Southcentral Foundation’s
Nuka System of Care
16th International Conference on Integrated Care
April Kyle | Vice President of Behavioral Services

65,000 voices

Alaska Native People Shaping Health Care

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Why listen to our story

- Evidenced-based generational change reducing family violence
- **50% drop** in ER visits, Hospital Days, and visit to Specialists
- **75-90%ile** on most HEDIS outcomes and quality
- Benchmarked data nationally and internationally showing **top in class performance** in utilization, quality, satisfaction
- Employee turnover rate **less than 12%** annualized
- Sustained customer and staff satisfaction over **90%**
- **Baldrige Award** 2011
Alaska Native people chose to assume responsibility
Ask the Community

- Governing board
- Advisory committees
- Elders Council
- Annual Gatherings
- 24-hour hotline
- Personal interactions

- Customer/Owners
- Satisfaction surveys and comment cards
- Employee survey and satisfaction surveys
- Employee interactions (over 55% C/Os)
People said top 5 needs
domestic violence, child abuse, child neglect, addiction, focus on behavioral health
We Changed Everything
Vision
A Native Community that enjoys physical, mental, emotional and spiritual wellness

Mission
Working together with the Native Community to achieve wellness through health and related services
Goals

S hared Responsibility
C ommitment to Quality
F amily Wellness
Hitting The Target: Rock vs. Bird
Who really makes the decisions?

1. Control – who makes the final decision influencing outcome?
2. Influences – family, friends, co-workers, religion, values, money
3. Real opportunity to influence health costs/outcomes – influence on the choices made – behavioral change
4. Current model – tests, diagnosis, treatment (meds or procedures)
Integrated Care Team
Health care provider changes

No longer a hero but a partner
Control does not equal compliance
Replace blaming with understanding
Give customer options, not orders
Provide customer with resources
Make it simple
Traditional Work Flow

Preventive Med Intervention  Chronic Disease Monitoring  Medication Refill  New Acute Complaint  Test Results

Provider

Customer  Customer  Customer  Customer  Customer

Customer  Customer  Customer  Customer

Health Care Support Team  Case Manager  Mental Health Provider  Referral to Specialist after Assessment  Certified Medical Assistant  Dietitian  Clinical Pharmacist
Behavioral Health Consultant (BHC)

- Consultation/education to providers, case managers
- Joint visits and care conferences with the team
- Provides educational materials and workbooks to customer-owners
- Screening, assessment, brief intervention, education and follow-up/monitoring
- Consultation with specialists, referral for longer term therapeutic interventions
Integrated Behavioral Health Care at Southcentral Foundation

- **BHC**
  - 4 BHC’s per floor 12 FTE primary care providers
  - 4 BHC’s per 1.5 FTE psychiatrists

- **Co-located Psychiatry**
  - Ratio of 1.5 FTE psychiatrists to 12 primary care providers
  - Ratio of 1.5 FTE psychiatrists per 15,000 customer-owners in primary care per

- **Support staff for co-located psychiatry**
  - Per 1.5 FTE paired with 1 Clinical Associate & 1 team admin

- **Piloting Co-located Therapists**
  - Ratio of 2 Therapists to 6 primary care providers
Providers and Customer Owners in Shared Responsibility
Key Improvement

Customer-owner changes
- Actively involved in partnership with your Primary Care Provider
- Take responsibility for your health
- Get information about your health
- Ask questions about advice
- Ask for options
Workforce Competencies

- Customer Care and Relationships
- Communication and Teamwork
- Improvement and Innovation
- Workforce Development Skills and Abilities
We Changed Everything

- Job Descriptions
- Interview Process
- Onboarding
- Up Front Training
- Workforce Development
Core Concepts

3-Day Training with CEO

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

Planning Linkages

The Corporate Strategic Plan is linked and communicated all the way through the organization through division, committee, and department annual plans and employee evaluation system.

- **Corporate Strategic Plan** (Rolling 3+ years)
  - Includes strategic challenges/advantages, corporate goals & objectives

- **Corporate Annual Plan** (1-3 years) & **Budget Plan** (1 year)
  - Includes priority 1 initiatives-initiatives that will begin in the next 12 months

- **Annual Plans** (1 quarter-1 year)
  - Includes division, committee & department annual plans

- **Quarter Reports** (1 quarter)
  - Includes division, committee & department annual plans

- **Employee Evaluation System** (1 year)
  - Includes employee evaluation & employee actions plans
## SCF Balanced Scorecard

### SCF Balanced Scorecard - FY2015

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Objectives</th>
<th>Measure</th>
<th>FY2015</th>
<th>Below Minimum</th>
<th>Annual</th>
<th>Stretch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer-Owner</td>
<td>SR2</td>
<td>Overall Rating of Care (customer-owner satisfaction)</td>
<td>Q2</td>
<td>95%</td>
<td>&lt; 92%</td>
<td>92%</td>
</tr>
<tr>
<td></td>
<td>SR1</td>
<td>Culturally Respectful (customer-owner satisfaction)</td>
<td>Q2</td>
<td>94%</td>
<td>&lt; 92%</td>
<td>92%</td>
</tr>
<tr>
<td></td>
<td>SR2</td>
<td>Recommended Provider (customer-owner satisfaction)</td>
<td>Q2</td>
<td>95%</td>
<td>&lt; 94%</td>
<td>94%</td>
</tr>
<tr>
<td></td>
<td>SR2</td>
<td>Input into my Care Decisions (customer-owner satisfaction)</td>
<td>Q2</td>
<td>96%</td>
<td>&lt; 94%</td>
<td>94%</td>
</tr>
</tbody>
</table>

### Operational Effectiveness

<table>
<thead>
<tr>
<th>Measure</th>
<th>FY2015</th>
<th>Below Minimum</th>
<th>Annual</th>
<th>Stretch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cervical Cancer Screening Rate (with new HPV screen considered)</td>
<td>Q2</td>
<td>72%</td>
<td>&lt; 72%</td>
<td>72%</td>
</tr>
<tr>
<td>Colorectal Cancer Screening Rate</td>
<td>Q2</td>
<td>63%</td>
<td>&lt; 70%</td>
<td>70%</td>
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<tr>
<td>PrimeMD Depression Screening Rate</td>
<td>Q2</td>
<td>85%</td>
<td>&lt; 75%</td>
<td>75%</td>
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<tr>
<td>SBIRT Screening Rate</td>
<td>Q2</td>
<td>77%</td>
<td>&lt; 75%</td>
<td>75%</td>
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<tr>
<td>Diabetics with A1C in Poor Control (Lower is Better)</td>
<td>Q2</td>
<td>24%</td>
<td>&gt; 37%</td>
<td>37%</td>
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<tr>
<td>Diabetics with LDL in Control</td>
<td>Q2</td>
<td>44%</td>
<td>&lt; 40%</td>
<td>40%</td>
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<tr>
<td>Diabetics Annual HBA1C Screening Rate</td>
<td>Q2</td>
<td>93%</td>
<td>&lt; 88%</td>
<td>88%</td>
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### Workforce Development

<table>
<thead>
<tr>
<th>Measure</th>
<th>FY2015</th>
<th>Below Minimum</th>
<th>Annual</th>
<th>Stretch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Alaska Native/American Indian Employees</td>
<td>Q2</td>
<td>56%</td>
<td>&lt; 55%</td>
<td>55%</td>
</tr>
<tr>
<td>Percent of Alaska Native/American Indian Hire</td>
<td>Q2</td>
<td>69%</td>
<td>&lt; 59%</td>
<td>60%</td>
</tr>
<tr>
<td>Total Turnover Rate (Lower is Better)</td>
<td>Q2</td>
<td>14%</td>
<td>&gt; 14%</td>
<td>14%</td>
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Alaska Native People Shaping Health Care

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### Action Lists
*(Fictitious Customer-Owners)*

**Diabetes Action List**

**Diabetes Actionlist as of: 2/21/2015**

<table>
<thead>
<tr>
<th>HRCN</th>
<th>Patient</th>
<th>Sex</th>
<th>Age</th>
<th>HBA1C Result</th>
<th>HBA1C Date</th>
<th>Most Recent LDL Result</th>
<th>LDL Date</th>
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<tr>
<td>72048</td>
<td>Abbasi, Darren</td>
<td>No</td>
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<td>2014-11-21</td>
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<td>2014-06-28</td>
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<td>42457</td>
<td>Abell, Frederick</td>
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<td>2014-08-04</td>
<td>66</td>
<td>2014-12-09</td>
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<td>12916</td>
<td>Allen, Marcus</td>
<td>No</td>
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<td>2014-06-03</td>
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<td>2014-05-16</td>
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<td>72098</td>
<td>Armston, George</td>
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<td>5.3</td>
<td>2014-04-01</td>
<td>90</td>
<td>2014-06-02</td>
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<td>Bark, Samuel</td>
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<td>85</td>
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<td>110</td>
<td>2014-08-28</td>
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<tr>
<td>45979</td>
<td>Bevis, Michael</td>
<td>No</td>
<td>76</td>
<td>5.7</td>
<td>2014-05-13</td>
<td>79</td>
<td>2014-10-22</td>
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<tr>
<td>32158</td>
<td>Black, Lewis</td>
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<td>116</td>
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<td>19202</td>
<td>Caldwell, Charlotte</td>
<td>No</td>
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<td>93</td>
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<tr>
<td>84893</td>
<td>Evarza, Wallace</td>
<td>No</td>
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<td>61328</td>
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<td>40</td>
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<td>19492</td>
<td>Gafford, Joseph</td>
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<td>2014-11-11</td>
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Total Diabetic Patients: 47
Comparison Charts to Identify Best Practices

HEDIS Diabetes LDL Under 100 Scores

HEDIS Diabetes LDL Under 100 Scores Comparison Chart (20 or More Customers)

As of 02/21/2015

% Screened

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Examine

Beginning
• Build Trust
• Determine current reality
  • Collect Information
• Contract
  • Agree on the what & how of the work

Middle
• Identify
  • Well-Developed
  • Less-Developed
• “Let’s Try”
• Check Progress

Examining

Ending
• Evaluate
  • Make Meaning
  • Review Outcomes
Results
• Meet w/Stakeholders
• Close

SCF Coaching Model
Infrastructure of Improvement

- Improvement as a competency for all employees
- Matrix leadership model ½ improvement
  - Operations
  - Quality Assurance
  - Quality Improvement
  - Process Improvement
- Career Ladder with Improvement Specialists and Improvement Advisors
  - Centrally location and embedded in divisions
Come Visit Us in Alaska

SEPTEMBER 2016 SITE VISIT

Sept. 26-27, 2016
Thank You!

Qaġaasakung  
Aleut

Quyanaq  
Inupiaq

‘Awa'ahdah  
Eyak

Mahsi'  
Gwich’in Athabascan

Igamsiqanaghhalek  
Siberian Yupik

Háw'aa  
Haida

Quyana  
Yup’ik

Way Dankoo  
Tsimshian

Gunalchéesh  
Tlingit

Tsin'aen  
Ahtna Athabascan

Quyanaa  
Alutiiq

Chin’an  
Dena’ina Athabascan