



# **About ANTHC**

The Alaska Native Tribal Health Consortium (ANTHC) is a nonprofit Tribal health organization designed to meet the unique health needs of Alaska Native and American Indian people living in our state.

Our services include specialty medical care at the Alaska Native Medical Center, community wellness programs, disease research and prevention, rural provider training and rural water and sanitation systems construction across Alaska.

ANTHC is a national leader in Tribal health. We are the largest, most comprehensive Tribal health organization in the United States, and an employer of more than 3,000 health service professionals.

Find more about ANTHC activities from 2022 online at anthc.org/annualreport.



# Our Mission

Optimizing health and well-being through collaborative partnerships and services.



# **Our Vision**

Alaska Native people are the healthiest people in the world.



# **Our Values**

**Self-determination:** We support and promote Tribal Self-determination.

**Quality:** Our work demonstrates a commitment to excellence, continuous improvement, accuracy and professionalism.

**Integrity:** We lead by example, communicate honestly and act with respect.

**Teamwork:** Our collective efforts, talents and knowledge advance ANTHC's vision.

# 2022 Annual Report

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This report reflects ANTHC's fiscal year from Oct. 1, 2021 to Sept. 30, 2022.













The work to advance Tribal health care self-determination reached an important milestone in 1997 when the Alaska Native Tribal Health Consortium was created by Congressional passage of Public Law 105-83. This recognized the ongoing work of Tribal health organizations across Alaska to collaborate on statewide Tribal health services. This collaboration has brought Alaska Native health to where it is today – resilient, community- and patient-focused, and committed to continuous health care excellence.

Over the last 25 years, ANTHC's work has constantly adapted and grown inspired by the needs of the Alaska Native and American Indian people we serve. The ANTHC Board and Tribal leadership make it possible to design programs and services that serve the Alaska Native health needs identified by our people. ANTHC's Tribal leadership has worked to make meaningful changes to the way services are delivered, create new programs to address the emergent health needs of our people and develop priorities focused on positive health outcomes.

# **OUR FUTURE: ABOUT ANTHC STRATEGIC VIEW 2025**

As a consortium representing Tribes and communities across Alaska, we are dedicated to honoring our mission and vision while also mapping a path to a strong future. To this end, the ANTHC Board, executive leadership and staff have worked together to identify the key strategic themes that will be our focus for the next three years.

ANTHC board of directors is strategic in the work that we choose to invest our time and resources, so that we're able to deliver on our ultimate priority — that Alaska Native people are the healthiest people in the world.

Strategic View 2025 gives us a path forward for fiscal years 2023, 2024 and 2025 rooted in the recommitment to the foundational principles of our vision and refined mission and organizational values.

- Refined ANTHC mission statement: Optimizing health and well-being through collaborative partnerships and services.
- Refined ANTHC organizational values: Self-determination; Quality; Integrity; Teamwork.

# **STRATEGIC THEMES FY23-25**

- Empower the Workforce: ANTHC is committed to retaining and rewarding our outstanding employees by fostering cultural and organizational practices that sustain a positive and empowering workplace environment.
- Fill Enhance the System of Care: ANTHC is committed to providing improved access to the right care and services at the right time for Alaska's Tribes and communities.
- Achieve Performance Excellence: ANTHC is committed to the provision of high-quality healthcare at all clinical sites and the development of clear, transparent dashboards to measure performance against best practice targets.

See more about the ANTHC Strategic View 2025 on page 14.



# Our Journey: Support from Tribal leadership

Thank you to the Tribal health organization representatives who served on the ANTHC Board of Directors and guided the organization to our successes together during ANTHC's first 25 years of operations.

# **ALEUTIAN PRIBILOF ISLANDS ASSOCIATION**

Mark Snigaroff, 2020-present Chris Merculief, 2014–2020 Mike Zacharof, 1998–2014

# **ARCTIC SLOPE NATIVE ASSOCIATION**

Bernice Kaigelak, 2006–2014; 2019–present Marie Carroll, 2015–2019 Herman Kignak, 2005–2006 Eben Hopson, 1998–2005

# **BRISTOL BAY AREA HEALTH CORPORATION**

Robert Clark, 2015-present H. Sally Smith, 1998-2014

#### **CHUGACHMIUT**

Fran Norman, 2022–present Robert Henrichs, 1999–2022 Esther Ronne, 1998–1999

# **COPPER RIVER NATIVE ASSOCIATION**

Charlene Nollner, 2006-present Veronica Nicholas, 2005–2006 Julie Bator, 2004 Eileen Ewan, 1998–2004

#### **KODIAK AREA NATIVE ASSOCIATION**

Loretta Nelson, 2021–present Andy Teuber, 2006-2021 Rita Stevens. 1999-20 Denise May, 1998-1999

# **MANIILAQ ASSOCIATION**

Tanya Kirk, 2022–present Gia Hanna, 2022 Lorena Walker, 2018, 2020-2022 Robert Sampson, 2011–2012 Louie Commack, 2010, 2013, 2016-2017, 2019-2020 Fredericka Schaeffer, 2006–2009 Christina Westlake, 2003 and 2005 Guy Adams, 2002-2003 Dennis Tiepleman, 2002 Percy Ballot, 2001 and 2004 and 2010 Jake Wells, 2000-2001 Ruth Moto, 1998-2000 Ben Atoruk, 1998, 2014-2015

#### METLAKATLA INDIAN COMMUNITY

Charles Clement, 2019-present Linda Clement, 2004-2009, 2011-2019 Paul Brendible, 2010 Frieda R. Damus, 2000-2004 Terrance Booth, 1998–2000

# NORTON SOUND HEALTH CORPORATION

Preston Rookok, 2017–present Jacob Ivanoff, 2016–2017 Emily Hughes, 2000-2015 Larry Ivanoff, 1998-1999

### SOUTHCENTRAL FOUNDATION

April Kyle, 2020-present Jaylene Peterson-Nyren, 2019–2020 Charles Clement, 2008-2011 Katherine Gottlieb, 1998–2008, 2012–2018

### SOUTHEAST ALASKA REGIONAL HEALTH CONSORTIUM

Kimberley Strong, 2019-present Charles Clement, 2017-2018 Lincoln A. Bean. Sr., 1998-2017

# TANANA CHIEFS CONFERENCE

Andrew Jimmie, 1999–present Will Mayo, 1998-1999

### **UNAFFILIATED TRIBES SEAT A**

Diana Zirul. 2020-2022 Evelyn Beeter, 1998-2020

# **UNAFFILIATED TRIBES SEAT B**

Chief Gary Harrison, 2008-present Don Kashevaroff, 1998–2008 Paul Theodore, 1998

# YUKON-KUSKOKWIM HEALTH CORPORATION

Walter Jim, 2019-present Esai Twitchell, 2015–2019 Ray Alstrom, 2004-2014 Bill Kristovich, 2003–2004 Fritz George, 2001–2003 Edgar Hoelscher, 2000 Michael Hunt, 1999-2000 Henry Hunter, 1998–1999

# **BOARD OF DIRECTORS**

The ANTHC Board of Directors set the path for our past and current successes, and will continue to set strategy to address our future challenges in pursuit of the vision that Alaska Native people are the healthiest people in the world.

The ANTHC Board of Directors represents Tribal health regional organizations. These representatives and officer positions are for ANTHC's fiscal year ended Sept. 30, 2022. The current board of directors can be found online at anthc.org/board.



KIMBERLEY STRONG SouthEast Alaska Regional Health Consortium



**WALTER JIM** Yukon-Kuskokwim Health Corporation



CHARLES CLEMENT Metlakatla Indian Community Treasurer



**CHARLENE NOLLNER** Secretary
Copper River Native Association



MARK SNIGAROFF Aleutian Pribilof Islands Association



**BERNICE KAIGELAK** 



ROBERT CLARK Bristol Bay Area Health Corporation



**FRAN NORMAN** 



**LORETTA NELSON** 



**GIA HANNA** Maniilaq Association



PRESTON ROOKOK Norton Sound Health Corporation



**APRIL KYLE** 



**ANDREW JIMMIE** 



**CHIEF GARY HARRISON** Chickaloon Native Village



**DIANA ZIRUL** Unaffiliated Tribes, Kenaitze Indian Tribe



















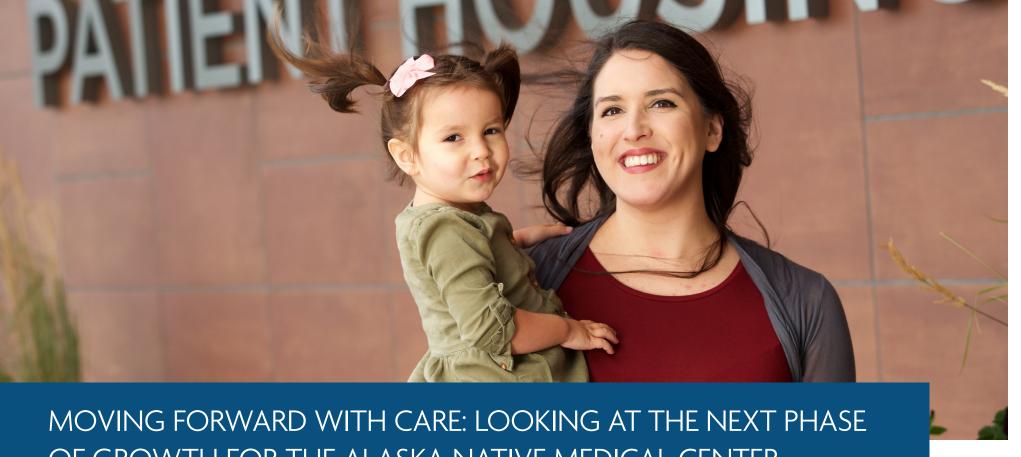












# OF GROWTH FOR THE ALASKA NATIVE MEDICAL CENTER

With more than 20 different ANTHC specialty health care clinics and services, managing the needs of our patients and our care providers has always been a work in progress on the Alaska Native Health Campus. With each project our focus is on the health and services that the Alaska Native and American Indian people in Alaska deserve.

Responding to the COVID-19 pandemic and caring for many patients with infectious respiratory illnesses taught us about our health care operations on the Alaska Native Health Campus and necessary changes to the Alaska Native Medical Center (ANMC). We look forward to introducing more changes to ANTHC specialty clinics and inpatient care at (ANMC) that help keep our staff and patients healthy by providing the right care in the right clinical spaces.

# COMMUNITY GIFT HELPS OPEN NEW ANMC OUTPATIENT IMAGING CENTER. SPURRING NEW PHASE OF GROWTH

In fall 2022, ANMC opened its most recently expanded specialty service, the Outpatient Imaging Center on the first floor of the University Lake Medical Center (ULMC) located at 3801 University Lake Drive.

The new Outpatient Imaging Center is equipped with the latest state-ofthe-art imaging equipment and technology, including two MRI machines, a dual energy CT machine, and X-ray, fluoroscopy and ultrasound rooms. This new MRI technology at the Outpatient Imaging Center provides for improved MRI and CT scan times, with the images being clearer and more complete.

This location will allow us to provide patients a better experience. Patients needing imaging services will have reduced wait times and decreased chances of being bumped for emergency and trauma patients, which can happen often at ANMC, a Level II Adult and Pediatric Trauma Center providing care for people statewide.

The new ANMC Outpatient Imaging Center was funded in partnership with CIRI and Southcentral Foundation (SCF). The COVID-19 pandemic quickly increased the demand for emergency and inpatient hospital services. To accommodate this increase in patient care, it made sense to move outpatient clinics from the main ANMC hospital to allow for the expansion of emergency and inpatient hospital services for our people.

#### **OPHTHALMOLOGY DEPARTMENT MOVES TO LARGER SPACE**

Additional campus growth this year included the move of the Ophthalmology Department to the second floor of the Alaska Pacific Medical Building (APMB) located at 3976 University Lake Drive. This move is to create additional space for Ophthalmology to grow as a department and provide needed building space for other departments to move into the medical space at the ULMC.

These construction activities are leading to better access to care for our people. Many clinics are larger, ANMC has increased bed capacity and we are adding providers and appointments. All of these improvements are decreasing wait times, increasing availability of specialty care, and amplifying the exceptional quality of services from ANTHC. We are expanding capacity and access to care that positively impacts the health of our people in ways that best serve the Alaska Tribal Health System and reflects our Alaska Native cultures



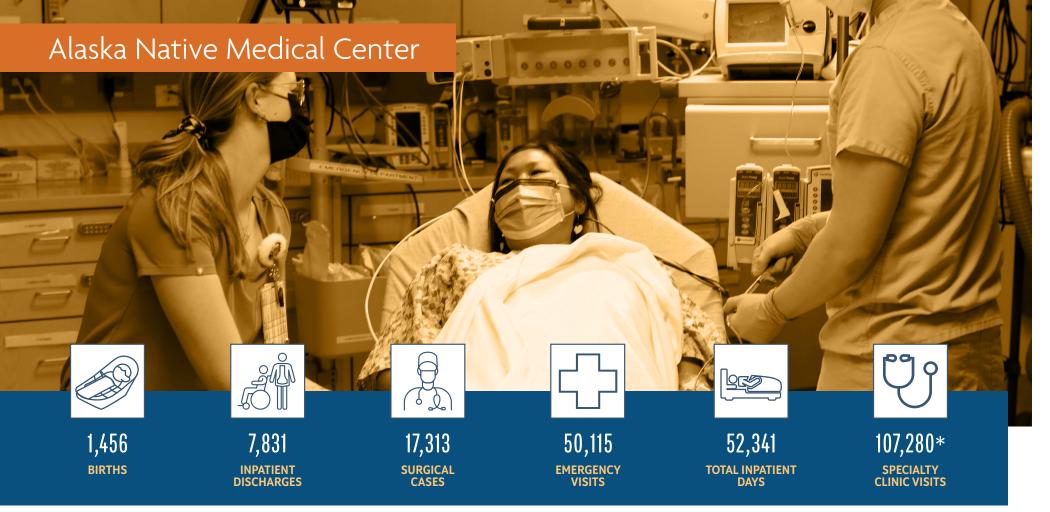
# **NEXT PHASE OF OUR GROWTH AT ANMC**

The Board of Directors set the path for our current successes and how to address our future challenges in pursuit of the vision that Alaska Native people are the healthiest people in the world.

We are exploring future growth opportunities that advance patient care outcomes and help improve the patient experience, while meeting needs of Tribal health organizations and the people we serve.

# **FUTURE ANMC PROJECTS:**

- Expanded Emergency Department
- Dedicated space for behavioral health crisis response
- Expanded surgical services
- Improved dining spaces
- More pharmacy locations and resources
- Centralized patient records and other health benefit services



# **HIGH-QUALITY, CULTURALLY-RELEVANT CARE**

ANMC operates a state-of-the-art, 182-bed hospital that provides specialty medical services to Alaska Native and American Indian people. ANMC is Alaska's first Level II Trauma Center and is a Level II Pediatric Trauma Center.

ANTHC and Southcentral Foundation jointly own and manage ANMC under the terms of Public Law 105-83. These parent organizations established a Joint Operating Board to ensure unified operation of health services provided by the medical center.

\*In FY2022, ANTHC adopted a new methodology for counting Specialty Clinic visits. This methodology is based on industry standards and uses charge data and CPT codes to count patient visits that fall into the specific category of "office or other outpatient visits for evaluation and management of a new or existing patient." This methodology measures a more restrictive universe of volumes than in previous years, which counted patient appointments in totality regardless of whether the appointment represented an outpatient visit, an outpatient procedure, or other service such as a blood draw.



# FUTURE OF HEALTH DIAGNOSTICS: ANMC LABORATORY FIRST IN ALASKA TO OFFER GENOMIC SEQUENCING FOR VIRUSES

This year, ANMC Laboratory added new diagnostic equipment to accurately track the genetic sequencing of virus strains, including viruses related to COVID-19. Many viruses, including SARS-CoV-2, mutate to their surroundings, improving transmission from person to person. Some mutations cause viruses to avoid detection by the immune system, or become resistant to treatments and vaccines.

This capability distinguishes ANMC as the first hospital in Alaska, and the only Tribal health care facility in the United States, to offer such technology. To best care for patients with COVID-19, identifying these specific variants, especially those that reduce the efficacy of known treatments for COVID-19, is incredibly helpful and important.

# CONTINUING OUR HISTORY OF PROVIDING THE HIGHEST LEVEL OF TRAUMA CARE IN ALASKA

ANMC was reverified as a Level II Adult and Pediatric Trauma Center by the Verification Review Committee (VRC), an ad hoc committee of the Committee on Trauma (COT) of the American College of Surgeons (ACS). ANMC was Alaska's first Adult Level II Trauma Center – first receiving verification in 1999. ANMC first received verification as a Pediatric Trauma Center in 2018. These achievements recognize ANMC's dedication to providing optimal care for both adult and pediatric injured patients.

ANMC is one of two Anchorage hospitals providing the highest level of trauma care and services in Alaska and is the referral center for every Tribal health facility in the state. ANMC offers a wide range of trauma care services and admits between 800-900 trauma patients per year.

Verified trauma centers must meet the essential criteria that ensure trauma care capability and institutional performance, which is especially important given Alaska's vast size and travel logistics necessary from remote areas and to health system support outside of Alaska.

# SUPPORTING PATIENTS ON THEIR CARE JOURNEY – ALASKA NATIVE HEALTH CAMPUS INTRODUCES TINITUN WAYFINDING APP

For many people who travel to ANMC for care, navigating our campus can be a barrier before they even arrive at their first appointment. To help patients, ANTHC and Southcentral Foundation (SCF) launched Tinitun, a mobile app that helps campus visitors locate providers or clinics with ease, discover campus food options, find the nearest shuttle, note the location of their parked cars and more.

Tinitun (pronounced, "tin-ee-toon") is the Dena'ina word for "trail: major passageways of human movement." With permission from the Native Village of Eklutna on whose land the Alaska Native Health Campus is situated, the name Tinitun acknowledges contributions of the Dena'ina people in the area in which we work.





























# WORKING TOGETHER: CELEBRATING ONE YEAR OF THE BEHAVIORAL HEALTH WELLNESS CLINIC

In 2021, ANTHC opened our Behavioral Health Wellness Clinic to promote Alaska Native wellness by offering immediate access to culturally attuned and evidencebased behavioral health care delivered through telehealth.

Working together with Tribal health partners, this ANTHC clinic provided services to 338 patients with 3,669 scheduled services during its first year.

Behavioral health services can be difficult to access in Alaska. ANTHC's newest clinic helps fill existing gaps for partners across the Alaska Tribal Health System. We help connect care using direct to patient video telehealth appointments for easy connection to compassionate care in communities across the state.

Having trained behavioral health providers and connection to solutions is one of the ways in which ANTHC is working toward our vision of the future where Alaska Native people are the healthiest people in the world.

Behavioral health issues can include trauma recovery, grief and bereavement, family and relationship dynamics, substance misuse, and managing anxiety, depression, stress or other mental health challenges. Learn more: anthc.org/bhwc or call 1 (833) 642-2492 (BHWC).















# FIRST DENTAL HEALTH AIDE COHORT NEW ANTHC EDUCATION AND DEVELOPMENT CENTER

In July 2021, a new class of Dental Health Aide Therapy (DHAT) students started their classroom training in the new ANTHC Education and Development Center. They were the first cohort to be centralized on the Alaska Native Health Campus in Anchorage and were welcomed with new state-of-the-art training tools. After completing their classroom training, the six DHAT students began their orientation and clinical rotation at Yukon-Kuskokwim Health Corporation immediately providing service to patients and completing their training before returning to their home regions to provide oral health care services.

Students in the DHAT program will complete their education in the new instructional facility shared with Community Health Aides/ Practitioners and hybrid remote/in-person education for (CHA/P) Behavioral Health Aides. Since 2004, DHATs have expanded access to oral health care for 40,000 people living in Alaska's Tribal communities.



# STATEWIDE HEALTH AND PREVENTION SERVICES

ANTHC offers preventative health services and programs to elevate the health status of Alaska Native communities. This includes work in improving water access for health hygiene through construction of water and sanitation systems in rural communities and wellness programs through health education, prevention services in topics such as tobacco prevention, injury prevention, and traditional food and nutrition. Additional statewide support comes from providing services in health research and data, and health training and education.

ANTHC works together with regional Tribal health partners to improve Alaska Native health.

# **HIGHLIGHTS FROM 2022**

# WATER CONSTRUCTION PROJECTS MEET RURAL COMMUNITY NEEDS FOR HEALTH

Access to water is an important component of preventing communicable diseases and providing adequate at-home care for a variety of health conditions. This year, ANTHC environmental health and engineering staff have worked on a variety of projects that demonstrate the breadth of services and solutions that respond to community needs.

Venetie washeteria: With the Native Village of Venetie, ANTHC designed and constructed a new Central Sanitation Facility that includes a new water treatment plant and washeteria for the community providing potable water, showers and laundry facilities. The water treatment plant in Venetie was constructed in the 1991 and due to the facility's age, services and maintenance had become highly inefficient and expensive to operate. No homes in the community currently have in-home water or sewer services, so construction of the new CSF is vital in offering improved sanitation to the community. The new facility has upgraded controls, filtration, and heating elements and will consume less energy than the previous washeteria. It has 2 showers, 4 restrooms with tubs, 6 washers, and 6 dryers to help improve the health and sanitation of the community.

Nanwalek water service upgrade: In Alaska, communities have made great strides in expanding access to in-home water service, but community systems often need continuous maintenance to prevent deterioration that can lead to interruption in water service or water contamination. This year, in partnership with ANTHC, the community of Nanwalek was able to complete work to replace their 30-year old water pipes and home connections to ensure continued access to water for household needs.

# PROTECTING OUR FUTURE FROM HARMS FROM SUBSTANCE MISUSE WITH OPIOID OVERDOSE RESPONSE KITS

Opioid overdose is a growing public health issue that is impacting communities all over the United States and has increased exponentially in Alaska. In 2016, Alaska passed legislation that helped increase access to Naloxone, the life-saving medication used in response to an opioid overdose. In collaboration with the State of Alaska's Project HOPE, ANTHC provides Overdose Response Kits (naloxone) through the iknowmine.org website and offers training to administer opioid overdose medication. Supplies can be ordered on the website and shipped, all free of charge. Over the past year, over 600 naloxone kits were distributed to 31 communities throughout the state.







# STRATEGIC VIEW 2025: ANTHC'S PLAN FOR WORKING TOGETHER

View 2025: As part of a unified health care system, ANTHC leads, manages, and facilitates enhanced healthcare coordination among Tribal partners and delivers quality services at the right place in an efficient way that promotes a healthy mind, body, and spirit.

# **Empower the Workforce**

ANTHC is committed to retaining and rewarding our outstanding employees by fostering cultural and organizational practices that sustain a positive and empowering workplace environment. We will continue to strengthen and sustain physician, advanced practice clinician, administrative and staff leadership, and foster accountability at all levels of the organization. ANTHC will build a positive learning environment that enables staff to proactively meet standards, anticipate change and participate in continuous education.

# GOAL Employees choose ANTHC because we offer a fulfilling and rewarding career.

Objectives

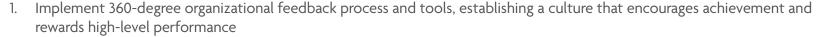
1. Evolve culture to empower colleagues



2. Revise and effectively communicate total benefits package to existing and potential new employees, consistently and visibly investing in development of the workforce

# GOAL Employees have the tools and resources to be effective.

Objectives





2. Launch comprehensive career progression/ladders and succession planning models and processes

# **Enhance the System of Care**

ANTHC is committed to providing improved access to the right care and services at the right time for Alaska's Tribes and communities. This will be achieved by leveraging strategic partnerships, technology and intentional coordination across care settings, geography, and service lines.

GOAL Patient care is coordinated across regions, episodes of care, and Tribal partners.

1. Optimize the Electronic Health Record (currently Cerner) to enhance the quadruple aim and to serve as a bridge to participating Tribes and THOs



- 2. Enhance referral management, scheduling/patient access, and care management
- 3. Develop program/service line plans for key specialties (in person and telehealth), incorporating the diverse needs of each region and THO

GOAL Invest purposefully in infrastructure to improve public health.

# **Objectives**

1. Prioritize Department of Environmental Health and Engineering (DEHE) projects and investments based on community needs



- 2. Align health education, food security, and training initiatives with the strategic direction
- 3. Evaluate needs and role of operating units not fully aligned with strategic objectives

# **Achieve Performance Excellence**

ANTHC is committed to the provision of high-quality healthcare at all clinical sites and the development of clear, transparent dashboards to measure performance against best practice targets. We will strive to ensure consistently positive patient experiences and a strong process for service recovery as core components of service delivery.

GOAL Establish core metrics to measure and monitor ANTHC's progress towards performance excellence.

# Objectives

1. Establish dedicated team to implement and monitor progress of strategic planning



2. Establish baseline performance and define metrics to track performance against quadruple aim (quality, access, cost, service) and strategic direction ("View 2025" and beyond)

GOAL Deliver excellent services that improve the health and wellness of the community.

# **Objectives**

- 1. Campus modernization: finalize short-term facility plans and develop long-term plans aligned with strategic direction and capital availability
- 2. Accelerate efforts to improve patient access, quality, and experience, including behavioral health services



CHIN'AN, QUYANA, GUNALCHÉESH FOR COVID-19 SUPPORT

Staff at the Alaska Native Medical Center have never faced a test quite like the challenges of the COVID-19 pandemic. While our caregivers are accustomed to supporting and nurturing others, we were overwhelmed by the ways in which ANTHC received support for hospital workers and protection of public health.

Alaska communities, organizations, families and individuals all had a role in helping protect health of Alaska Native people. From wearing face masks and getting tested to make decisions to prevent viral spread, to getting initial COVID-19 vaccines and booster doses that reduce hospitalization, the collective actions we took made an impact for health care in our state.

We extend a heartfelt thank you to the individuals, businesses and community organizations who have shared their time, talents and gifts to show their appreciation of our caregivers and the Alaska Tribal Health System.

# **SUPPORTERS OF ANTHC'S COVID-19 RESPONSE**

Throughout the pandemic, ANTHC often noted that we could not have managed the response without support from our communities. Significant contributions from generous donors demonstrated how true this is.

In addition to equipment that helped open the new ANMC Outpatient Imaging Center (see story on page 6) funds from community donors supported ANTHC plans to address pandemic related testing and diagnostic needs, additional equipment required to support patients during the pandemic, and safety improvements to reduce exposure to COVID-19.

# THANK YOU TO THE FOLLOWING **CONTRIBUTORS:**

AFN contributed \$222,802 for equipment needed due to COVID-19 pandemic

Chugach Alaska Corporation contributed \$2,165,624. The funds purchased the following equipment:

- 30 Ventilators
- Portable Imaging Equipment
- Audio Visual Equipment
- Walk In Cooler

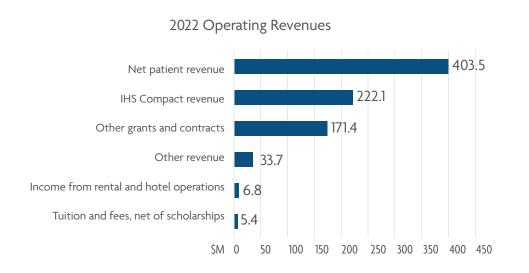
Doyon contributed \$1,271,568 for Expansion of COVID-19 Testing Space & Lab Remodeling

Afognak contributed \$7,206,250.97 for COVID-19 Relief Personnel Surge Costs and testing costs.

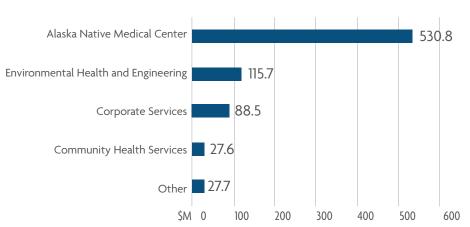
CIRI contributed \$14,615,940 for ANMC Outpatient Imaging Services, including:

- Advanced monitors and towers for Xray, Support Equip, and IT
- Ultrasound x2 and tables
- CT Scanner
- MRI 3T Magnet
- MRI 1.5T Magnet
- Halo MRI Door Metal Detection Systems
- Xray and Fluoroscopy Room
- Trophon2
- Imaging Equipment Backup systems
- Imaging Equipment IT power and network switches

# 2022 Financial Summary



# 2022 Operating Expenses by Division



2012 -2022 Revenues (\$M)

