

# WORKING TOGETHER FOR OUR FUTURE



## 2023 ANNUAL REPORT



ALASKA NATIVE  
TRIBAL HEALTH  
CONSORTIUM

# Mission, Vision, Values



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.



## 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.





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# Message from ANTHC Board Chair



The Alaska Native Tribal Health Consortium Board of Directors work together with communities and Tribal partners to ensure the people we serve have what they need to be strong today and into the future.

For more than two decades, Alaska Tribes have demonstrated the ability to develop and manage culturally relevant health services that meet the unique needs of the Alaska Native and American Indian people we serve. Every success we celebrate, every challenge we address, and every day we work together is our opportunity to come together toward this common goal.

The Board's approval of ANTHC's 2023-2025 strategic plan provided the vision and direction to ensure the organization's path to a strong future. Our strategic view ensures that 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. We remain committed to this focus.

This report highlights the progress ANTHC is making in our ambitious vision that *Alaska Native people are the healthiest people in the world.*

Gunalchéesh,

Kimberley Strong  
Chair



# Messages from President/CEO



Alaska Native and American Indian people have known since the beginning of time that we are at our best when we reflect our values and work together. We are stronger and have better outcomes when we are working and moving in the same direction.

This ANTHC 2023 Annual Report highlights the progress we are making in our three-year strategic plan. We are working with a sense of urgency to implement strategic improvements in all areas of the organization, including improvements in patient care, quality, financials, and employee engagement. In our first year of strategic plan implementation, we have undertaken a deep analysis of operations, budget, and staffing structures to advance our improvement journey.

As we work on these improvements and navigate the fragile economic conditions hospitals are facing in our country, we are investing purposefully in our services, equipment, and capital at ANTHC. In FY23, the ANTHC Board of Directors approved a three-year strategic financial plan to ensure our financial investments align with our goals and accelerate our improvement efforts. These investments support the kind of transformation we need to meet the current and future needs of the people we serve.

While we have made significant strides, we also recognize that we still have a lot of work ahead to ensure the best services for the people we serve. We are grateful for our hard-working, capable team who remind us every day through their efforts that people can, and will, do the most extraordinary things for the right reasons. Children, family, and communities are always the right reasons. We are honored to serve you.

Quyana,

A handwritten signature in black ink, appearing to read 'Valerie'.

Valerie Nurr'araluk Davidson  
President/CEO



# Board of Directors

All 229 Tribes in Alaska exercise self-governance through their representatives on the ANTHC Board.

The ANTHC Board of Directors guides the path for our success and sets strategies to address opportunities, in pursuit of our vision that Alaska Native people are the healthiest people in the world.

The current Board of Directors and Officer positions are represented here and can be found online at [anthc.org/board](https://anthc.org/board).



**KIMBERLEY STRONG**

Chair  
SouthEast Alaska Regional Health Consortium



**WALTER JIM**

Vice Chair  
Yukon-Kuskokwim Health Corporation



**BERNICE KAIGELAK**

Treasurer  
Arctic Slope Native Association



**CHARLENE NOLLNER**

Secretary  
Copper River Native Association



**MARK SNIGAROFF**

Director  
Aleutian Pribilof Islands Association



**ROBERT CLARK**

Director  
Bristol Bay Area Health Corporation



**FRANCIS NORMAN**

Director  
Chugachmiut



**LORETTA NELSON**

Director  
Kodiak Area Native Association



**TANYA KIRK**

Director  
Manillaq Association



**ALONZO LEISHOLMN**

Director  
Metlakatla Indian Community



**ANTHONY HAUGEN**

Director  
Norton Sound Health Corporation



**APRIL KYLE**

Director  
Southcentral Foundation



**ANDREW JIMMIE**

Director  
Tanana Chiefs Conference



**CORINA EWAN**

Director  
Unaffiliated Tribes, Seat A



**CHIEF GARY HARRISON**

Director  
Unaffiliated Tribes, Seat B

## With our appreciation

We are grateful for the leadership and contributions of the ANTHC Directors who served on the Board this last year.



**CHARLES CLEMENT**

Metlakatla Indian Community



**PRESTON ROOKOK**

Norton Sound Health Corporation



**DIANA ZIRUL**

Unaffiliated Tribes, Seat A



## *In Remembrance*

### **ROBERT HENRICHS**

Chugachmiut, Native Village of Eyak

In December 2022, Robert "Moose" Henrichs passed away. Mr. Henrichs served on the ANTHC Board for 23 years. He will be remembered for his dedication and contributions to advance Tribal health.



# Board Standing Committees



## Bylaws and Policy (BPC)

Mark Snigaroff, Chair  
Preston Rookok, Vice-Chair  
Corina Ewan  
Walter Jim  
Andrew Jimmie  
April Kyle  
Alonzo Leisholmn  
Loretta Nelson

## Finance and Audit (FAC)

Bernice Kaigelak, Chair  
Preston Rookok, Vice-Chair  
Corina Ewan  
Walter Jim  
Andrew Jimmie  
April Kyle  
Alonzo Leisholmn  
Loretta Nelson  
Charlene Nollner  
Francis Norman

## Leadership Planning (LPC)

Francis Norman, Chair  
Loretta Nelson, Vice-Chair  
Corina Ewan  
Walter Jim  
April Kyle  
Alonzo Leisholmn  
Charlene Nollner  
Preston Rookok  
Mark Snigaroff

## Ethics, Compliance, Quality & Safety (ECQS)

Charlene Nollner, Chair  
Francis Norman, Vice-Chair  
Corina Ewan  
Chief Gary Harrison  
Andrew Jimmie  
April Kyle  
Alonzo Leisholmn  
Loretta Nelson

## Joint Operating Board (JOB)

Bernice Kaigelak	Seat A (2025)
Francis Norman	Seat B (2025)
Charlene Nollner, Chair	Seat C (2023)
Robert Clark	Seat D (2024)
Walter Jim	Seat E (2024)

## Health Research Review (HRRC)

Robert Clark, Chair  
Corina Ewan  
Chief Gary Harrison  
Weather Pordevin\*

## Medical Services Networking (MSNC)

Robert Clark, Chair  
Chief Gary Harrison  
Loretta Nelson

## Behavioral Health (BHC)

Charlene Nollner, Chair  
Chief Gary Harrison, Vice-Chair  
Corina Ewan  
Bernice Kaigelak  
Tanya Kirk  
Francis Norman

## Employee Retirement Oversight (EROO)

Bernice Kaigelak, Chair  
Robert Clark  
Chief Gary Harrison  
Mark Snigaroff  
John Dolbinski\*

## Maintenance Improvement Resource Allocation (MIRAC)

Corina Ewan, Chair

## Alaska Native Elders Health Advisory (ANEHAC)

Andrew Jimmy, Chair

## Healthy Alaska Natives Foundation

Francis Norman	Seat A (2025)	April Kyle	Seat F (2025)
Angela Cox**	Seat B (2024)	LeeAnn Garrick**	Seat G (2024)
Evelyn Beeter	Seat C (2023)		
Charlene Nollner	Seat D (2024)		
Elizabeth	Seat E (2024)		
Medicine Crow**			

## Sanitation Facilities Advisory (SFAC)

Walter Jim, Chair

## Alaska Native Health Board

Alonzo Leisholmn, Primary  
Jim Roberts, Alternate\*  
Monique Martin, T.H. Director\*

## ANTHC Board Officers, 2021-2024

Kimberley Strong, Chair	Bernice Kaigelak, Treasurer
Walter Jim, Vice Chair	Charlene Nollner, Secretary

# Executive Team



ANTHC is on a journey to become a high-performing organization, where patients receive excellent care and staff choose to work. In this last year, we formed a leadership team that is committed to carrying forward this strategic focus with urgency, transparency, and accountability. The ANTHC leadership team is diverse in its industry experience, education, and perspectives, with years of experience in leading change and bringing forward exceptional results.



**VALERIE NURR'ARALUK  
DAVIDSON**  
President/CEO



**NATASHA SINGH**  
Executive Vice President and Vice  
President of Legal Affairs, enrolled  
Tribal citizen of Stevens Village



**DWAIN STILSON**  
Executive Vice President and  
Chief Financial Officer



**MONIQUE MARTIN**  
Vice President of Intergovernmental  
Affairs, enrolled Tribal citizen of the  
Central Council of Tlingit and Haida  
Indian Tribes of Alaska



**TIFFANY ZULKOSKY HILD**  
Vice President of Communications,  
Tribal member of the Orutsarmiut  
Native Council



**ALLISON REED**  
Chief Ethics and Compliance Officer



**ALAN VIERLING**  
ANMC Administrator



**DAVID BEVERIDGE**  
Vice President, Environmental Health,  
Engineering & Facilities Services





# Our Success, Together



Our team does incredible work to support the patients, families, and communities we serve – from welcoming new life into the world, to saying our last goodbyes, and many milestones in between. Each year ANTHC recognizes Employees of the Year, Teams of the Year, and a Presidential Service Award recipient. These individuals are nominated by their colleagues for exceptional commitment to our mission, as demonstrated by special contributions made over the past year. We are proud to announce the awardees that were selected last year.

## Employees of the Year

- Jannice Emmsley, Manager of Patient Housing
- Travis Hale, Assistant Case Manager II, Internal Medicine Outpatient
- Janie “Kathleen” Hamilton, Registered Nurse III NC, Emergency Department
- Solveig Johnson, Director Purchase Referred Care
- Dr. Anusiyanthan Mariampillai, Medical Director, Oncology
- Julia Polinski, Director of Multi-Specialty Departments, Hospital Administration
- Pauline Tise, Manager of Credentialing and Privileging, Medical Staff Office
- Crystal Flores, Associate Data Analyst, Patient Access
- Robert Bentti, Manager of Supply Chain Operations
- Jordan Skan, Public Health Program Specialist III
- Vanessa Courtin, Program Associate I, Program Services
- Ida Norton, Program Coordinator, Community and Environment and Health

## Team of the Year Regional Supply Service Center

- Robert T. Bentti
- Floyd Walluk
- Marcquis A. Pulliam
- Evon R. Tocktoo
- Timothy M. Coulter
- Derek H. Evon
- Torey F. Alatalo
- Vanessa C. Bean
- Bobbi Bugh

## Presidential Service Award

Paul Morrison, Capital Project Manager III, Statewide Health Facilities, Division of Environmental Health and Engineering



## ANMC Pharmacy Team receives the Indian Health Service Director's Award for Pandemic Heroism

The Alaska Native Medical Center (ANMC) Pharmacy team received national recognition for COVID-19 vaccine response. ANMC was the first location in Alaska to offer the COVID-19 vaccine. Thanks to the Tribal health system, Alaska became the first state in the country to open vaccine availability to individuals over the age of 16. This led the way for the highest initial vaccination rate in the United States.

Overall, the ANMC team received and stored over 72,000 doses of vaccine, prioritized distribution, and tracked waste. Over 66,000 beneficiaries, employees and community members were vaccinated. Our team demonstrated a process that could be easily replicated throughout Alaska. These efforts led to fewer hospitalizations and contributed to 72% fewer COVID-19-related deaths compared to other states.



## ARUC Harvard Honoring Nations Award

Congratulations to the Alaska Rural Utility Collaborative (ARUC) team for national recognition as one of three 2023 Harvard Honoring Nations Featured All-Stars. ARUC helps communities set water and sanitation rates, ensures consistent and timely billing of services, provides guidance for water plant operators, and pays system expenses with user fee collections.

ARUC helped all 26 member communities fully-fund reserves for emergencies, replacement parts, operator hour overages and capital. Communities created steady income through optimized monthly billing and fee collection, bringing the average collection rate to 111% for FY22, meaning customers are now paying beyond their debt or are paying for services in advance. In FY22, only 5.7% system operators turned over in ARUC-supported communities, outperforming the state average of 75% turnover. ARUC supports the future of communities, and it is leading to incredible results.

## ANTHC Behavioral Health presented with Seven Directions Indigenous Health Award

The ANTHC Behavioral Health Alaska Blanket Exercise (ABE) was honored with a Seven Directions Indigenous Health Award. Specifically, the ABE received the Integration and Holistic Wellness award, recognizing the program's work to integrate public health and trauma-informed care into health systems.

# Our Work, Together



## Caring for our future at the Alaska Native Medical Center (ANMC)

From inpatient hospital services to surgery and specialty clinics, ANTHC provides advanced medical care at the Alaska Native Medical Center (ANMC) and through specialty field clinics throughout Alaska. The strategic improvements we make today are an investment into the care we provide tomorrow at the level of care our patients need and deserve.

## Alaska Native Medical Center

ANMC is 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.

## FY23 Numbers



1,509

BIRTHS



7,979

INPATIENT  
DISCHARGES



19,603

SURGICAL  
CASES



53,661

EMERGENCY  
VISITS



53,183

TOTAL INPATIENT  
DAYS



30,644

SPECIALTY CLINIC  
PROCEDURES



116,300

SPECIALTY  
CLINIC VISITS

## Updated Hospital Star Rating

In July, the Centers for Medicare and Medicaid Services (CMS) released updated Medicare Hospital Star Ratings. After being rated a 2-star hospital for many years, the Alaska Native Medical Center (ANMC) improved its rating to three stars. Overall star ratings are based on several quality-based performance measures, including: mortality, safety of care, readmission, patient experience, and timely and effective care. With ratings up to 5 stars, the more stars a hospital has means the better they performed on the quality measures.

We recognize there are opportunities to improve. We are committed to investing in our clinical programs and facilities, and bringing in leaders with proven experience in leading change. This upgraded designation reflects our commitment to improved safety, quality, and indicates we are trending in the right direction.



As Alaska Native and American Indian people live longer, healthier lives, the population ages and health needs increase. To meet our current and future needs, we are making thoughtful investments on the Alaska Native Health Campus.

### *Skilled Nursing Facility (SNF)*

On any given day, ANMC is caring for 20-35 patients who no longer need hospital-level care. We need a short-term skilled nursing facility that can support continued care needs for patients who are well enough to leave the hospital, but not quite well enough to go home.

The short-term skilled nursing facility project is a first step to alleviate the capacity pressure at the hospital, by providing patient care at the appropriate level and improving our ability to support acute patient care needs at ANMC. To be clear, this project does not address significant statewide long-term care needs. While we recognize long-term care is needed, the Board's approval of this project improves the patient experience and optimizes capacity within ANMC.



### *Emergency Services Expansion (ESE)*

The Board continues to support the Emergency Services Expansion. ANTHC is moving forward on the planning, design, and construction for Phase 1 of this project, which includes floors 1-3 and renovations to the existing Emergency Service Department. Improvements that will come with the expansion of floors 1-3, include:

- 21 additional Emergency Department patient care spaces;
- 12 new Clinical Decision Unit beds for observation;
- 15 additional behavioral health treatment spaces;
- 10 new surgery recovery bays;
- New, dedicated drive through ambulance entrance; and
- Core and shell design necessary to build floors 4-6.

We are also moving forward with designing floors 4-6 as we seek additional funding to support construction of Phase 2, which includes:

- 60 new inpatient beds;
- Private inpatient rooms (converting from semi-private);
- 32 new adult inpatient beds; and
- Helipad to enhance trauma services.

While we have a lot of work ahead, we are making significant strides to improve the services we provide.



## Improving our Services to Expand Access

This year we identified and implemented best-in-class systems and workflows to ensure patients have access to high-quality care when they need it most. Within ANMC, these improvements included:

- Improvements in systems, facilities, and processes, resulted in 200 more surgeries per month, expanding surgical access.
- Launched the use of smart appointment reminders that allow patients to confirm, reschedule or cancel appointments. Enabling a smart tool that gave the ability for two-way communication increased access to care for nearly 200 more patients per day in our clinics.
- Increased pipeline of nursing students committed to ANMC over the next two years through a partnership with Alaska Pacific University's Nursing program. Additionally, an organizational restructure transitioned more than a dozen nurses at ANMC back to clinical roles, reducing our vacancies for clinicians.
- Created a patient liaison in the Emergency Department, responsible for supporting patients and their family members or escorts receiving care. The liaison helps to facilitate communication between patients, their families, and providers while in the Emergency Department.
- Initiated facility improvements at ANMC, including new flooring, improved lighting, and exterior upgrades. This ensures patients have a clean, safe experience.





## Patient Travel and Housing

### *Travel Summit*

We recognize the healing process begins long before people arrive on the Alaska Native Health Campus and well after they return home.

The unique continuum of care designed by the Alaska Tribal Health System has served as a national and global model of culturally relevant health care for more than 20 years. This continuum of care presents structural challenges when patients must travel for advanced medical care.

In an effort to improve the travel process with patients in mind, this past summer we partnered with the Alaska Native Health Board to host a Travel Summit. This event brought together Tribes and Tribal Health Organization leaders to improve the travel process, which all organizations support and manage.

ANTHC will continue to work with Tribes and Tribal Health Organizations on advocacy, action items, and other opportunities identified at the summit. We are committed to improving the travel experience and overall health outcomes of the people we serve.

### *Elders Lounge at Patient Housing*

The new Elders Lounge at Patient Housing provides a quiet and comfortable waiting area for elders (62 and older) and their escorts waiting to check in or out. The lounge is open 7 days a week, 24 hours per day.

### *Regional Liaisons*

Traveling to an unfamiliar community to receive the care we need can be difficult. ANTHC Regional Liaisons are here to help navigate all the logistics that come with making it to medical appointments.

Regional Liaisons are hired within respective Tribal health regions and are available to help patients in rural communities when they are traveling to Anchorage for care at ANMC. ANTHC Regional Liaisons:

- Communicate, coordinate, and provide patient assistance with clinics and health care providers.
- Look up travel details, such as clinic appointment dates/times, check status of travel and lodging request, and make confirmations at Patient Housing.
- Follow up on appointment referrals to assist patients.
- Work with Tribal health partners for information needed in home regions.

For Regional Liaison contact information or to find contact information if your region is interested in having a Regional Liaison visit [www.anthc.org/RegionalStaff](http://www.anthc.org/RegionalStaff)





# Working Together with Communities



## Caring for the whole person through Community Health Services (CHS)

Programs within Community Health Services (CHS) incorporate traditional knowledge and practices into research and evidence-based best practices to support individual and community health.

### *Behavioral Health Wellness Clinic (BHWC)*

The ANTHC Behavioral Health Wellness Clinic (BHWC) serves all Alaska Native and American Indian people 18 years and older in Alaska. All services are provided via telehealth, from the comfort and privacy of your own home.

This year, the clinic expanded the services offered to include Collaborative Assessment and Management of Suicide, Cognitive Processing Therapy, and Eye Movement Desensitization and Reprocessing. These evidence-based treatments are for people experiencing suicidal thoughts and behavior or working through trauma. The clinic also expanded group counseling resources that support recovery and healthy relationship goals through two new groups, ACT on Your Recovery and Healthy Relationships.

More information is available toll free at 833-642-2492 or online at [www.anthc.org/bhwc](http://www.anthc.org/bhwc).

### *Supporting Colorectal Cancer (CRC) Research and Prevention Efforts*

In June, ANTHC Research Services hosted the first Alaska Native Colorectal Cancer (CRC) Research Symposium. The two-day symposium brought together more than 100 Alaska Tribal health care leaders, community members, clinicians, scientists, and public health professionals to discuss epidemiology, CRC causes, and current research initiatives. There was considerable interest in enhancing and improving screening, improving diets, decreasing tobacco use, and understanding the importance of the microbiome.



A multi-year research study with Tanana Chiefs Conference on colorectal cancer (CRC) rates was completed with the published paper, “Elevated Adenomatous Polyp Detection Rate Among Alaska Native and American Indian People in Interior Alaska, 2018-2022.” In patients at average risk of CRC undergoing initial colonoscopy screening, adenoma detection rate (ADR) is measured and reflects the prevalence of precancerous polyps. The research conducted in the study evaluated the ADR among Alaska Native people living in Interior Alaska. Measured ADR was high among Alaska Native men and women aged 50 years and older in Interior Alaska and in all age groups that were screened. These findings have implications for screening methods, intervals, and age to begin screening that are most appropriate for Alaska Native people.

### *Wellness and Prevention Empowers Everyday Heroes*

In September, the Substance Misuse Prevention Program hosted a drive-through naloxone training and distribution event to increase the number of people who are trained to respond to a suspected opioid overdose. Over 400 people were trained, and more than 500 naloxone kits were distributed during the event. Of 178 participants who completed a follow-up survey, 83% said they felt confident they could administer naloxone to someone having an overdose and nearly all respondents (97%) said they would recommend naloxone training to others.

### *Food Sovereignty*

In May, the ANTHC Wellness and Prevention program convened the Tribal Food Sovereignty Network with 23 representatives from Alaska Tribal Health Organizations. The purpose of the Network is to increase communication and collaboration across the Tribal Health System to inform and guide shared food sovereignty priorities. The Network meets bi-monthly and will be conducting a strategic planning process in late 2023 to determine shared goals and strategies for the next three years.

Food sovereignty efforts also include:

- Providing education and training on the benefits of traditional foods in a healthy diet through Store Outside your Door.
- Facilitating a one credit elective course at Alaska Pacific University on Alaska Native Plants and their Traditional Uses.
- Maintaining a traditional plants garden in the ANMC courtyard.
- Providing monthly traditional foods luncheons for Elders.
- Advocating for the incorporation of traditional foods into the Food Distribution Program on Indian Reservations' (FDPIR) food package.

### **Health Aides: The Heart of our Health System**

ANTHC provides training, credentialing, and continuing education for all Health Aide disciplines within the Alaska Tribal Health System, including Behavioral Health Aides, Community Health Aides, and Dental Health Aide Therapists. This fall, all three Health Aide training programs (Behavioral, Community, and Dental) hosted the first integrated Health Aide Forum. The event included a Health Aide Awards ceremony honoring Behavioral, Community, and Dental Health Aides who were identified by peers or supervisors for providing a vital service to people in their communities.

### *Behavioral Health Aide Program*

In June, the Behavioral Health Aide (BHA) Training Center became an approved education provider for the National Association for Alcoholism and Drug Abuse Counselors (NAADAC). NAADAC sponsorship of courses enables BHAs to seek dual certification for the state-recognized Chemical Dependency Counselor credential. NAADAC is also a recognized sponsor of continuing education (CE), which enables behavioral health clinicians and medical providers to obtain culturally responsive addiction and behavioral health CE credits.







### *Community Health Aide Program*

The Community Health Aide Program (CHAP) seated 105 students for training this year. This past fiscal year also marked the first year of Biennial Skills courses to help Community Health Aides meet new recertification requirements.

### *Dental Health Aide Therapists*

While continuing to lead two cohorts of students through the Alaska Dental Therapy Educational Program, the ANTHC Oral Health program also trained eight students from five different Tribal Health Organizations (THOs) to become Expanded Function Dental Health Aides I. Once certified, these Dental Health Aides will help expand access to dental care by providing dental cleanings at their THOs.

### **Distance Learning Network Expands Training Access**

In addition to the ongoing development and updates to high-quality courses the three health aide training programs provide, the Distance Learning Network partnered with numerous ANTHC departments and programs to develop a range of other trainings. This collaboration was instrumental in creating a training to assist with ANTHC's Just Culture initiative, an organization wide effort to support accountability and creating a culture of learning, safety, and trust in the workplace.





# Building our Future, Together



Access to water and sanitation services and changes to the environment around us impact our health. The Division of Environmental Health and Engineering (DEHE) is building a future for Alaskans that ensures physical, environmental, and economic health through community planning, construction services, and support services.

## Alaska Receives More than \$440 million for Water and Sanitation in FY23

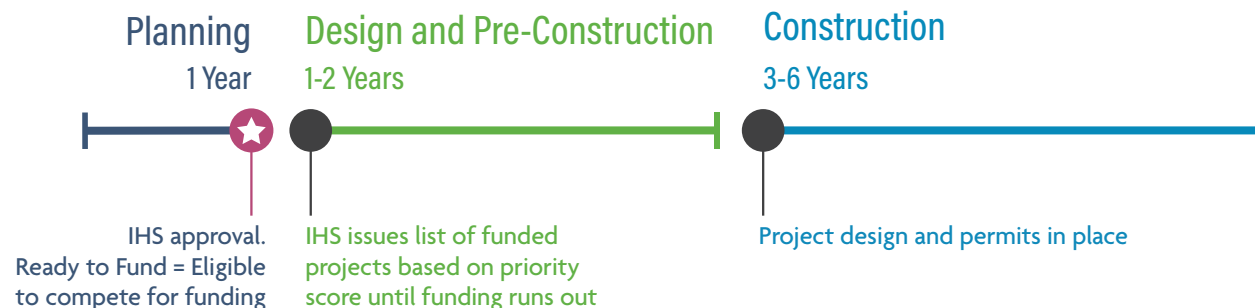
In September, the Indian Health Service (IHS) announced Alaska is receiving more than \$440 million to improve sanitation infrastructure as part of FY23 allocations awarded through the Infrastructure Investment and Jobs Act (IIJA) of 2021, Congressionally Directed Spending (CDS), and the FY23 IHS enacted budget.

- This funding supports 42 projects, 7 of which will be providing community-wide first service facilities.
- The IHS Sanitation Deficiency System is a collaborative process in which communities work with ANTHC, IHS, and other entities to identify sanitation needs, develop and agree upon solutions, and prepare all documentation required for the prioritization and funding decision process by IHS.

### TIMELINE FOR NEW PIPED WATER AND SEWER

On average, it takes 6 to 8 years from the time funding is received until construction is completed. This timeline includes the funding announcement, final planning, design, construction, and operational support.

Construction of projects that result from the funding obtained will not begin for 2-3 years, until design has been completed. Depending on the complexity of the project, the construction phase can take between 4 to 6 years.



## Water and Sewer by the Numbers

In FY23, over 110 residents were hired locally for construction labor in communities throughout Alaska, contributing over \$1.5M to local economies.

ANTHC Sanitation Facilities Program has:

- ◇ Completed 24 sanitation prioritizations and community assessments on behalf of Arctic Slope Native Association, Bristol Bay Area Health Corporation, Chugachmiut, Kodiak Area Native Association, Maniilaq Association, Norton Sound Health Corporation, SouthEast Alaska Regional Health Consortium, Southcentral Foundation, Tanana Chiefs Conference, and Yukon-Kuskokwim Health Corporation.
- ◇ First-service water and sanitation services have been made available to 30 homes in Shageluk and five homes in Huslia.
- ◇ Continued work on 99 projects to address water and sanitation needs, including 33 planning projects, 36 design projects, and 30 construction projects.



Two patents have been awarded to ANTHC:

- ◇ **Patent 1, Portable Alternative Sanitation System:** Nineteen homes in Tuluksak, Teller and Stebbins, will receive new Mini Pass units with one-time funding provided by the Center for Disease Control and Prevention. This will offer immediate improvement to sanitation services as communities plan and acquire funding for piped sanitation systems. Over the past several years, units have been installed in more than 470 homes in 15 villages that would otherwise be using unventilated honey buckets and self-hauled water in open containers.
- ◇ **Patent 2, Hybrid Thermosiphon System:** Arctic Communities are especially vulnerable to climate change. Protecting critical infrastructure built on permafrost means keeping the ground frozen where needed. Thermosiphons are used to chill and stabilize permafrost under buildings, roads, and pipelines. ANTHC engineers designed a mechanical chiller that clamps onto existing thermosiphons, extending the cooling capacity of the thermosiphons and creating year-round ability to keep the ground frozen. These cooling collars can be powered with solar energy, offsetting the cost of running the thermosiphons in summer months.

# First Lady Dr. Jill Biden visits Bethel



During a historic summer visit to the western Alaska community of Bethel, Dr. Jill Biden shared how a visit to ANTHC two years ago left a deep impression on her. The visit celebrated the significant investments made through the Bipartisan Infrastructure Law, including broadband, water and sanitation, and other investments critical to health, education, and well-being.



In Dr. Biden's remarks she highlighted how the visit helped to shape the bipartisan infrastructure, saying, "I saw how the connections here run deep—the bonds of family and friendship, of Tribes and traditions. I saw how acutely you are connected to the natural world around you—from the migration of salmon to the cycles of the sun. And yet, I also learned about the challenges you face—and how communities in rural areas like this one often feel unseen and unappreciated for their unique contributions to our country. I took those stories home with me. I told them to my husband, Joe. And he listened."





## ANTHC Develops Climate Initiatives Program

A changing climate may impact public health in a variety of ways, including limiting access to water and sanitation systems, damaging important community buildings or infrastructure, and impacting local food sources. This year ANTHC created a Climate Initiatives Program within the Division of Environmental Health and Engineering to coordinate services that help communities and Tribal health adapt to changing environments.

The ANTHC Climate Initiatives Program coordinates multiple climate-related services in the organization, including our Center for Climate and Health, the Center for Environmentally Threatened Communities, and work with external partners. ANTHC staff assess unique community environments and help in planning solutions for adaptation, mitigation, relocation, and future climate-related initiatives.

- *Unmet Needs Report*: More than 150 people, from 27 communities and 39 agencies/organizations, have been engaged in development of the Unmet Needs of Environmentally Threatened Alaska Native Villages report. The report recommends Congress support Alaska communities to address environmental threats by developing a single funding source based on risk, remove barriers with agency programs and policies, and create a whole-of-government implementation framework.
- *Alaska Tribal Climate Change Advisory Group*: ANTHC is creating and launching the Alaska Tribal Climate Change Advisory Group to ensure Tribal climate change efforts are led and prioritized by Alaska Native people. Future opportunities to participate, and information gathered from the advisory group, will be shared in future updates.
- *Zoonotic Disease Surveillance Project*: Zoonotic diseases, illnesses passed between animals and humans, are expected to increase as the climate changes. As air and water temperatures increase, where species (from microscopic creatures to large mammals) live and are typically found will also change.
- *Protecting Shishmaref from Erosion and Flooding*: ANTHC supports dozens of communities to develop and implement solutions to climate change. Shishmaref is one example. The community faces increasingly severe coastal erosion. ANTHC is assisting the community to make decisions based on long-term future risks, building local capacity, and constructing rock revetments to halt erosion. Collaboration includes reviewing a draft erosion and flood study to identify areas for improvement, applying for a \$6 million FEMA grant to protect the sewage lagoon and landfill, applying for funding for new staff at the Tribal office to coordinate plans and projects to protect the community, and traveling to the community to provide grant, project, and financial management training for Tribal staff.

# Our Vision for the Future



In 2022, the ANTHC Board of Directors approved a three-year strategic plan and a subsequent strategic financial plan to allocate the resources to put our plan to work. This sets ANTHC on a journey to become a high-performing, accountable organization, where patients receive excellent care and staff choose to work.

In the first year of plan implementation, we have adopted the use of best practice tools to bring alignment with the Board's vision and our efforts each day. These tools include:

- Organizational scorecard to establish expectations and monitor progress.
- Implementation planning to add detail and clarify approaches.
- 90-day action plans to bring a sense of urgency and focus to our efforts.

## Empower the Workforce

ANTHC is dedicated to supporting and recognizing exceptional employees through cultural and organizational practices that cultivate a positive and empowering workplace. We aim to enhance leadership across all roles, foster accountability, and create a positive learning environment, encouraging proactive engagement, adaptability to change, and ongoing education.



Employees choose ANTHC because we offer a fulfilling and rewarding career



Employees have the tools and resources to be effective

## 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.



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



Invest purposefully in infrastructure to improve public health

## 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.



Establish core metrics to measure and monitor ANTHC's progress toward performance excellence



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

# 2023 Financial Summary



ANTHC's financial performance is key to putting our strategic plan to work and providing excellent, accessible services. We are investing purposefully in our services, equipment, and capital. Although challenging, we have not wavered in our commitment to make long overdue investments.

For the first time as an organization, in FY23 the Board approved a 3-year strategic financial plan to ensure our financial investments align with our goals and accelerate our improvement efforts. This is a rolling plan and living document that allows us to be agile in our budgeting, spending, and revenue capture.

The Board also approved a FY23 budget with a -2.6% margin to begin making critical investments in IT, facilities, and clinical areas that ANTHC has not made in 10+ years. These investments ensure we have the tools and resources to maintain the quality and safety of services now and into the future.

Capital funding was allocated to large projects, like the Emergency Services Expansion, and also to clinical equipment like:

- \$6M in high-quality imaging equipment to provide state of the art MRI/CT images that improve clinical screening and lead to improved outcomes;
- Key clinical equipment upgrades, like 3D mammography at University Lake Medical Center;
- \$9M in facility upgrades to floors 4 and 5 of ANMC, to improve patient experience; and
- \$2M to replace clinical workstations for physicians, increasing efficiency and improving use and quality of medical records, among many other critical investments.

