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

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

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.

COMMITTEE APPOINTMENTS

Executive Board
Warren Jim, Chairperson
Patricia Yaika, First Vice Chair
Geraldine Beans, Secretary
Philis Peter, Treasurer
Adolph Lewis, Sergeant-at-Arms
James Nicori, Second Additional Member
Dan Willkem, Ex-Officio

Governing Body
James Nicori, Chairperson
Mary Ayunerak, Second Vice Chair
Bonnie Persson, Secretary
Darren Cleveland, Treasurer
James Sipary, Sergeant-at-Arms
Stanley Hoffman, Sr.
Mike Ayunerak, Sr.
John Utternes
Stevie Frank, Sr.

Board Standing Committees

By-Law Committee
Walter Jim, Chairperson
Bonnie Persson, Secretary
Dan Willkem, Ex-Officio
Walter Jim, Ex-Officio

Policy Committee
Patrick Tall
Adolph Lewis
Darren Cleveland
Gloria Simeon
Walter Jim, Ex-Officio
Dan Willkem, Ex-Officio

Human Studies
Chris Larson
Mary Ayunerak
Bob Brown
James Nicori
Walter Jim, Ex-Officio

Finance Committee
Philis Peter
Stevie Frank, Sr.
Hershel Brown

Board Appointments

ANHB: Patricia Yaika, Adolph Lewis
ANTHC: Walter Jim, Ex-Officio, Phillip Peter

Compensation Committee
Walter Jim, Ex-Officio
Dan Willkem, Ex-Officio

Cultural Crafts & Photo Acquisition
Geraldine Beans
Darren Cleveland
Gloria Simeon

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 Callircaraq 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, Shagleuk, Sleetmute and Tulukskak.

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 Calricaraq 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 in phases with the first two phases finished by the end of 2019. 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.

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 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.

More than 50 delegates from throughout the Yukon 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.
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.

**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 cafe was set up to provide temporary food service. The new Servery is now completed and a temporary dining area is set up.

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.

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.

**PROJECT SCHEDULE**

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**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. The success of the program can also be demonstrated by the provision of first-time specialty financial services. The success of the program can also be demonstrated by the provision of first-time specialty financial services. The success of the program can also be demonstrated by the provision of first-time specialty financial services. The success of the program can also be demonstrated by the provision of first-time specialty financial services.

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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 0-13 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.

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.

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,
- DHAT’s 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.

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.

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.

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.

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

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.

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.

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

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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 Manchuak, Float
- Samantha Nicholas, Akiak
- Rosemary John, Newtok
- Melody Deacon, Grayling
- April Mattson, Aniak
- Ollie Kameroff, Float
- Michaela Okitkun, Kotlik
- Jovanni Brown, Chevak
- Annette Nuk Atmautluk.

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

Class of 2018 Community Health Practitioner Graduates

Carla Susik, Bethel; Pauline Wilson, Scammon Bay; Esther Tobiluk, Scammon Bay; Marsha Frederick, Akuluk; Virgina Lizano, Bethel; Theresa Fairbanks, Chefunak; Reta Tony, Bethel; Danielle Beare, Pilot Station. Quyana for your courage, resolve, tenacity, commitment, and care. You have the heart of a Community Health Aid, now with the title of Community Health Aide Practitioner!

CHAP 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.

YKHC’s First Group of Health Aides, 1969: Abby Stephanoff, Russian Mission; Dorothy Otsikun Aloyiijik, Kotlik; Paula Ayovenak, Alaska; Nelli Joshua, Makoryuk; Mary Phillips, Akiak; Martha Pavl, Kasigluk; Sam Alexie, Esk; Yako Silik, Kasigluk.

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 CHAP 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.

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.

Financial performance continues to be strong, with 2017’s historic collection high.

YKHC revenue sources

- Indian Health Service, 35%
- Medicare, Medicaid, Private Insurance 57%
- Other, 9%
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.