic Exam Rooms), Pharmacy and Laboratory. The third floor includes Labor and Delivery, C-Section, Acute Care (Inpatient Rooms), Audiology, Optometry and Infusion.

Much care has been taken by the design team to integrate cultural design throughout the building and provide elements representative of the Yukon-Kuskokwim Delta Region. Full size wall panels and bands near the ceiling will include photography from the region, providing a sense of place and comfort to all who visit the new facility. Elements from nature have been integrated into the glass, doors and interior materials.



Installing drywall at entry stairs.



Fire hydrant water line below main entry to clinic.

The second floor, which includes Dental, Rehab/Physical Therapy, Wellness, Behavioral Health and Diagnostic Imaging, will be completed in the winter of 2019. This floor will be temporarily blocked from public access as the contractor finishes those spaces and departments move in.

Major medical equipment has been ordered and the team is working to provide the extensive medical equipment, non-medical items, furnishings and IT equipment needed to outfit all the departments.

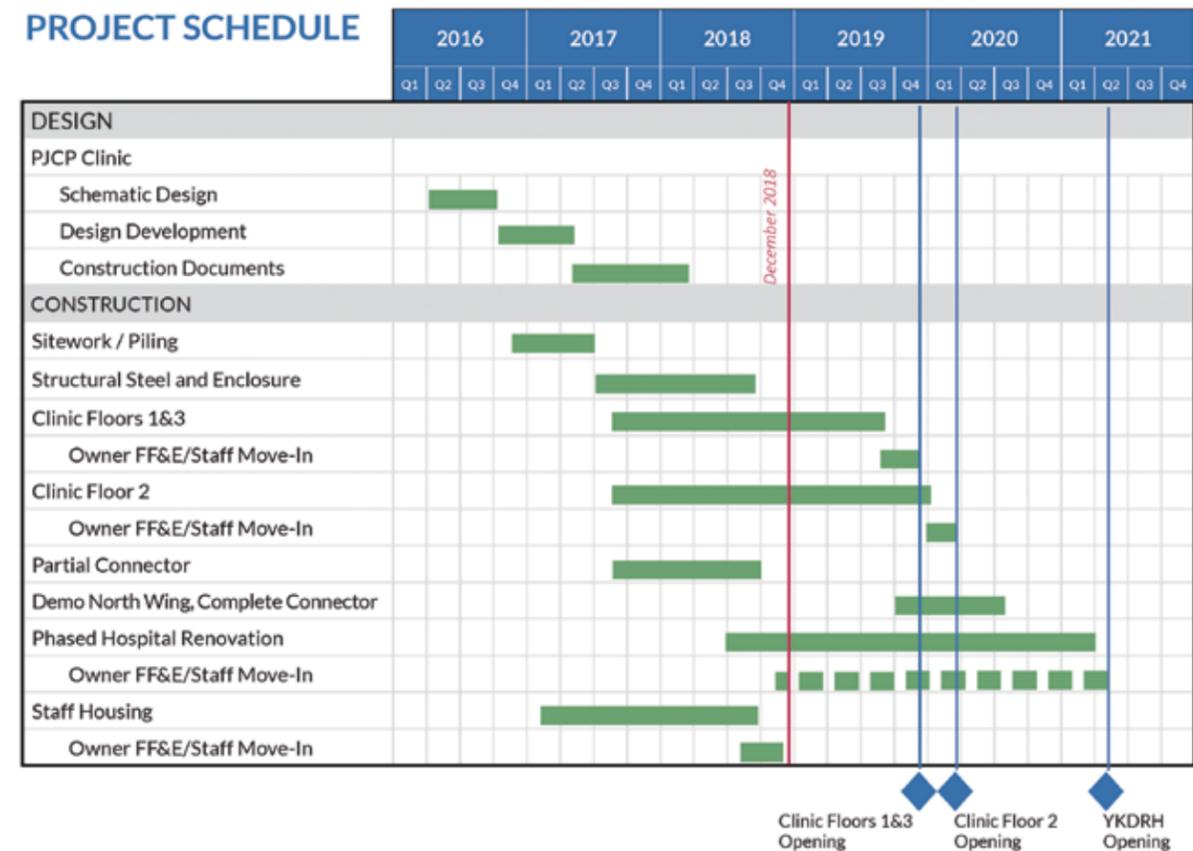
Fill, grading and utilities were brought into the elevated main entry parking area. This will allow visitors and patients to easily access the front entrance without ramps or stairs.

The 54-unit Staff Housing project was completed in December and YKHC staff have moved in to the building.

### Hospital Renovation

Renovation work in the Hospital continues to be phased to best minimize the impact and disruption to staff, patients and visitors. The new Housekeeping, Laundry and CT area were opened in Fall and Winter of 2018. While the cafeteria was closed for five months for renovations, a Grab and Go café was set up to provide temporary food service. The new Servery is now completed and a temporary dining area is set up.

## PROJECT SCHEDULE



## HEALTHY COMMUNITY

*By partnering with our Tribes and other stakeholders, we recognize the interaction between the environment and the impacts it has on human health. We will work toward a safe and clean environment for our people*

### Utility Management / Capacity Building

After communities in the YK Delta expressed the need for utility management assistance, the YKHC Office of Environmental Health & Engineering (OEHE) launched a program to advise and provide technical assistance to community-based water/sewer utilities.

Strong utility management is critical for funding eligibility and successful operations, and the provision of water services has been linked to improved health outcomes.

The YKHC utility management program has been made possible by a USDA grant since 2015. Services have been provided to nine community utilities.

Upon completion of the program, many participating utilities have made improvements such as maintaining year-round operations, improved recordkeeping, reduced operational expenses, establishment of repair and replacement funds, and increased operational capacity among community leadership.

The success of the program can also be demonstrated by the provision of first-time specialty financial services. After a needs assessment identified that some community utilities lack specialized financial / managerial services, YKHC applied for funding from the State of Alaska to hire specialized consultants (bookkeepers, accountants, etc.) to work directly with communities. On-site community consultation is scheduled for spring 2019.

YKHC will continue advocacy and pursuing funding to expand and support community water and sanitation infrastructure.



Support for community projects will soon result in replacing the old clinic in Kongiganak with a new facility.



YKHC is committed to ensuring a safe and healthy environment for the communities of our region.

### Injury Prevention Training Initiative

Participants from surrounding communities, and even Anchorage, Fairbanks and Kotzebue, came to our injury prevention training course, offered to support local leaders and provide resources for them to address public health issues at home.

Instructors included YKHC's EMS Manager, Teresa Markham, and Injury Prevention Specialists from ANTHC and the CDC. Students became engaged in the public health model and learned the need for proper data collection, and how to use these tools to improve their community's wellbeing.

Information on identifying target populations, choosing appropriate strategies and evaluating their strengths, weaknesses, and effectiveness was absorbed, tested, and refined.

They gained practice collecting field data on helmet usage among ATV riders and snowmachiners, sparking conversation about how to identify potential solutions to improving motor vehicle safety.

Work has now begun on coordinating projects within local communities led by attendees to create a grassroots effort to improve health and safety.



**Back row:** Dwayne Sheldon, Alakanuk; Joe McCullough, Office of Boating Safety; Marvin Roberts, Tanana Chiefs Conference Health & Safety; Ryan Owens, Maniilaq Association Injury Prevention; Jesse Klejka, YKHC OEHE; Debbie Demientieff, ANTHC Domestic Violence; Hillary Strayer, ANTHC Injury Prevention. **Front row:** Teresa Markham, YKHC Injury Control & EMS; Jason Hymer, IHS Liaison CDC; Ingrid Stevens, ANTHC Injury Prevention; Ali Everhart, YKHC OEHE.

## HEALTHY PEOPLE

*YKHC will partner with communities, to empower individuals and families, to make decisions that will improve personal health.*

### Research and Study

#### The Adult RSV Study

The two-year Adult RSV Study successfully finished enrollments in October. The goal was to find out what viruses cause YK Delta adults to be hospitalized with lung infections.

While RSV (respiratory syncytial virus) is the biggest cause of lung infections in YK children, we didn't know how RSV and other viruses impacted the health of elders and other adults. The CDC provided funding for this important study. As a side benefit, 15 YKHC nurses (including four Alaska Native nurses) were trained in research ethics and helped conduct the study.

New ways to prevent RSV are on the horizon, including a stronger Synagis® or a new RSV vaccine for pregnant women. We applied for funding to use YKHC staff to do surveillance for RSV in children during 2019-2024. This will help us evaluate the impact of new RSV prevention strategies.

#### Healthy Pregnancies

*Reducing tobacco use through community interventions*

In this study, Mayo Clinic and YKHC are partnering to find an effective strategy to support those who can reduce tobacco. The target population is women who are pregnant or expecting to become pregnant. In April 2018 we concluded the recruitment for 352 women across 16 communities. Now we are completing final surveys. Results will be coming in the months ahead.



Support for healthy pregnancies includes tobacco cessation, dental care and vitamin D supplements.



YKHC's Diabetes Prevention & Control Department promoted weekly wellness walks throughout the region.

#### Vitamin D study funded

In September, we received National Institutes of Health (NIH) funding to evaluate prenatal vitamin D supplementation. Early studies showed that pregnant women had low vitamin D levels, putting infants at risk for rickets (bone deformities). Now prenatal women get extra vitamin D supplements. We are looking at how these supplements improve vitamin D levels and whether supplements help protect baby teeth from cavities.

#### Tobacco Free Campus

On February 5, 2018, YKHC became a 100 percent tobacco free campus. This means all forms of tobacco, including electronic cigarettes, are prohibited on all YKHC owned and leased properties.



Leading up to the launch of the Tobacco Free Campus policy, all smoking shacks, ash cans, and receptacles were removed. Signs were installed at all YKHC properties, including employee housing, village clinics, and treatment facilities.

Our mission calls us to improve the health of the individuals and communities we serve. The policy supports our mission and eliminates exposure to secondhand smoke so everyone on our grounds can breathe clean air, reduce tobacco-related health care costs, and, most importantly, improve community health.

Much of our focus will continue to be on education and promoting tobacco cessation resources and tools. These efforts contributed to an eight percent increase in tobacco screenings from 2017. It's our goal to screen every patient at every appointment for tobacco use and provide referrals to the tobacco cessation program if the patient is interested.

In 2018, the Dental Department achieved full staffing with 12 full time dentists (two of which are Alaska Native), one part time dentist and one part time orthodontist.

In addition, there are nine certified Alaska Native Dental Health Aide Therapists (DHATs) living and working full time in regional communities. A dentist is stationed in St. Mary's as well. Coming up: three DHAT students in the second year of training, two students getting ready to complete the first year and four more candidates being recruited for DHAT training.

With a full staff we have increased the number of village trips and the number of villages we travel to. And, as a result of progress toward our goal of improving the oral health of 0-9 year olds, we are now able to increase that goal to 0-13 year olds.

We have partnered with the State of Alaska Division of Public Health to promote healthy drinks for healthy kids. Dental providers have been trained and participate in helping educate and motivate patients and their parents about making healthy drink choices.



Oral hygiene education is an important component of dental treatment for Dental Health Aide Therapists like Janette Ulak.

**Dental also has...**

- a dentist working specifically with expectant women at the Prematernal Home to provide oral health education as well as needed dental care,
- a once-a-week dental clinic at Bethel Regional High School providing exams, oral health education and preventive care to students,
- DHATs developing oral health promotion projects in their regions,
- a partnership with the Alaska Dental Therapy Education Program to work with their experts to help us find out what types of community projects would be most beneficial and then to implement and monitor their success.

Our clinic's 13 operatories are at full capacity. We are looking forward to having 33 operatories in the new clinic, which will allow us to find more ways to succeed with our mission of improving the oral health in our region.

**Capital Budget Includes New Medical Equipment**

Due to our positive financial performance, for the fourth year in a row, YKHC's Board of Directors approved a capital budget for medical equipment, patient transport, and technology and security upgrades. A total of \$1.6 million in requests was prioritized and vetted by the Capital Projects and Equipment Committee.

YKHC is replacing medical equipment in several departments to utilize cutting edge healthcare technology to provide the best care to patients. Included in equipment upgrades are radiology equipment at our SRCs, a fetal monitoring system for infants in the OB Department, and portable dental equipment for improving and expanding village dental visits.

**CARE DELIVERY**

*We will continually strive to increase access and improve the quality of health care services at YKHC.*

**Joint Commission Certification**

YKHC received Joint Commission certification in August for the hospital and for Behavioral Health Services. The Joint Commission (TJC) changed their method of surveying health care organizations and are using a stricter method called "The SAFER Matrix." This method determines how each non-compliant Element of Performance (EP) impacts the safety and quality of the organization.

As YKHC transitions to our new facility the Joint Commission will return to survey our processes. We expect additional visits in the fall of 2019 and the spring of 2020.

**Model of Care**

The new model of care includes a care management team that patients can contact to coordinate all of their care needs at YKHC.

We have had success with calling patients before their appointments to follow up on outstanding health concerns and ensure labs and testing is done before the appointment with the provider so that the provider has all of the information needed.

We have also added a pharmacist to the care team to participate in medication management. The pharmacist reviews medications with patients before their visit and will follow-up with patients that have medication changes after their visits.

These changes have made patients' visits to the hospital run more smoothly and ensures that we are able to work with patients through all of their health concerns.



Pharmacy Technician Alan Miller at work.



The new and more powerful CT scanner installed at the hospital will expand diagnostic capability.

**Mandatory Flu Vaccine Requirement**

In 2018 YKHC implemented a new policy requiring all staff to get the influenza vaccine. Similar policies have been adopted by most hospitals across the country for the protection of staff and patients.



Dr. Joe Klejka, Vice President of Quality, gets his flu shot. All YKHC employees were required to get vaccinated for flu in 2018/2019.

With this policy we were able to achieve 94 percent compliance rate within a few months.

**Customer Service Training Completed**

After analyzing several years of customer feedback and exploring industry standards, YKHC developed our first ever corporate-wide customer service training program for every employee, regardless of position. Beginning in October 2017, an ambitious program of 90 full-day trainings were conducted.

In six months we successfully trained 1,172 existing employees and, as of January 2018, the customer service training was added to new employee orientation. This change ensures each and every new employee receives customer service training from their first day of employment.

## Community Health Aide Program

### Village Clinic Medical Practice

In 2018, the CHAP Itinerant Advanced Practice Clinician Program provided in-village care for hundreds of patients, visiting more than 30 villages. The program increased access to care, preventing unnecessary and inconvenient patient travel. Specific patient comments have described “being happy that they were seen at the village,” especially elders and other chronically ill patients. Plans for expansion are underway.

### Community Health Aide / Practitioner Recognition

In the tradition of YKHC we recognized the following Community Health Aides/ Practitioners as Health Aide of the Month:

- Jacob Isaac, Marshall
- Gwendolyn Heckman, Pilot Station
- Leonard Manchuk, Float
- Samantha Nicholai, Akiak
- Rosemary John, Newtok
- Melody Deacon, Grayling
- April Mattson, Aniak
- Oliane Kameroff, Float
- Michaela Okitkun, Kotlik
- Jovani Brown, Chevok
- Annette Nick Atmaultluak.



Earlene Wise was named 2017 Health Aide of the year, honored at the 2018 Tribal Gathering.



### Class of 2018 Community Health Practitioner Graduates

Carla Suskuk, Bethel; Pauline Wilson, Scammon Bay; Esther Tobeluk, Scammon Bay; Marsha Frederick, Akiachak; Virginia Lozano, Bethel; Theresa Fairbanks, Cheforak; Rena Tony, Bethel; Danielle Beans, Pilot Station. Quyana for your courage, resolve, tenacity, commitment, and caring. You have the heart of a Community Health Aide, now with the title of Community Health Aide Practitioner!

### CHA/P Training

The CHAP Community Health Aide Training Center (CHAT) became fully staffed in 2018 with nine basic training instructors, all certified PA-C or FNP and one CHP.

With a full staff, the training cohort size was increased from 6 to 12 seats, allowing us to increase the number of village clinic Health Aides.

## 50th Anniversary of the Community Health Aide Program!

After the Community Health Aide Program was established by Congress in 1968, YKHC opened a Community Health Aide Training Center in 1969.

The history of the CHA/P program is rich in culture, stories, and successful provision of care in our region by Health Aides who are part of their communities. The enormous success of this unique model of care can be attributed to the unwavering commitment and hard work by tribal health organizations, the University of Alaska Fairbanks, basic training instructors, and many others.

But it is our Community Health Aides who deserve the most credit—for giving their hearts and lives each day to caring for others. They deserve the highest honor for serving as the backbone and heart of healthcare systems throughout rural Alaska.



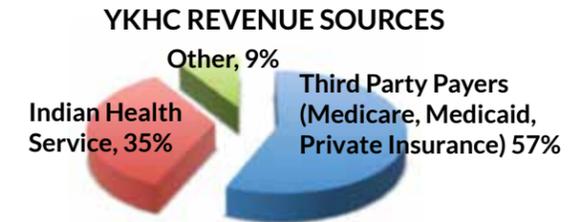
YKHC's first group of health aides, 1969: Abby Stephanoff, Russian Mission; Dorothy Okitkun Aloysius, Kotlik; Paula Ayunerak, Alakanuk; Nellie Joshua, Mekoryuk; Mary Phillips, Akiak; Martha Pavil, Kwigillingok; Sam Alexie, Eek; Yako Slim, Kasigluk.

## CORPORATE CAPABILITY & CULTURE

*We will maintain financial and human resources to ensure the organization has the capability to continue to offer customer-oriented services throughout the region.*

### Record Financial Performance

2018 was another record year for YKHC's financial performance. This was achieved through expanded patient access to providers, improved collections and maintaining our expense ratios. Thank you to YKHC's employees for their continued attention to all areas that affect the collections for services.



Cash collection increased by 28 percent in 2018, up from 2017's historic collection high.

By continuing to closely monitor the expenses of the organization, YKHC has experienced the most profitable operations in its history. In addition to a higher rate on CHAP encounters, we saw continued improvement in healthcare coverage for our population through Medicaid and Medicaid Expansion.

Medicaid services are not only important in taking care of families and friends, it is also an important part of YKHC's business. Of the almost 30,000 residents in our region, 20,000 have Medicaid coverage.

Approximately 57 percent of YKHC's total revenue in 2018 came from third party revenue sources such as Medicaid, Medicare, commercial insurance and the Veteran's Administration. Thirty-five percent of YKHC's annual revenue comes from the Indian Health Service with the remaining nine percent coming from grants and other revenue.

### Medicaid Funded Travel

In 2018, YKHC's Travel Department handled more than 70,000 travel requests for residents of the region. We have learned a lot about the Medicaid travel process and have made several improvements to the system, including electronic tracking of travel requests, hold and call time monitoring, extended hours for travel updates and a travel update booth in the hospital.

As YKHC processes more than three times the travel requests of any other Tribal Health Organization in Alaska, it is important that we work with our partners and patients to provide the best experience.



Hospital Services Vice President Jim Sweeney shows a model rendering of the PJCP to visiting Indian Health Services officials.

### Expanding Services

The tribes of the YK Delta should be especially proud of their health organization's performance as it has allowed YKHC to provide the new facilities and expanded services that will be opened in 2019.

With the completion of the Paul John Calricalraq Project we will almost triple the capacity of the hospital facility to not only provide more of our existing services, but to also add new services that have never been available in our region—bringing family health care closer to home.

### Compass Management Training

In 2018, YKHC's Compass program celebrated six years of providing culturally relevant leadership and management skills for our Alaska Native employees. The Compass program supports our Napartet strategy by helping to shape our corporate culture on our journey to high reliability.



2018 Compass graduates: Renee Cheemuk, Jerilyn Glenn, Melanie Roland, Starr Abdiu-Lucas, Bertina Sankwich, Moses Ayagalria, Brittany Demientieff, Jessica Hollandsworth.

With a goal of developing a strong Alaska Native workforce, this competency-based program helps aspiring leaders gain skills in areas such as communication, emotional intelligence, goal-setting, leading and managing, project development, financial acumen, performance management, and much more.

Over the course of four months, the Compass participants spent approximately 200 hours learning management and leadership skills from various experts, rotating through different departments for a hands-on management experience.

They spent time researching articles and books, meeting one-on-one with their mentors, working together on group projects, and sharing information with their teams.

Since the program's beginning, 54 Alaska Native employees have successfully completed Compass. Twelve graduates have gone on to become mentors, 13 have enrolled in school, and nearly half have advanced into higher level positions.

### New Logo Represents Tribal Cultures of the YK Delta

As YKHC began work on the Paul John Calricaraq Project, the physical improvements to our facilities and renewed focus on the customer indicated the need to refresh our logo and visual brand.

Gathering input from the Board of Directors, Senior Leadership, employees, partner entities and the public, there was overwhelming support for ensuring YKHC's logo represents the people of our region, the land that nourishes us and the cycles of life and seasons that guide us.

Our logo features three people, representing our Yup'ik, Cup'ik and Athabascan cultures and emphasizing our

corporate values of elder knowledge and the importance of family. The traditional clothing details show the significance of culture in our region, of our self-determination as a Tribal Organization, as well as the role cultural knowledge plays in wellness and healing. The two crescents supporting our people represent the waters that sustain us—the Kuskokwim and Yukon Rivers and the Bering Sea.



Architect rendering of the new hospital and primary care clinic for the Paul John Calricaraq Project.

[www.ykhc.org](http://www.ykhc.org)