

Aligning Forces for Quality Webinar
June 11th, 2014

*60,000
VOICES*

Nuka System of Care: Alaska Native people investing in health

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April Kyle, Director of Human Resources



Alaska Native People Shaping Health Care



Goals of the Presentation

- Introduction to the Nuka System of Care Story
- Share how we transitioned to our new model

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



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SOUTHCENTRAL FOUNDATION GOALS

Shared Responsibility
Commitment to Quality
Family Wellness



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Customer Control

- If you could own completely your own healthcare system, what would you do –as a customer-owner?
- We had that choice – and chose to fundamentally rethink and redesign every single thing in the entire system.
- We kept the best that modern medicine has to offer and we kept the medical professionals, but we redefined the fundamental understandings, redefined the ‘core concepts’, and changed dramatically the whole system platform.
- Customer Control at both the macro and micro level – shared partnership, commitment to quality, family wellness.
- The Triple Aim – population health, optimal individual experience, with long term affordable cost.

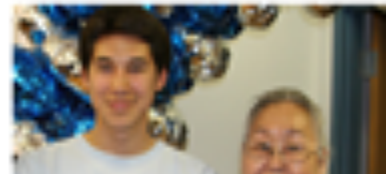


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Customer Ownership



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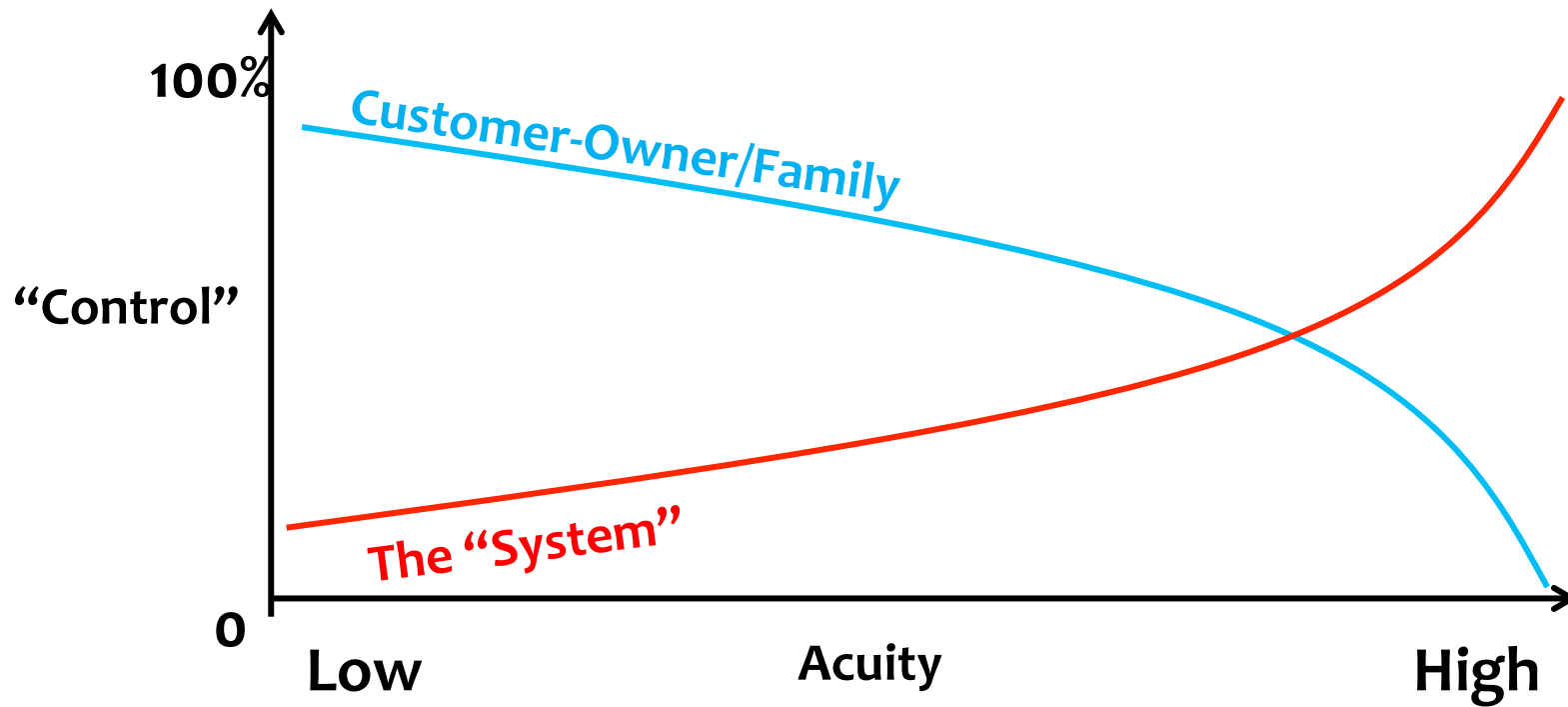


Why listen to our story

- Evidenced-based generational change reducing family violence
- Over 50% drop in ER visits, Hospital Days, and visits to Specialists
- Significant change in primary care utilization – less visits, more other
- 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 (very low)
- Customer and staff overall satisfaction over 90%
- In an urban Alaska Native community with huge challenges
- Sustained for over a decade and continually improving
- Very long list of external recognitions – Malcolm Baldrige National Quality Award this year.



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)

It's all about Relationships

- It is THE core clinical service that we offer
- It is THE key set of skills we train every person on – Core Concepts
- It is THE way that we manage personnel
- It is THE core priority for how we design services, improve flow, decrease waste, design facilities, measure success, and recognize and reward excellence
- The ability to genuinely connect requires skilled ability to connect in story and walk in trusting, accountable, personal, long-term relationships with barriers removed



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Operational Principles

Relationships between customer-owner, family and provider must be fostered and supported

Emphasis on wellness of the whole person, family and community

(physical, mental, emotional and spiritual wellness)

Locations convenient for customer-owners with minimal stops to get all their needs addressed

Access optimized and waiting times limited

Together with the customer-owner as an active partner

Intentional whole-system design to maximize coordination and minimize duplication

Outcome and process measures continuously evaluated and improved

Not complicated but simple and easy to use

Services financially sustainable and viable

Hub of the system is the family

Interests of customer-owners drive the system to determine what we do and how we do it

Population-based systems and services

Services and systems build on the strengths of Alaska Native cultures



Customer Focus (Relationships)

- Elder Council
- Traditional Healing Council
- Personal interaction w/ employees
- Employee friends and relatives
- Comment cards
- Customer Satisfaction surveys
- SCF internet
- Annual Gathering
- Customer Service Reps
- 24- hour hotline
- Community Gatherings for listening
- Customer-Owner Governing board
- Advisory committees and councils - many
- Focus groups

Workforce Competencies

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

Core Concepts (Relationships)

- ALL SCF employees – 3 day training – led by CEO and team – re-define the true core skills and priorities – with training – for everyone
- Understand how we impact others by:
 - Understanding your relational style – shapes, 5 dynamics, CDR
 - Understanding how your experiences contribute to how you approach others
- Words and Tools – 4 player, ladder, left hand column
- Learn how to articulate your story from heart
 - Understand the power of empathy and compassion for your self and others
 - Develop THE core skill of deep, effective listening

Key Improvement- Workforce Core Concepts

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

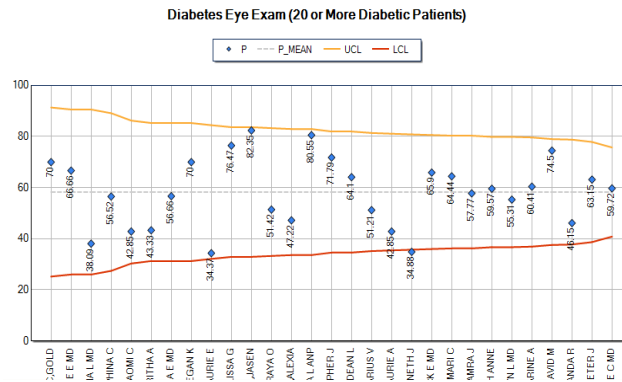
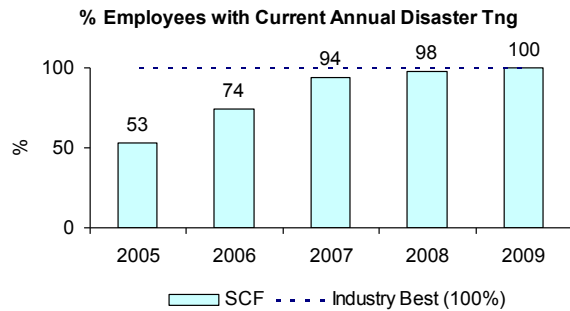
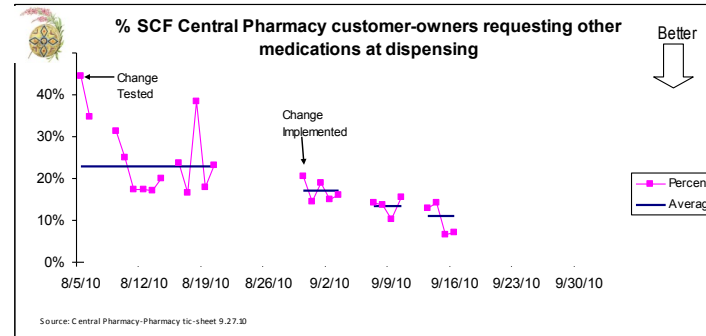
Share our stories and our hearts

Strive to honor and respect ourselves and others



Information to Knowledge

Team	Provider	Numerator	Denominator	% Screened
		696	1194	58.3 %
		660	1104	59.8 %
☐ 1 East		79	157	50.3 %
☐ 1 West		89	160	55.6 %
☐ 2 East		123	210	58.6 %
☐ 2 West		111	176	63.1 %
☐ 3 East		134	207	64.7 %
☐ 3 West		124	194	63.9 %
	JAMES, DAVID M	38	51	74.5 %
	KANTOR, LINDA L ANP	29	36	80.6 %
	LINFIELD, JANAL	16	19	84.2 %
	NORRIS, KENNETH J	15	43	34.9 %
	WRIGHT, TAMRA J	26	45	57.8 %





The Integrated Care Team

- PCP – primary care provider - MD, DO, NP/PA
- Nurse Case Manager
- Case Management Support
- Certified Medical Assistants

- Behaviorists and Dieticians
- Pharmacist (partially implemented)
- Nurse Midwife (partially implemented)
- Coverage NP/PA/CM' s
- Co-located Psych
- Coders, data entry, etc



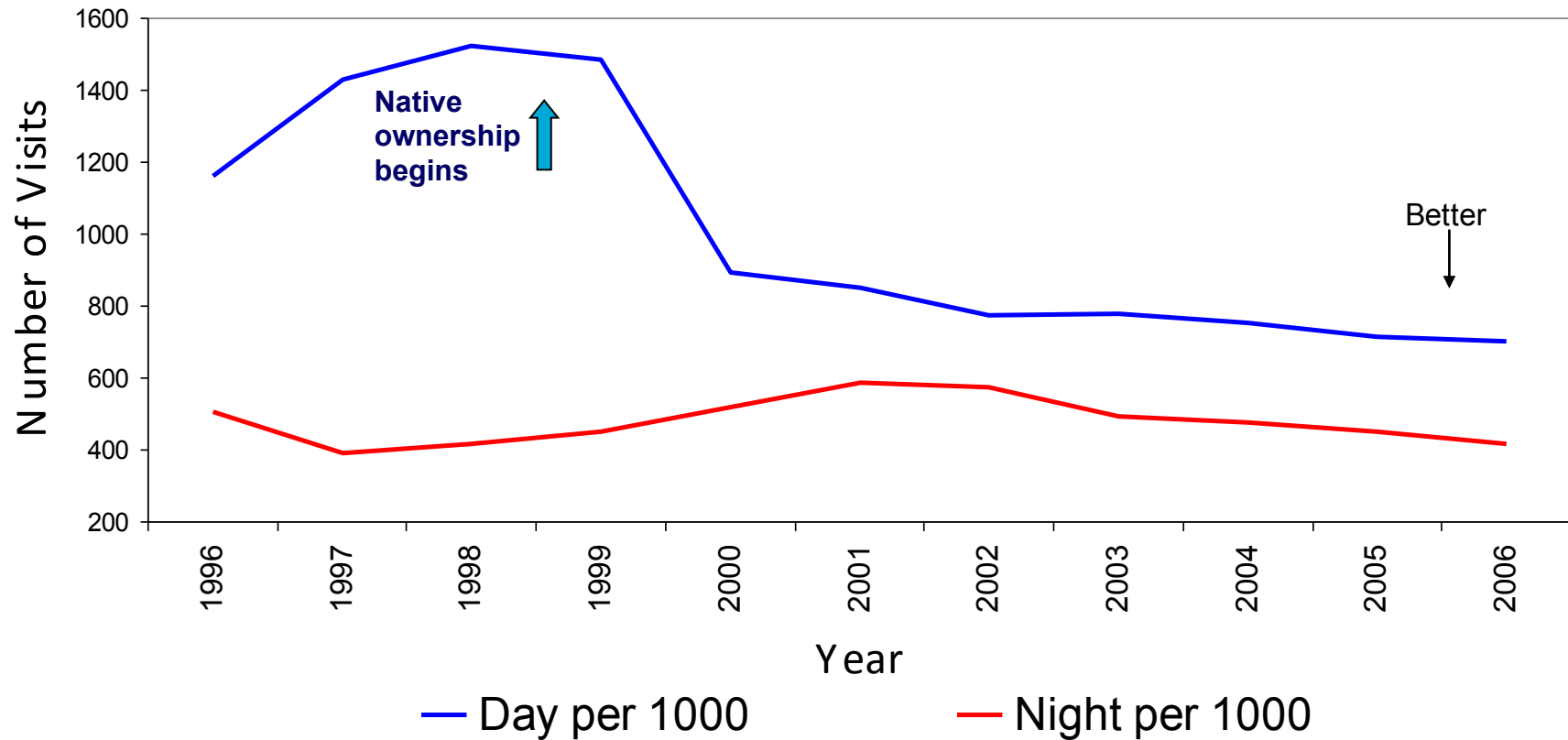
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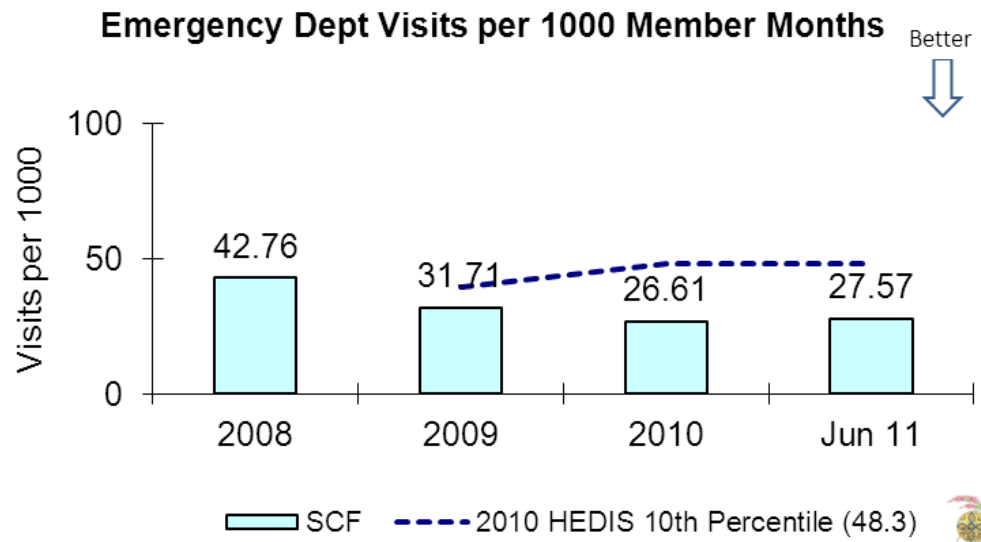
ICT Current Work

- Wellness Care Plans for the highest utilizing 5% - facilitated by BHC's and placed in the E.H.R to drive whole system behavior
- Co-Located Psychiatrist and MH care coordination for long term co-management of CMI population, pain, addictions
- Data Mall – Revitalization/Full Transparency
- Redesigned Behavioral Health – Learning Circles, Tribal Doctors, FWWI
- IA/IS Capability
- Service Level Agreements

Anchorage Area Patient Visits to ER/Urgent Care Per 1000

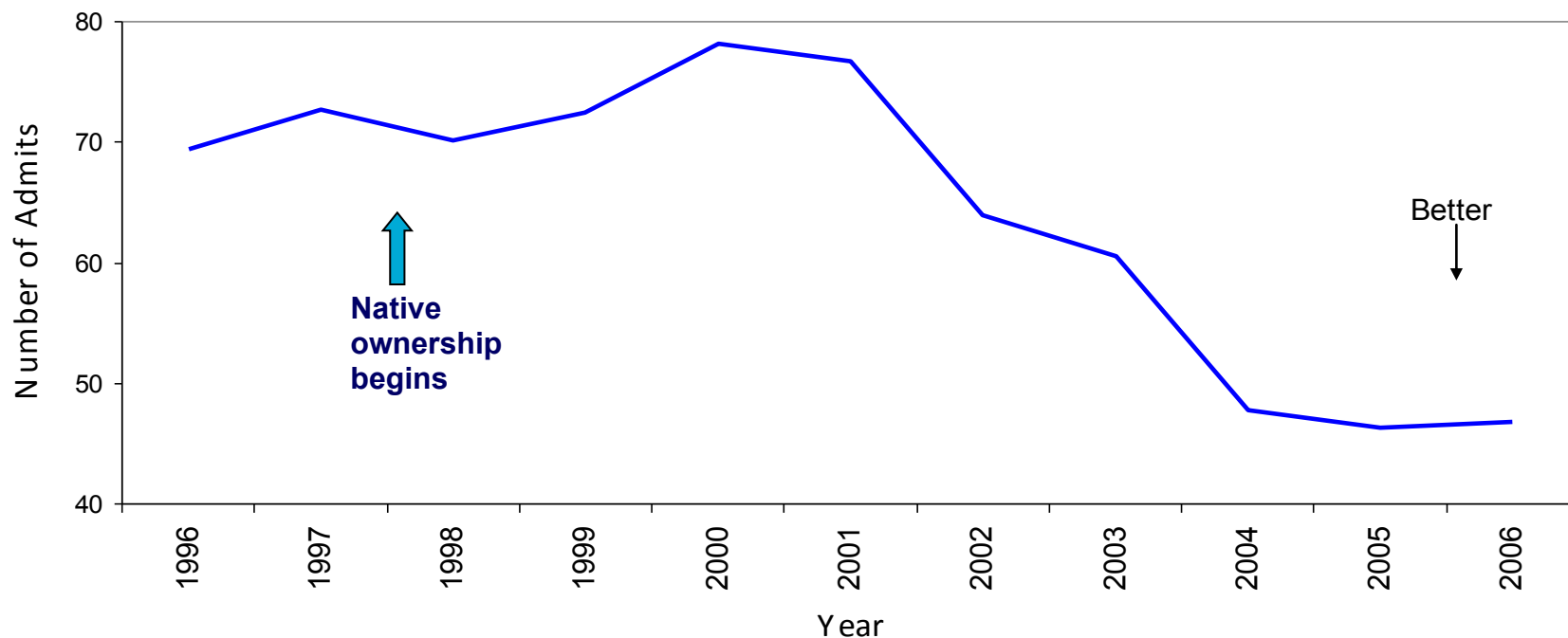


Emergency Department Utilization



Beginning in 2008 Benchmarking to HEDIS

Anchorage Area Patients Admits per 1000

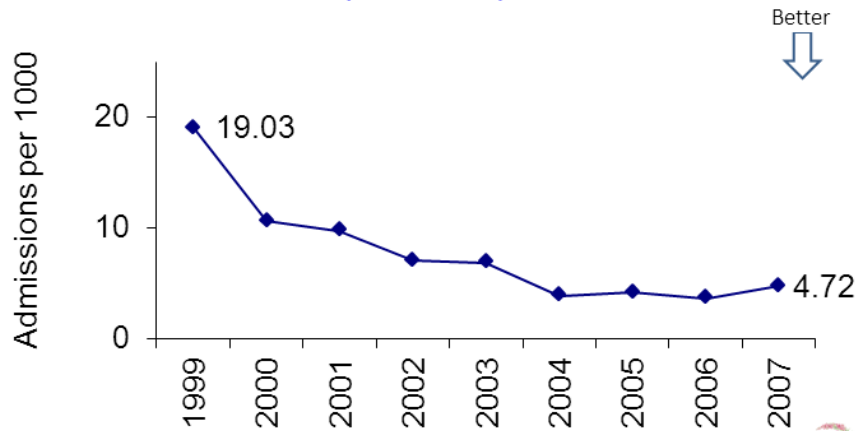


— Admts per 1000

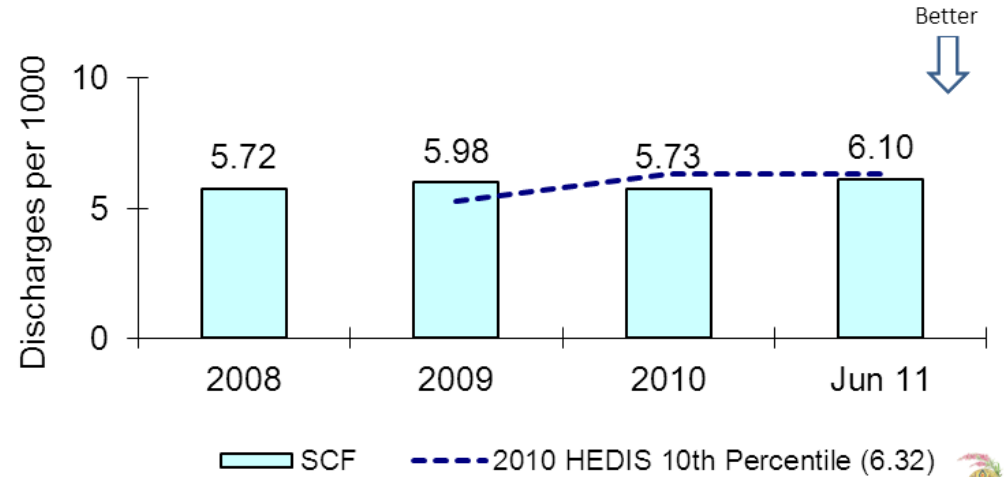
Excludes Newborns and Delivery Moms
and Length of Stay must be more than 1 day

Inpatient Utilization

Qrtly Hosp. Admissions Per 1000 Customers
(Historical)

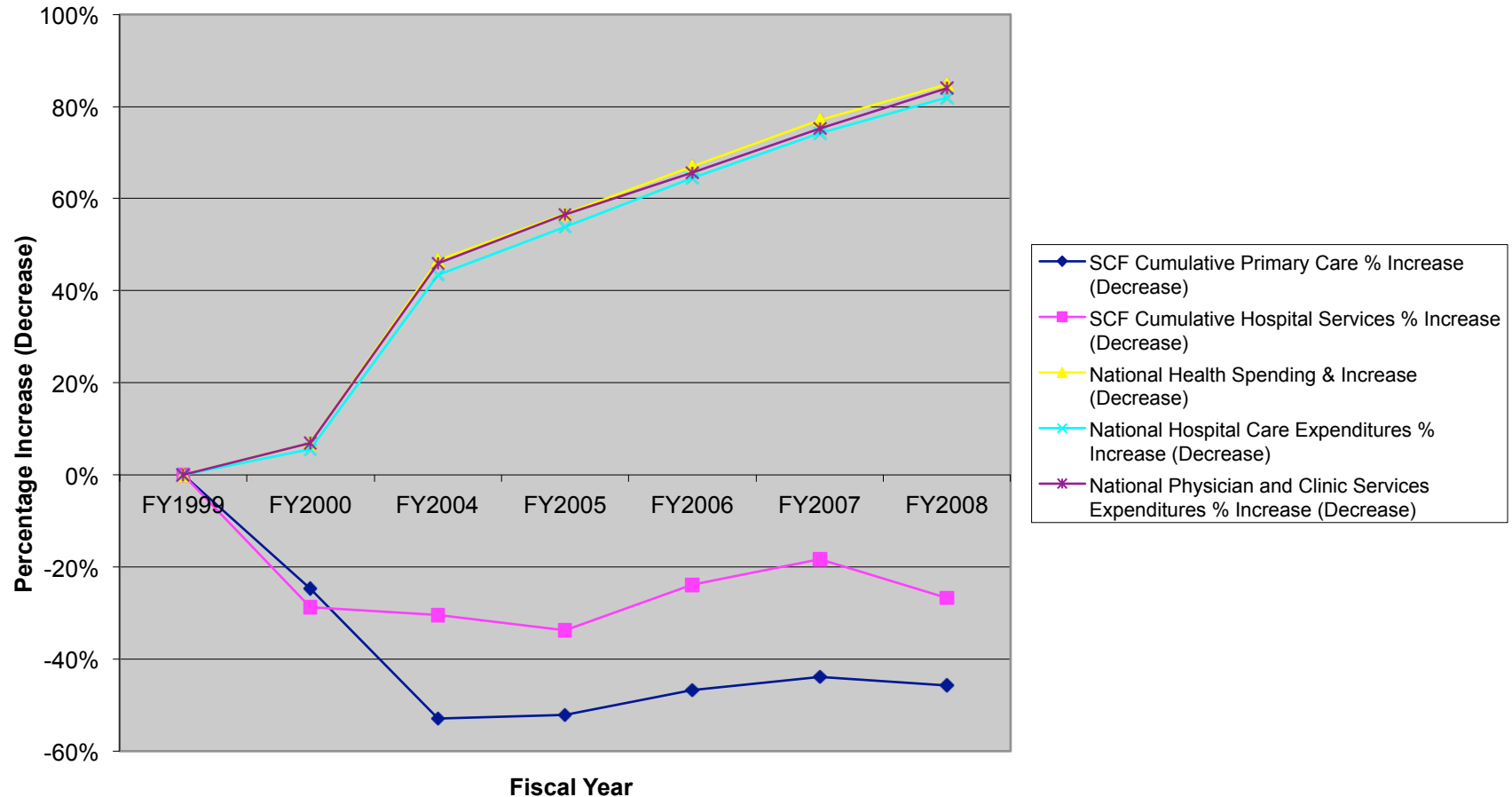


Total Inpt Discharges per 1000 Member Months



Beginning in 2008 Benchmarking to HEDIS

Southcentral Foundation Cumulative Per Capita Expenditure Changes







Change Everything

- The Goal – Triple aim
- The Framework for Excellence – Baldrige Categories
- Customer-Ownership – Customer Driven
- It's all about Relationships
- Longitudinal Partnering – Shared Responsibility – on THEIR terms – and layering in all other services
- Weaving Services INTO their lives
- Workforce Development – in all dimensions
- Improvement Capability – Learning Organization
- Transparent data and accountability

How Did We Transition?

- Lots of listening
- Operational Principles
- Whole System Redesign
- People had new roles
- Same day access



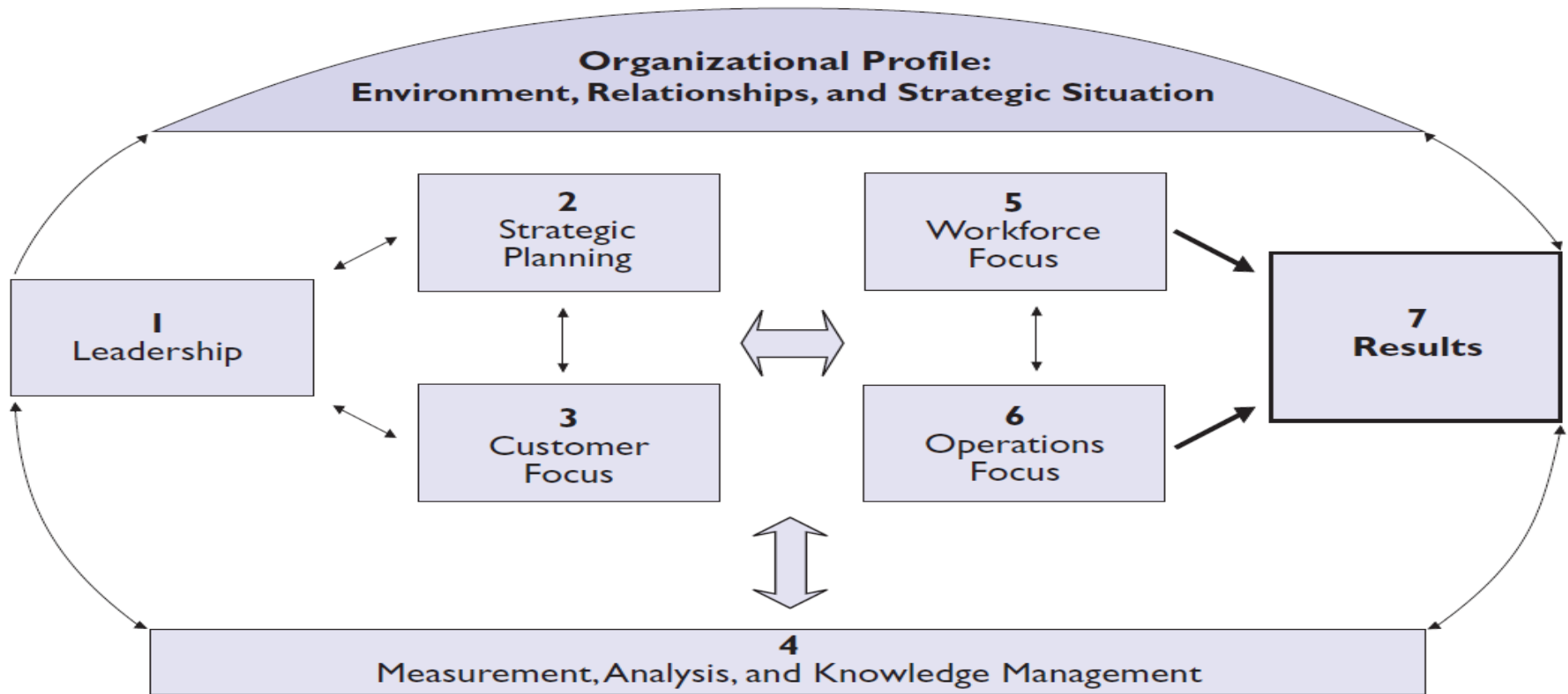
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Stages of Transition

- Clinical Delivery was our early focus
- Customer partnership was part of our culture
- We learned the importance of
 - Workforce focus
 - Strategic Planning
 - Leadership

Baldrige Health Care Criteria for Performance Excellence Framework - A Systems Perspective



2011–2012 Health Care Criteria for Performance Excellence

It's All About Customer-ownership and Relationships



For More Information

Please contact:

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Or log onto our website at www.scf.cc/nuka



Thank You!

Qaġaasakung
Aleut

Quyanaq
Inupiaq

'Awa'ahdah
Eyak

Igamsiqanaghalek
Siberian Yupik

Háw'aa
Haida

Quyana
Yup'ik

T'oyaxsm
Tsimshian

Gunalchéesh
Tlingit

Tsin'aen
Ahtna Athabascan

Quyanaa
Alutiiq

Chin'an
Dena'ina Athabascan



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