

Alaska Native Tribal Health Consortium

2004 Annual Report



Working with our people

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Working with our people

Alaska Natives have a strong sense of community and of sharing relationships. Many Natives have built lifelong ties – from childhood classmates to colleagues. Friends often know one another's extended family, and cherish the same elders' stories and memories of their ancestors.

Our community relationships are the foundation of the Alaska Tribal Health System, a network of Alaska Native tribes and tribal health organizations linked by an agreement on shared goals and objectives. On their own and through their tribal organizations, Alaska Natives are part of the Alaska Tribal Health System. They are its customers, owners, employees, managers, partners, and key stakeholders.

Members of the Alaska Tribal Health System draw upon the healing strength of this community. Each member organization plays a vital role in providing health services to Alaska Natives. Working together, each has greater strength than it would alone. This strength enhances the ability of each to provide healthcare and services to customers.

This 2004 Annual Report provides insight into the ways the Alaska Native Tribal Health Consortium is working with our people, drawing upon the healing strength of our community. Here, we reflect on the achievements of fiscal year 2004 (October 1, 2003 - September 30, 2004) and take a look at the directions we will take in 2005.



Letter from the Chairman and President

To all Alaska Natives:

The Alaska Native Tribal Health Consortium has completed another successful year. We faced many challenges but have seized upon opportunities and continued our journey toward excellence.

Our main challenge is the lack of funding from the Indian Health Service (IHS). Each year medical, pharmacy, and supply costs continue to quickly rise, while our IHS funding remains flat. As with previous years, we aggressively pursued other revenue sources, and this year almost made up the difference. However, we ended up temporarily restricting some non-medical patient services at the Alaska Native Medical Center until we could restore them in the new budget cycle, which started on October 1. Even with the temporary restrictions, ANMC continues to greatly improve the services that we provide.

The Alaska Native Tribal Health Consortium is committed to ensuring Alaska Natives receive the highest quality services in medical care, water and sanitation, clinic construction, education and training, telehealth, and professional recruiting. We work within the Alaska Tribal Health System to serve all Alaska Natives.

Our Board members come from the very villages and people that we serve. We believe Alaska Natives are “customer-owners” of this system. We want to make sure that each Alaska Native knows that he or she is not only a customer, but also a joint owner. As an owner, you have special privileges, and also some responsibility. You have the privilege of extra respect, extra care and special treatment. You have the responsibility of making sure you take care of your own health, thereby increasing the health of the community, which in turn helps us achieve our vision of having the highest health status in the world.

Please feel free to call upon the ANTHC Board, staff, or me to share how we can serve you better.

Sincerely,

Don Kashevaroff



Letter from the Chief Executive Officer

To the Native community of Alaska:

Our Alaska Native community is growing – from 125,000 people today to as many as 175,000 by the year 2015. Alaska Native Medical Center is challenged to continue to provide superior service to each and every member, be they elders or newborns, Anchorage- or village-based. ANMC is an example of one of the services we proudly operate to keep our community healthy.

More of our communities now benefit from clean drinking water and healthy sanitation systems thanks to the Consortium’s Division of Environmental Health and Engineering. Working with local communities, providing training to rural workers, DEHE improved more than 2,000 homes in 100 communities this past year.

The Consortium’s Division of Community Health Services has worked to create and provide training for hundreds of village-based health careers in dentistry, behavioral health (substance abuse and mental health), and personal care attendants.

The Division of Information Technology has expanded telemedicine to more rural Alaska communities, increasing the number of highly skilled physicians who can connect with patients to provide all Alaska Natives with the best possible care.

Our health professionals continue to learn, improve, and in turn, teach. This year, the Division of Human Resources updated its Professional Recruitment Program, an avenue for tribal health organizations to solicit qualified applicants for hard-to-fill staff vacancies.

This annual report will outline these and some of the many other ways we work with our people to achieve our mission.

Sincerely,

Paul Sherry

Alaska Native Medical Center



Frank Flavin

Alaska Native Medical Center *Caring for our growing community*

The Alaska Native Medical Center (ANMC) is our home. Patients, families, dedicated healthcare providers and other employees are just a few of the members of the ANMC community. As our community grows, ANMC strives to meet growing healthcare needs and patient volumes.

ANMC serves 120,000 Alaska Native /American Indian (AN /AI) patients from Metlakatla to Barrow and all points in between. Projected growth in-patient populations are attributed to an urban- migrating demographic composed largely of elders with complex healthcare needs, and young women of childbearing age. By the year 2015, between 152,000 and 172,000 AN/AI patients will be eligible to be treated at ANMC. 42,000 to 75,000 of these patients will reside within the Anchorage Service Unit. Not only do these factors indicate sizeable, concentrated growth for Anchorage, they also suggest the need for increased primary and specialty care facilities and services both in Anchorage and elsewhere throughout the state.

This past year, staff accommodated 503,588 visits and 5,698 inpatient admissions. Providers performed 1,277 infant deliveries and 10,832 surgical procedures. Each of these numbers represents a life touched, a family comforted, or a wound healed.

ANMC Awards

Professional organizations commend ANMC

In 2003, ANMC was selected as the first tribally managed facility to achieve Magnet status for nursing excellence. This top honor was re-affirmed in 2004. This recognition helps improve patient care by giving us standards of excellence on how care is delivered. Magnet designation is a top honor in nursing, accepted nationally as the gold standard in excellence. Magnet status also recognizes the excellence of our nursing staff and helps us to keep excellent nurses working at ANMC for you. It also helps us to hire quality nurses, doctors and other specialists.

Highly trained (board-certified) physicians and medical physicists reviewed ANMC Imaging Services Ultrasound for the American College of Radiology. That review led to three-year

accreditation of the program that shows our commitment to quality care, patient safety and sets ANMC apart from our competition. In addition, our mammography program was reaccruited for another three years by the Federal Food and Drug Administration (FDA) and the American College of Radiology.

Innovative Programs Put Alaska Natives First

Respect for patients and their health are important to the management and staff of ANMC. The Advanced Specialty Access initiative is a way to increase patient, physician, and staff satisfaction. The primary goal is to accommodate all patients with a one-day turnaround between referral and specialty clinic visits. An outstanding number of departments participated in this venture in 2004. The departments include: Ear, Nose and Throat



Kraig Haver

ANTHC works with students and employees to encourage Alaska Natives to enter health professional careers. Pictured here are ANTHC Summer Intern Ashley Lawrence, of Naknek, and Ann Hansell. Lawrence is a sophomore at the University of Alaska Anchorage, where she is studying nursing.

(ENT); Orthopedics; General Surgery; Urology; Internal Medicine; Oncology; Radiology; Surgical Support Services; and Central Supply. In each of these departments, patients can look forward to quicker access to care than in the past.

Technology Advances ANMC

The Plan for the ENT Clinic to improve the health of all Alaska Natives, fully integrated the use of telemedicine in 2004. High-quality images are sent from field health facilities to provide faster diagnosis and treatment. ANMC also utilizes telemedicine in dermatology and radiology. The use of telemedicine allows patients to receive their care closer to home and saves time-consuming and often costly trips to Anchorage.

Patients Benefit From Fast, Reliable Scanner

As an ANMC patient, you now benefit from prompt service provided through a 2004 purchase of a 16 slice, high-speed Computer Tomography (CT) Scanner. Staff can now provide scans for up to six patients every hour. This new technology provides staff the ability to best serve you.



Greg Martin

This new high-speed Computerized Tomography scanner (CAT scan), brings faster service and better care to patients. It boosts productivity and allows technicians to capture highly detailed images and tiny samples for examination and diagnosis. Pictured here are: Karen Derdzinske, CT-Scan Technologist, with Harmoni Hehlin.



Mike Conitt

Advanced Specialty Access is just one of the ways ANMC is improving efficiency. The ASA project is proven to improve patient and staff satisfaction. The following departments that are participating are: Ear, Nose and Throat (ENT); Orthopedics; General Surgery; Urology; Internal Medicine; Oncology; Radiology; Surgical Support Services; and Central Supply. Pictured is Joel Rygh, Certified Registered Nurse Anesthetist.

ANMC Finds Financial Outlook Challenging

ANMC is experiencing an increase in costs and in the number of Alaska Natives/American Indians eligible for services. At the same time, the federal government has been unable to meet the needs of ANMC. Staff are taking positive steps to increase efficiency and will continue to deliver high quality health and related services for you.

The healing power of our diverse community makes it possible to remain focused and dedicated to our mission. ANMC's successes are due in part to our unyielding passion to care for all of you.

Together ANTHC and Southcentral Foundation (SCF) jointly own and manage the Alaska Native Medical Center under the terms of Public Law 105-83. These parent organizations have established a Joint Operating Board to ensure unified operations of ANMC.



Kraig Haver

ANTHC customers and owners are one and the same. Shown here are ANTHC Chairman and President Don Kashevaroff and wife Sandra, with ANMC Labor and Delivery staff involved in the delivery of their son born on July 17. Front row (left to right): Cindy Norgaard, Registered Nurse (RN), Obstetrics (OB); Sandra and Don Kashevaroff with Don Jr. ("Spyder"); Dr. Regan Ramsey, Pediatrics; Sheri Amundsen RN, OB; Roberta Marley, RN, Maternity Inpatient. Back Row (left to right): Dr. Stephanie Eklund, Women's Health Clinic, Anchorage Native Primary Care Center (PCC), Southcentral Foundation; Donna Johnson, RN, Pediatrics; Paul Hunstiger, RN, House Supervisor; Kim Casey RN, OB. Not pictured: Anna Kent, RN, OB; Linda Aldons, Certified Nurse Midwife, PCC; Gail Surrena, RN, OB; Peggy Kalamarides, Student Nurse, OB.



Kraig Haver

ANMC was re-affirmed as a Magnet status facility for nursing excellence. Magnet-designated health care organizations consistently outperform their peers in recruiting and retaining nurses, resulting in increased stability in patient care systems across the organization. This recognition helps improve patient care by giving us standards of excellence on how care is delivered. Pictured here are Kathy Vogel, Rose Frisby and Tabitha Breshears.

Division of Environmental Health and Engineering

Division of Environmental Health and Engineering

DEHE focuses on health solutions to create healthy and safe environments

The Division of Environmental Health and Engineering (DEHE) focuses on providing sustainable environmental health solutions, in partnership with our community at large, to create healthy and safe environments in which Alaska Natives can grow in mind, body, and spirit.

DEHE works with local leaders and tribal health organizations to provide valuable service through the following programs:

- Sanitation facility construction and renovation
- Rural health clinic construction and renovation
- Regional hospital and clinic maintenance and improvement
- Environmental health coordination
- Safety and environmental control
- Injury prevention
- Water and sewer system operation and maintenance assistance
- Facility construction and operations training
- National and statewide health facilities coordination
- Campus facilities support

In cooperation with community members and leaders, DEHE strives to promote healthy lifestyles, provide community infrastructures, and encourage sustainable economies.

Exceptional management earns top honors

Relationships enhance a project's value

DEHE's relationships with service providers and community members enhance all DEHE projects. The American Public Works Association awarded DEHE its Diversity Exemplary Practices Award for outstanding management of a sanitation facilities project in Tatitlek, a Prince William Sound village. Credit for that success goes to local service providers and community members, as well as the engineers and local hire construction workers.

The Federal Energy Management Program recently recognized Health Facilities Engineer Gary Kuhn for promoting energy efficiency in Alaska. Kuhn makes sure energy efficiency standards are met in new buildings, major renovations, and tribal



Helen Attakai, Project Engineer and former intern, reviews plans for water and sewer improvements in the northwest Alaska village of Shishmaref.

Kerry Anne Wilson

hospitals. This effort advances Department of Health and Human Services objectives, saves taxpayers money, and helps protect natural resources. Kuhn's recognition is part of the Federal Energy Management Program's *You Have the Power* campaign, which helps raise awareness of energy efficiency activities.

Environmental Health Specialist Troy Ritter was awarded the National Environmental Health Association's 2004 Sabbatical Exchange Ambassador Award. As the award recipient, Ritter will spend four weeks in Canada learning how the core functions of public health are achieved in their arctic tribal regions. The sabbatical provides Ritter the opportunity to exchange success stories, and to gather tips for achieving similar successes in Alaska. In addition, it provides a way to establish professional relationships with Canadians working within the environmental health field.



A young fisherman wears his personal flotation device at the Bethel dock while waiting to unload fish to a buyer. Correct PFD use is essential to prevent injury and death in Alaska, where vast roadless expanses require frequent travel by water. Alaska has more than 50 percent of the entire coastline of the United States and thousands of miles of river.

Kerry Anne Wilson



Professional Land Surveyor Stan Brown, right, and Project Engineer Jason Crownholm use a soil probe to determine depth to bedrock at a proposed dam site in Akutan.

Kelly Leeman

Sanitation Facility Construction and Renovation Programs

Skills present in our communities provide a solid foundation for success

Sanitation facility construction programs fulfill community and region-wide water and sewer needs in the state. In 2004, DEHE improved water and sanitation services for 2,044 homes in 101 communities. DEHE organized 48 local construction crews to complete these projects. The strength and skills already present in our communities provide a solid foundation for success.

The newly constructed facilities contribute to the overall health and prosperity of communities by providing their members with safe, clean drinking water and healthy sanitation systems.

Health Clinic Construction Program

In partnership with the Denali Commission and tribal health organizations, DEHE's Health Clinic Construction Program plans, designs, and constructs new and renovated clinics in Alaska Native communities. On October 1, 2004, DEHE was awarded funding to continue work on approximately 27 design and 17 construction projects spanning more than 40 communities.

The program has enjoyed many successes this year, including the kick-off of a conceptual planning process that has increased



Equipment Operator Gusty Wassillie tests a newly installed fire hydrant before final grading in Tatitlek, Alaska. In recognition for this project's contributions to diversity, the American Public Works Association awarded DEHE the Diversity Exemplary Practices Award in September 2004.

productivity. This effort has reduced document processing and design time, and construction costs. The Nulato health clinic in Interior Alaska is an example of a 2004 project that benefited from these program enhancements. This 2004 project was done under budget and on schedule, with construction starting in May and final inspection in November. The clinic serves 350 residents from 91 households. The project manager attributed the overall success of the Nulato clinic to the cooperation of a highly skilled, DEHE-trained crew of local community members.

Regional Hospital and Clinic Maintenance and Improvement

The Health Facility Maintenance and Improvement program provides technical assistance to regional hospitals and organizations. In 2004, DEHE worked with 14 tribal health organizations to receive funding for the design and construction of 47 hospital and clinic improvement projects. These projects ran the gamut from roof replacements to weatherization and improving patient access.

Department of Sustained Operations and Construction Skills Training Program

DEHE trainings teach life-long skills and provide Alaska Natives opportunities for advancement

DEHE's Department of Sustained Operations (DSO) is expanding again to take the lead in construction skills training. DSO targets communities with lengthy construction projects to provide basic and intermediate training in carpentry, plumbing, and electrical wiring. These trainings teach life-long skills and provide Alaska Natives opportunities for advancement.

The Construction Skills Training Program held four major construction skills trainings in the past year. Not only did it introduce construction skills to our community, those who completed the training were given priority job placement on DEHE construction projects throughout rural Alaska.

The completion of the first full year of service to the Rural Utility Cooperative communities is a milestone for DSO and its partner, the Yukon-Kuskokwim Health Corporation. Community benefits include: no Significant Non-Compliance (SNC) violations; increased operator wages; a true account of operating costs; and economies of scale in management, parts, and billing, among others. The statewide utility association increased its community utility customers by 28 to a total of 177 and it added a billing program to be utilized on a trial basis by New Stuyahok in the coming year.



ANTHC board member Lincoln Bean, left, chats with Selawik City Magistrate Joe Ballot before a community meeting in Selawik in July. Behind them are the community's water storage tank and the aboveground "utilidor" pipes. Permafrost, poor soils, and long winters prevent the construction of a conventional piped water and sewer system.



DEHE construction superintendents gather during annual training. Middle row (left to right): Dave Roland, Vaughn Frei, Jerry Cnossen, Shawn Taylor, Roger Fuiten, Mark Brewer, Maurice Ivanoff, Vern Hyde, Harvey McGill, Wendell Havatone, Mick Bradford, Mark Stafford, Milt Hanson, Bob Fenex, Miroslaw Gizinski, Terry Huffman, Jim Russel, Jay Escott, and Rich Hendricks. Kneeling (left to right): Darrel Stevens, Charles Martinez, Jim Norris, Miles Hobson, Brian Twohy, and Walter Gochenauer. Top row (left to right): Dan Wood, Jeff Beatty, Alvin Pederson, Dave Reiser, John Cory, Al Grant, and David Anniskette. Not shown: Larry Le, Martin Wortman, Roger Sowell, Ernie Daugherty, Pat Easter, and Jeff Lindquist

Environmental Health Services Program

Training enhances standard of care in remote locations

DEHE's Environmental Health Services (EHS) Program focuses on providing public health and safety education, and technical assistance to communities and tribal health organizations. The program is composed of four parts: general environmental health, institutional environmental health, risk management, and injury prevention. Each provides multiple services.

EHS, with the ANMC Radiology Department, coordinated the annual Healthcare Provider Diagnostic Imaging Course. Twenty-five clinical providers from 18 Alaska Native communities were taught correct medical x-ray procedures to raise the standard of care in remote locations.

Due to new regulations, pharmacies that perform a process called sterile compounding will need to do a rigorous air quality test that, until now, was typically only done by the electronics industry. Tribal hospitals and a few clinics will now require this testing. EHS has implemented a program to assist our providers in reaching these higher standards.

Trainees sharpen their skills on loader and end dump equipment in Palmer. Every summer, the Division of Environmental Health and Engineering hires hundreds of rural Alaska residents to work on water, sanitation, and clinic construction projects. To ensure certain skills are available, DEHE coordinates construction skills workshops for rural Alaskans. These workshops include training for a commercial driver's license, mine safety, mine safety health administration, and heavy equipment operator.



Injury Prevention

ANTHC is committed to reducing the burden of injury

The ANTHC Injury Prevention Program works with an increasing number of tribal health organizations to develop innovative and culturally appropriate injury prevention programs. ANTHC provides technical assistance, training, and grants to each participating organization. This year, program members received \$5,000 grants to assist in the expansion of the Safe Firearm Storage Project, child car seat distribution, and bike helmet distribution. The program is conducting an evaluation of appropriate firearm storage.

Internship Program

Hands-on experience for future Alaska Native engineers

The established Internship Program also was a highlight this past summer, providing ten Native undergraduate and graduate students the opportunity to work with DEHE staff on current projects. The program ran 12 weeks and included travel to remote Alaska villages and visits to Native regional health organizations. Through this program, several Alaska Native and American Indian former interns have been placed in entry-level engineering positions upon graduation.

Division of Community Health Services

The Division of Community Health Services *The training and outreach branch of our community*

The Division of Community Health Services (DCHS) strives to elevate the health status of Alaska Native communities to the highest possible level. DCHS seeks to accomplish this goal through training of rural providers, educating and fostering community awareness, providing direct clinical care, and conducting research and surveillance (monitoring of disease rates). DCHS relies upon partnerships with Alaska Native health organizations to facilitate its programs throughout Alaska's rural communities.



Brian P. Conner

Pictured here are six dental health aide students in their second year of training (from left to right): Stephanie Woods, Ricky Goodro, Lillian McGilton, Bobby Curtis, Lee Wolfersheim, and Conan Murat.

Training

Creating village-based health care careers

In 2003, ANTHC received five million dollars to launch the Behavioral Health Aide (BHA) Program, as a specialized part of the Community Health Aide/Practitioner Program (CHA/P). DCHS directed funds to regional and tribal health organizations for the development of 50 new positions. The initiative is developing operational standards and curriculum. DCHS developed and implemented a three-week course, resulting in more than 120 hours of valuable training for new and prospective BHAs.

DCHS held personal care attendant training for high school and adult students in Bethel and Nome. Sixty participants received training as personal care attendants or certified nursing assistants.

Dental health aide training continues and the inaugural class of dental health aide therapists will graduate from their two-year training in New Zealand by year's end. Technology has become helpful for training.

The CHA/P program continued to improve quality of care by certifying 25 CHA/Ps in performing breast exams.

Community Awareness

The Bioterrorism Program developed assessments to prepare Alaska Natives for unexpected disasters

The Bioterrorism Program developed and conducted two assessments to improve emergency preparedness programs in Alaska. The surveys provided a comprehensive review of emergency plans and programs across Alaska. They identified the appropriate avenues for future emergency communications. The program published a booklet entitled *A Rural Alaska Emergency Preparedness Guide* to help communities and individuals prepare for unexpected public health emergencies and natural disasters. The Community Outreach Program formed a taskforce to evaluate regional needs for programs to re-integrate incarcerated Alaska Natives into their communities. This furthers the progress of Healthy Transitions, a five-year demonstration project.

An HIV/AIDS prevention project, called the Special Project of National Significance, joined with Norton Sound Health Corporation staff to develop and implement an HIV risk assessment and HIV/AIDS testing referral form.

ANTHC received Indian Health Service funding to assess the current status and long-term care needs of our Alaska Native elders.

Using information from the Alaska Tumor Registry, the document *Alaska Natives and Cancer* was published to further public understanding of the burdens of cancer on Alaska Natives.

The Health Promotion/Disease Prevention Program coordinated a Community Wellness Champions Forum with participation from almost every Alaska region, and established ANTHC as a sponsor for the Native Youth Olympics.

Direct Clinical Services

HIV/AIDS Services offered direct patient care and case management for HIV positive Alaska Natives, and clinical consultation for healthcare providers. This program also is responsible for the development of HIV rapid-test training for regional health providers.

The Hepatitis Program established ANMC's Molecular Biology Diagnostic lab, making ANMC the only tribal medical center in the United States to house such a facility.

Research and Surveillance

Research leads to an improvement in the health status of Alaska Native children

The Immunization Program's goal is to eliminate vaccine-preventable diseases. Between 80 and 84% of all Alaska Native children complete their necessary vaccinations by the age of two.

Alaska Natives rank up to five percent higher than the 79% national average in this category.

The Arctic Investigations Program continued statewide surveillance for vaccine-preventable lung disease. A 90% decline in infection was documented after providing the vaccination to infants and young children. Prior to vaccination, infections were five times higher among Alaska Native children than among non-Native children. In 2003, vaccine-preventable lung disease rates were similar for both groups for the first time. These findings document a significant reversal of health disparity in Alaska Native children.

The Office of Alaska Native Health Research organized the first ever Alaska Native Health Research Conference, attracting participants from across the country to discuss and learn about current and past research projects.

The office annually conducts more than 20 research projects to explore childhood disabilities, infant lung disease, cancer, arthritis, chronic diseases, and nutrition. In addition, tobacco and training grants for advanced community health aide cancer education, as well as colorectal cancer screening and palliative care are now underway.

Participant enrollment for the EARTH (Education and Research Toward Health) project began at Southeast Alaska Regional Health Consortium, Southcentral Foundation, Yukon-Kuskokwim Health Corporation, and many Lower 48 reservations. This is the first

study of its kind for Alaska Natives and American Indians.

The Alaska Native Traditional Foods Safety Monitoring Program expanded to include the Alaska and Russian Aleutian islands. The program works with agencies, such as the U.S. Fish and Wildlife Service, to examine contaminants in, and identify positive health benefits of, traditional foods.



Clark James Mishler

ANTHC is working to increase training opportunities for personal care assistants. By providing home health care to elders, they can help elders live in their home communities rather than move to an assisted living or other facility. Here, St. Mary's Community Health Aide Leslie Venes checks vital signs for David Sipary.

Division of Information/Technology

Division of Information Technology *Creating community through technology*

The Division of Information Technology (DIT) works to improve healthcare information and technical services throughout the Alaska Tribal Health System. DIT departments include: Health Statistics, Data and Site Support, Alaska Clinical Engineering Services, Wide Area Network, and the Alaska Federal Health Care Access Network (AFHCAN).



Kraig Hever

Tami Dietrich, ANTHC Instructor, teaching a class on an electronic patient records management system known as RPMS. The Resource and Patient Management System is running at most Alaska tribal health care sites and is being deployed at several additional small Alaska tribal clinics.

Improved Service Coverage

DIT has increased coverage of all its support services to the Alaska Tribal Health System. In 2004 the Resource and Patient Management System (RPMS) began operating at Eastern Aleutian Tribes, Inc. and is being prepared for Copper River Native Association, Aleutian/Pribilof Islands Association, Hoonah, and Yakutat. RPMS training is provided for all new sites. RPMS is an electronic health record with connections that allow care providers to review and update medical records when a patient visits more than one facility.

Submissions to the Indian Health Service's national statistical database were provided from 180 of 190 sites for more accurate user population calculations and eight other national applications.

The Alaska Tribal Health System/Federal Partnership Wide Area Network now connects 163 of 235 possible regional and village sites. The Wide Area Network supports AFHCAN telemedicine, teleradiology, telepharmacy, hospital information system data, RPMS, voice-over Internet protocol, and video conferencing. Teleradiology services are available at 27 of the 56 Alaska Tribal Health System sites with, or soon to include, radiology.

Use of the AFHCAN system increased 50% this year. The network has designed and deployed 75 servers and 278 carts to 236 sites. More than 700 health providers participate in the network. Clinical specialties now include primary care; ear, nose and throat; audiology; dermatology; pediatrics; cardiology; family practice; trauma registry; and same-day surgery.

New Technology Services

DIT has introduced new technologies to the Alaska Tribal Health System. DIT completed a total upgrade of ANMC's General Electric Picture Archiving and Communication Systems hardware and software.

The next generation of AFHCAN hardware and software products will be released late in 2004 and deployed to all sites in 2005. AFHCAN now provides support and continuous training 24 hours a day, seven days a week, for sites.

Use of video teleconferencing has grown considerably and will grow even more in 2005. New services include ANMC Grand Rounds, tele-behavioral health between Alaska Psychiatric Institute and Tanana Chiefs Conference, and distance education for several departments and organizations.

The RPMS upgrade to the Cashe operating system is now complete in Alaska.

Improved World Image

AFHCAN was recognized for its significant contribution to the field of telemedicine

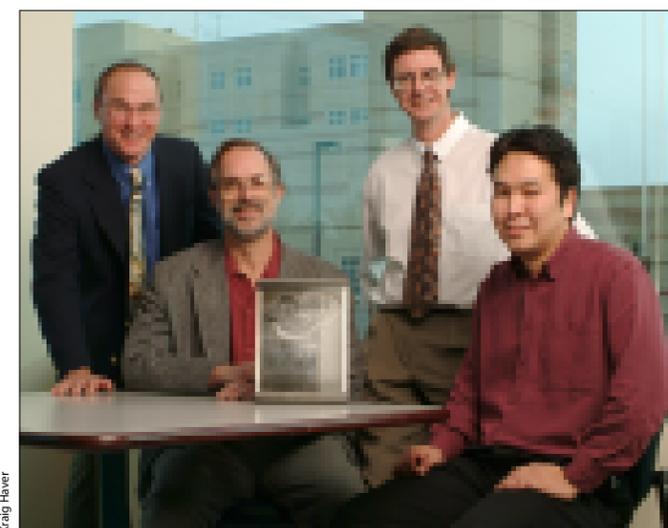
DIT has improved the world image of ANTHC. Delegates from 23 states and nine countries attended the International Telehealth Conference AFHCAN hosted in March. AFHCAN's Arctic Nations project, designed to share telehealth technologies with two regions in Russia, is one of several cooperative projects AFHCAN has launched throughout Alaska, the United States, and the world. AFHCAN was the winner of the American Telemedicine Association's 2004 President's Award for significant contribution to the field of telemedicine.

Improved IT Management

In 2004, DIT improved information management systems for ANTHC and the Alaska Tribal Health System. The division is involved in a major analysis of user needs. AFHCAN has undergone an extensive planning effort through FAST (Framework for the Advancement and Sustainment of Telehealth) to close out the AFHCAN project and define future directions for ANTHC telehealth.

The Web Advisory Committee has coordinated and implemented all new web sites (ANTHC Internet, ANMC Internet, ANTHC intranet, ANMC intranet, and ANTHC extranet) using new CommonSpot software.

To improve efficiency throughout ANTHC, DIT consolidated all division asset management to the Alaska Clinical Engineering Services' Alaska Incident Management System database. Also, Alaska Clinical Engineering Services implemented Easy Net, an online Biomedical Engineering work order request system available campus wide.



Kraig Hever

AFHCAN, the Alaska Federal Health Care Access Network, was the winner of the American Telemedicine Association's 2004 President's Award for significant contribution to the field of telemedicine. Pictured here, left to right: Stewart Ferguson, PhD, Director of AFHCAN; Richard Hall, ANTHC Director of Information Technology; Chris Patricoski, MD, Clinical Director, AFHCAN and Darren Coolidge Senior Software Architect.

Increased Funding

DIT has brought new funding into ANTHC. All departments earned grants, were awarded contracts, or both, in 2004. Alaska Clinical Engineering Services received contracts for teleradiology equipment, design of new clinics, and new biomedical service locations. Health Statistics signed a contract with the Alaska Native Health Board to coordinate Alaska's Government Performance and Results Act reports, and to conduct on-site RPMS data quality audits. Data and Site Support has added RPMS training services. Wide Area Network received a three-year grant to coordinate and improve video teleconferencing throughout the state.

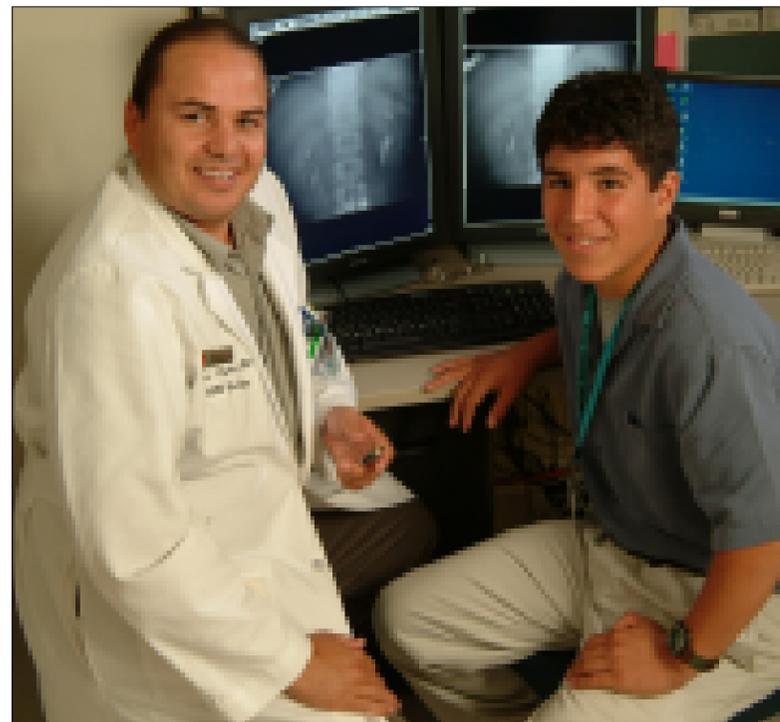
Division of Human Resources

Division of Human Resources

Developing, bringing new people into our community

The Division of Human Resources (HR) changed course in early 2003 in response to comments from ANTHC managers and employees. This welcomed input resulted in improved customer service, employee recruitment, and employee retention. In 2004, Human Resource leadership continued to identify and review current and future HR needs of ANTHC. This attention ensures the Division of Human Resources achieves top employee and organizational effectiveness.

HR has worked hard to improve programs and services to better meet customer needs. The division implemented a new Advisory Model to better respond to the needs and concerns of our customers. The new model assigns human resource staff to specific customer groups and offers assistance in all program areas. This new structure requires the team to learn and thoroughly understand the business of its assigned customer group to provide proactive and responsive service.



Dr. Orrenzo Snyder, Urologist, ANMC Surgery Clinic and ANTHC Summer Intern Joshua Huhndorf, from the Village of Nikiski. Huhndorf is a freshman at Eastern Washington University and studying medicine.



Employees meet with benefit vendors at ANTHC's second annual Benefits Fair. Left to right: Dave Kaufman, Blue Cross/Blue Shield Representative; Elizabeth "Booksie" Sease, Alaska Native Medical Center Radiology Technician and Martina Lauterbach, Community Health Services, Nurse Program Manager.

Compensation and Benefits Program

The Compensation and Benefits Program places ANTHC in a market-competitive position.

The Compensation and Benefits Program continues to review ANTHC's wage and salary administration. The aim is to set consistently fair rates of pay throughout the organization and place ANTHC in a market-competitive position. More than 260 position descriptions were reviewed, and many revised, in a wage study done this year.

Education, Development, and Training Program

The Education, Development, and Training Program addressed employee retention by redesigning the Employee Orientation and Competency Assurance Program. More than 650 people completed the program, and are prepared to better serve ANTHC patients and customers. The program also provides health career scholarships and internships for Alaska Natives. This year, ANTHC gave \$80,000 in scholarships to 16 students and awarded internship opportunities to 19 Alaska Natives.

Human Resources Information System

ANTHC staff spent many hours building new computer software and data systems to support workforce data needs, and provide unified reports for management decisions. The Kronos Human Resources Information System will be in full use by 2005.

Professional Recruitment Program

The Professional Recruitment Program changed the way services are provided to the Alaska Tribal Health System. An online automated process developed this year enables potential candidates to learn more about each site and self-select the opportunities for which they are best suited. Professional Recruitment has been instrumental in staffing hard-to-fill vacancies, including one ANMC neurosurgeon. The program recruited many new employees to the Alaska Tribal Health System in 2004, including physicians, nurses, advance practice nurses, and physician assistants.

The Professional Recruitment Program is particularly successful in promoting the Indian Health Service student loan repayment program. In FY04, the Indian Health Service awarded \$3.8 million in loan repayment to health professionals working with tribal programs in Alaska.



Don Kashevaroff (Chairman and President)
Unaffiliated Tribes



Evelyn Beeter, (Vice Chairman)
Unaffiliated Tribes



Eileen L. Ewan (Secretary)
Copper River Native Association

Rita Stevens (Treasurer)
Kodiak Area Native Association



Mike Zacharof
Aleutian/Pribilof Islands Association



Eben Hopson, Jr.
Arctic Slope Native Association



H. Sally Smith
Bristol Bay Area Health Corporation



Robert Henrichs
Chugachmiut



Percy Ballot, Sr.
Manilaq Association

Emily Hughes
Norton Sound Health Corporation



Katherine Gottlieb
Southcentral Foundation



Lincoln A. Bean, Sr.
SouthEast Alaska Regional Health Consortium



Andrew Jimmie
Tanana Chiefs Conference



Bill Kristovich
Yukon-Kuskokwim Health Corporation

(not shown)
Linda Clement
Metlakatla Indian Community

Board of Directors

The ANTHC Board of Directors is comprised of 15 Alaska Native tribal leaders, representing all regions of Alaska and 231 federally recognized tribes. The Board meets six times each year; in 2004 The Native Village of Eyak hosted an off-site meeting in Cordova, Alaska.

The Board's committees include Leadership Planning, Finance/Audit, Medical Services Networking, Bylaws and Policy, the ANMC Joint Operating Board, Sanitation Facilities Advisory, Alaska Health Facilities Advisory, Maintenance and Improvement Resource Allocation, and Alaska Native Health Research Review. In 2004 a new

Alaska Native Elders Health Advisory Committee was created.

All Board members received training in health services leadership and governance, compliance and risk management. The Board continues to host an annual meeting, inviting all tribal governments, tribal health organizations, and customer/owners each December.

ANTHC is a member organization of the Alaska Native Health Board, and works closely with the National Indian Health Board on national Alaska Native and American Indian health issues.

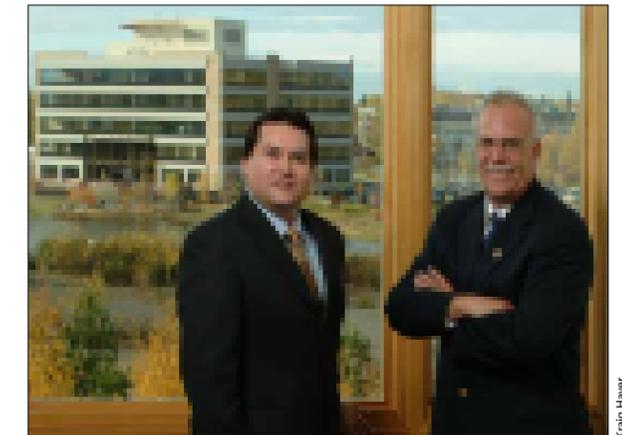
Administration

This year the Consortium's Core Management Team energized its plan to improve the performance of the organization through better strategy, aligning the work of our various divisions, and using critical measurements of progress. ANTHC administration's mission is to provide the strength of leadership, and to ensure coordination and efficiency of support systems for the other divisions of the Consortium, and for the Alaska Tribal Health System. Administration's support services include planning, legal services, information technology, human resources management, finance and procurement, facility management, and communications.

In 2004 ANTHC's leadership developed several long-range strategic plans for both the Consortium and the Alaska Tribal Health System as a whole. These included:

- A statewide Alaska Native Health Services and Facilities Master Plan
- A statewide rural Behavioral Health Services assessment
- A comprehensive Alaska Native Cancer Control plan
- A statewide Alaska Native Elderly Health Services plan
- A master facility plan for the Alaska Native health campus in Anchorage.

We expanded our Office of General Counsel to reduce outside legal expenses, and strengthened our Corporate Compliance and Risk Management systems.



Chairman and President Don Kashavaroff and Chief Executive Officer Paul Sherry at ANMC, overlooking the new Consortium office building.

In March 2004 ANTHC hosted a statewide Alaska Native health summit, celebrating ten years of tribal self-governance in Alaska Native health services. At this summit, tribal leaders, representing more than 30 tribes and regional tribal health organizations, signed a new Memorandum of Understanding strengthening the Alaska Tribal Health System.

In late 2004 the ANTHC Administration and many of our Division offices moved into the new five-story Consortium Office Building on the Alaska Native health campus.

Financial Summary

2004 Revenue (in millions)

1. Indian Health Service (IHS) Compact	102.7
2. Medicare, Medicaid, Insurance	87.9
3. Sanitation Construction Projects	65.8
4. Grants Activity	22.4
5. Reimbursements	19.7
6. Facility Maintenance and Improvement	6.6
7. Other	3.6
8. Interest	2.4
Total	311.1

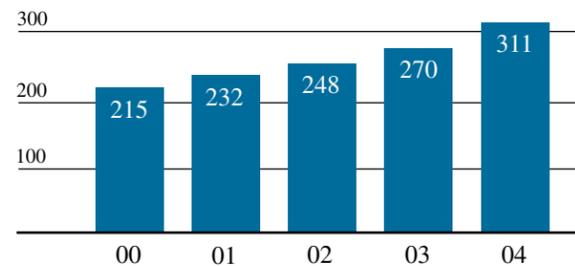
2004 Expenditures (in millions)

1. Alaska Native Medical Center	153.9
2. Sanitation Projects	65.8
3. Grant Activity	22.4
4. Other	27.3
5. Administration	9.1
6. DEHE	10.0
7. Pass Through Awards	11.5
8. Information Technology	4.9
9. Community Health	4.1
Total	309.3

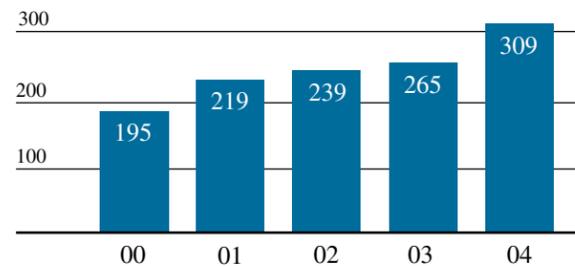
This Financial Summary is preliminary as of 11/1/04 and is subject to a formal audit for FY 2004

Five year comparison (in millions)

Revenue



Expenditures



Future Directions

In 2005 the Board of Directors of the Alaska Native Tribal Health Consortium will complete development of a new strategic plan for the organization, identifying objectives addressing the mission and vision of the Consortium for the next five years.

This plan will address major areas of concern to the Alaska Native community in health services: improving the quality of medical care, Alaska Native hire and professional development, addressing the chronic care needs of an increasing and aging population, and dealing with the high costs of medical services.

In 2005 ANTHC will determine a course of action for construction of the various types of facilities needed for the next ten years on the Alaska Native health campus for

parking, residential services, acute care medical services, education and training, and general office support. ANTHC will continue to work with our regional tribal health organizations to build the health facilities we need throughout Alaska.

In 2005 the Consortium will increase its emphasis on prevention of illness, injury and disease through environmental health improvements and community health promotion. We are committed to further improvements in our health research capacity and information technology support to the entire Alaska Tribal Health System.

ANTHC believes that Alaska Natives, working together, will one day be the healthiest people in the world.

The Alaska Native Tribal Health Consortium was formed in December 1997 to manage health services for Alaska Natives throughout the state. All Alaska Natives, through their tribal governments and through their regional nonprofit organizations, own the Consortium. It is one of 20 co-signers of the Alaska Tribal Health Compact, a self-governance agreement with the Indian Health Service.

The Consortium employs approximately 1,600 people and had an operating budget of \$309 million in fiscal year 2004 (October 1, 2003, to September 30, 2004). It is based on the Alaska Native Health Campus on Tudor Road in Anchorage.

MISSION

To provide the highest quality health services for all Alaska Natives

VISION

A unified Native health system, working with our people, achieving the highest health status in the world

CORE VALUES

*Self-determination
Always learning and improving
Relations based on trust
Respect for cultural diversity
Care and compassion
Honesty and integrity
Wellness in body, mind and spirit*

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