

Key Elements of Southcentral Foundation's Nuka System of Care

2018 Baldrige Fall Conference

Karen Caindec, Secretary/Treasurer, Board of Directors
April Kyle, Vice President of Behavioral Health



65,000 Voices



Our Stories



Learning Objectives

- Operations
- Customer Focus / Customer-Ownership
- Workforce
- Strategic Planning
- Data Analysis & Knowledge

Operations

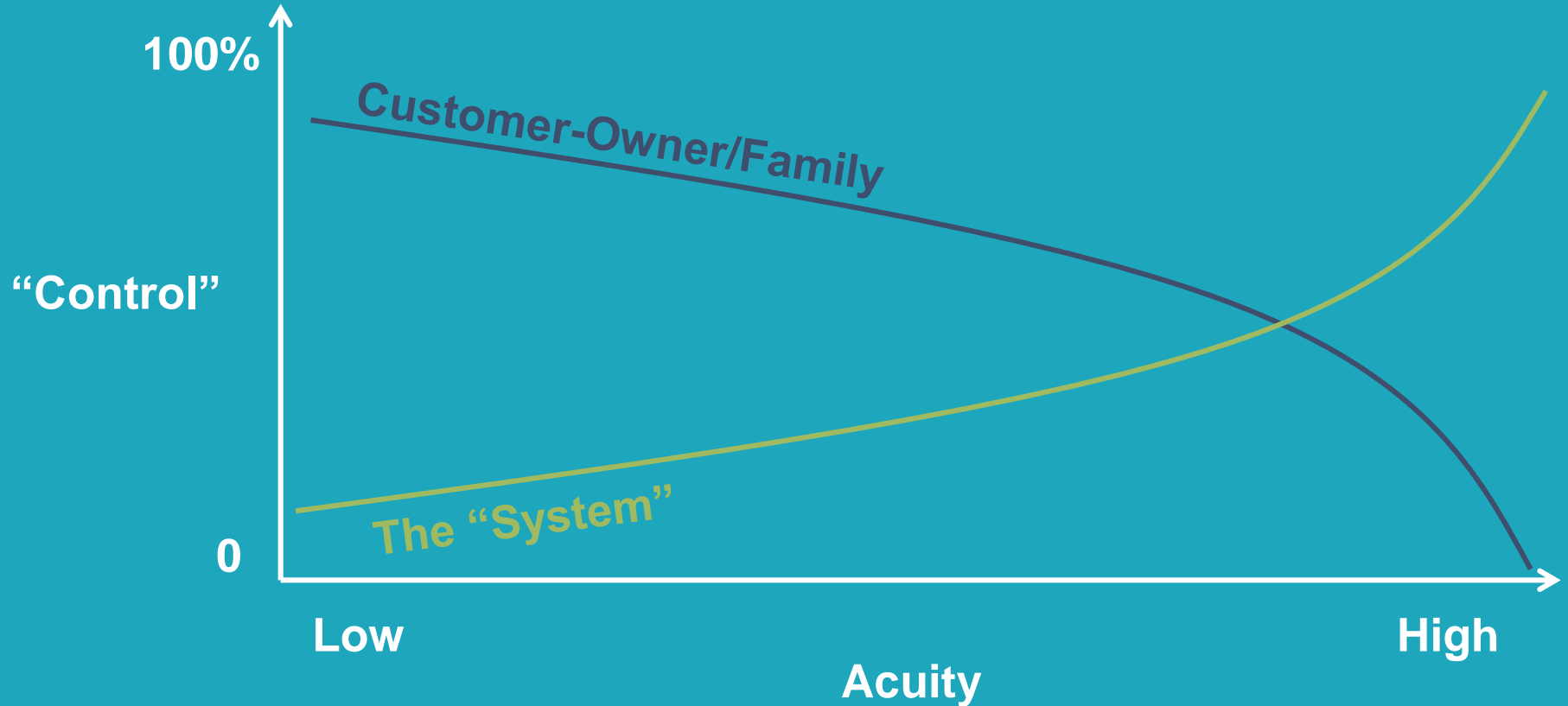




Hitting The Target: Rock vs. Bird



Who really makes the decisions?





Providers and Customer-Owners in Shared Responsibility

**Primary Care
Provider**

**RN Case
Manager**

**Certified Medical
Assistant**

**Case Management
Support**

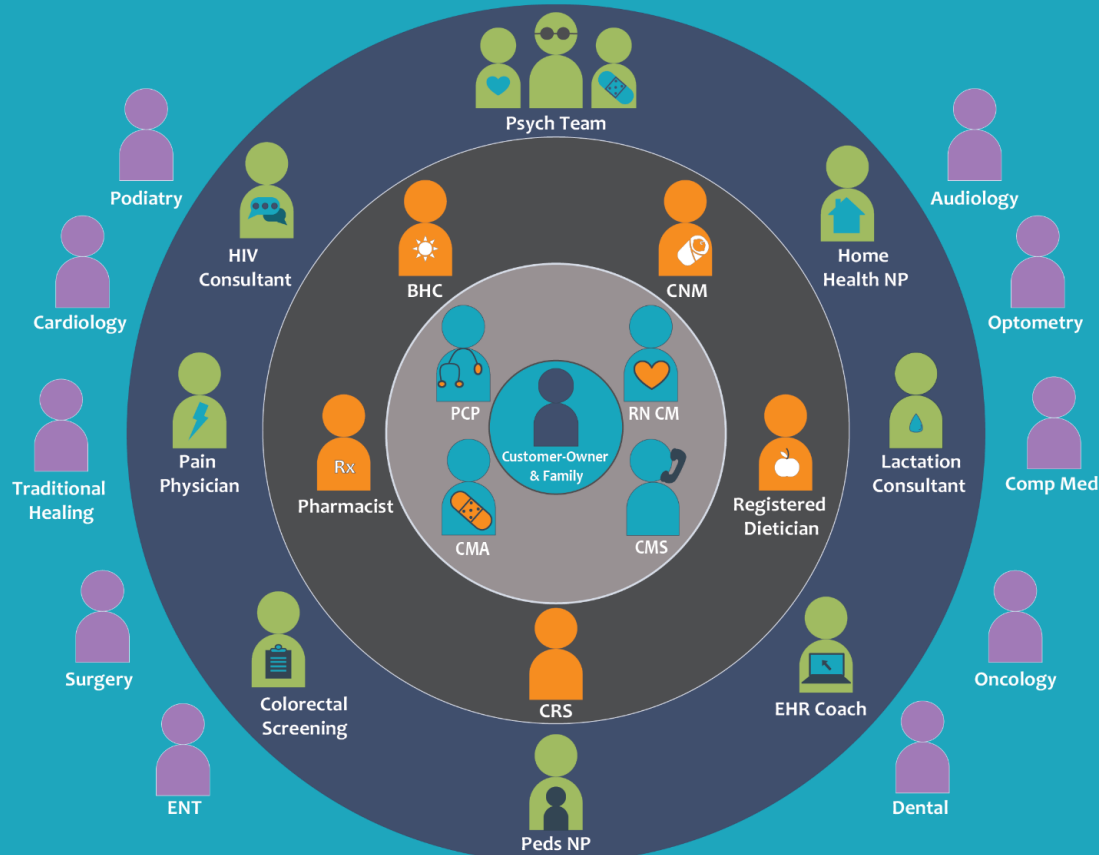
Behavioral Health Consultant

**Coverage
NP/PA**

Dietician

Integrated Care Teams

Integrated Levels of Care



More Than Medicine

- Family Wellness Warriors Initiative
- Native Men's Wellness
- Elders Program
- Behavioral Health Aides
- Complementary Medicine
- Wellness Center
- Learning Circles
- Health Education
- Soldier's Heart Training
- Traditional Healing

Huge Investment in Behavioral Health

- Behavioral Health in Primary Care
- Adult outpatient behavioral health
- Youth outpatient behavioral health
- Youth afterschool TRAILS program
- Youth residential treatment
- Clubhouse for adults with mental illness
- Detox – inpatient and outpatient
- Intensive outpatient addiction program
- Residential addiction program for women with children
- Suicide prevention
- Rural behavioral health aides



Customer-Ownership





Personal Interactions
Comment Cards
Customer Satisfaction Surveys
24-hour Hotlines
Web-generated email to Pres/CEO
Nuka Conference
Governing Board
Advisory Committees
Community Leadership
Social Media
Focus Groups
Service Agreements
myHealth Patient Portal
Annual Gatherings
Population Surveys
Employees

Listening, Listening, Listening...

Formal and Informal



Always Listening

Changed the relationship from hierarchical to partnership



Workforce

Workforce Competencies

Customer Care
and
Relationships

Communications
and
Teamwork

Improvement
and
Innovation

Skills, Abilities
and
Professional
Development

A photograph of a group of people, mostly women, seated in a room, likely attending a training session. In the foreground, three women are engaged in conversation. The woman in the center, wearing a maroon top, holds a white notepad and a red pen, looking towards the woman on her right. The woman on the left, wearing a blue patterned top and glasses, is looking towards the center. The woman on the right, wearing a blue patterned top, is looking towards the center. In the background, other participants are visible, some looking at their phones or papers. The overall atmosphere is professional and collaborative.

Core Concepts

- 3 Day training class
- Mandatory for all employees
- Led by our President/CEO



Strategic Planning

Strategic Planning Linkages

Mission
Vision
(10-20 years)

Corporate
Goals
(5-10 years)

Corporate
Objectives
(3-5 years)

Corporate
Initiatives
(1-3 years)

Annual Plan
& Personal
Development Plan
(< 1 years)

- Wellness
 - Physical
 - Emotional
 - Spiritual

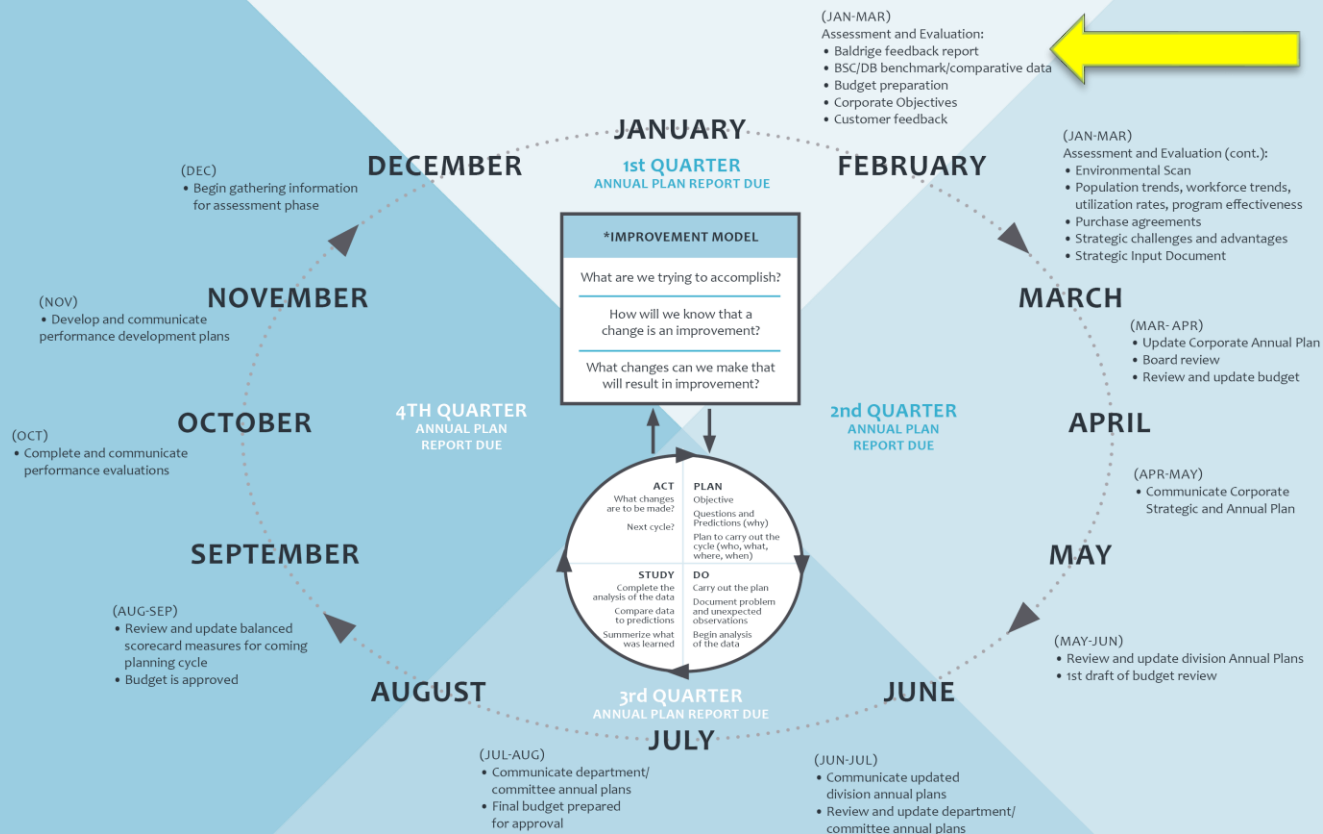
- Commitment to quality

- Reduce cancer

- Improve colorectal cancer screening

- MSD targets
- Improvement projects to meet goal

Strategic Planning Cycle



Nuka Strategic Planning Tool

Reports

Administration

Configuration

Business Factors

Functional Areas

Owners & Editors

Approval Chains

Planning Tier Config

Work Plan Config

Due Dates

Reporting Forms

Annual Plan Reporting Requirements

Customization

This report shows data Work Plan progress, organized by Planning Tiers for the selected Work Plan Field. Work Plans appear in the Quarter in which their Due Date occurs.

Goal - CQ - Commitment to Quality

Objective - CQ1 - Work Environment

Initiative - CQ1-01

Increase employee satisfaction by identifying and running a PDSA cycle of improvement for one topic on the 2017 employee satisfaction survey.

Q1

Overall Work Plans



Q2

Overall Work Plans



Q3

Overall Work Plans



Q4

Overall Work Plans



66.2%

Initiative - CQ1-02

Improve systems and processes for employee development across SCF.

Q1

Overall Work Plans



Q2

Overall Work Plans

No Work Plans

Q3

Overall Work Plans



Q4

Overall Work Plans



51%

Initiative - CQ1-03

Increase the number of employees who have demonstrated readiness for the next level of responsibility.

Q1

Overall Work Plans

No Work Plans

Q2

Overall Work Plans

No Work Plans

Q3

Overall Work Plans

No Work Plans

Q4

Overall Work Plans

No Work Plans

0%

your review.

2018-IT Committee - Needs Revision
D.Michael Lewis has marked Annual Plan '2018-IT Committee' as 'Needs Revision'.

[See all notifications](#)

Strategy Performance

SCF Balanced Scorecard - FY2017

				Meets		Exceeds
Perspective	Objectives	Measure	FY2017	Below Minimum	Annual	Stretch
Customer-Owner Experience						
	SR2	Overall Rating of Care (customer-owner satisfaction)	Q4	96.9%	< 92%	92% 95%
	SR1	Culturally Respectful (customer-owner satisfaction)	Q4	95.0%	< 92%	92% 95%
	SR2	Recommended Provider (customer-owner satisfaction)	Q4	96.0%	< 94%	94% 96%
	SR2	Input into my Care Decisions (customer-owner satisfaction)	Q4	96.4%	< 94%	94% 97%
Financial & Workload						
	OPE3	Operating Margin (excluding Investments & Restricted Funds)	Q4	11.3%	< 0.0%	> 0.0% > 8.0%
	OPE3	Net Revenue (Third Party Revenue)	Q4	\$ 192.7M	< \$178.0M	> \$178.0M
	OPE3	Investment Earnings (Fixed Income)				
	OPE3	Investment Earnings (Equity Mutual Funds)				
Operational Effectiveness						
	SR2	Visits/1,000 member months to ER for Em				
	SR2	Percent of time you see your PCP				
	FMW1	Pediatric Immunization Combo 2				
	FMW2	Breast Cancer Screening Rate				
	FMW2	Cervical Cancer Screening Rate (with new				
	FMW2	Colorectal Cancer Screening Rate				
	FMW3	PrimeMD Depression Screening Rate				
	FMW5	SBIRT Screening Rate				
	FMW6	Diabetics with LDL in Control				
	FMW6	Diabetics Annual HBA1C Screening Rate				
	FMW7	Percentage of dental visits for C-O's 2-21				
	FMW8	Adult Pneumovac (Age 65+)				
	FMW8	Cardiovascular Disease with LDL under 11				
	OPE3	Percentage of SCF eligible providers pass				
Workforce Development						
	CQ3	Percent of Alaska Native/American Indian				
	CQ3	Percent of Alaska Native/American Indian				
	CQ1	Total Turnover Rate (Lower is Better)				

Corporate Objective: OPE3 – Improve SCF systems for third party revenue generation and collections

Division: Finance Perspective: Financial & Workload

Measure Owner: Lee Olson, VP, Finance
Measure Monitor: Lee Olson, VP, Finance; Vice President Leadership Team, Board of Directors

Formula: Operating Revenues) x 100
Reporting Period:

Target: > 0.0%

Historical Results

Operating Margin

Year	Operating Margin
2014	12.5%
2015	13.4%
2016	11.7%
2017	11.3%

Analysis & Recommendation

Therefore, we Exceeded Expectations for the 12 months ended 9-30-2017.

Results are well above “expectations”, due both to spending below budget and revenues recommended at this time.

Notes: Targets are Year-to-date as of each quarter end

Corporate Objective: OPE3 – Improve SCF systems for third party revenue generation and collections

Division: Finance

Perspective: Financial & Workload

Measure Owner: Lee Olson, VP, Finance

Measure Monitor: Lee Olson, VP, Finance; Vice President Leadership Team, Board of Directors

Operating Margin (excluding investment earnings, restricted funds, and replacement fund contributions)

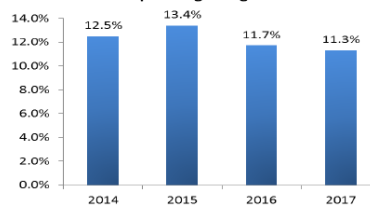
Formula: Operating Margin % = ((Total Revenue – Total Expenses) / Total Revenues) x 100
Reporting Period: Quarter 4

Target: > 0.0%

Stretch Target: > 8.0%

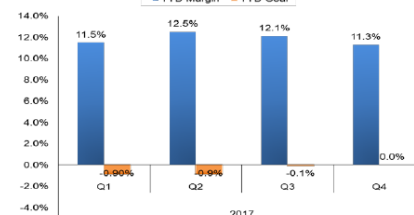
Historical Results

Operating Margin



Current Results

■ YTD Margin ■ YTD Goal



Analysis & Recommendation

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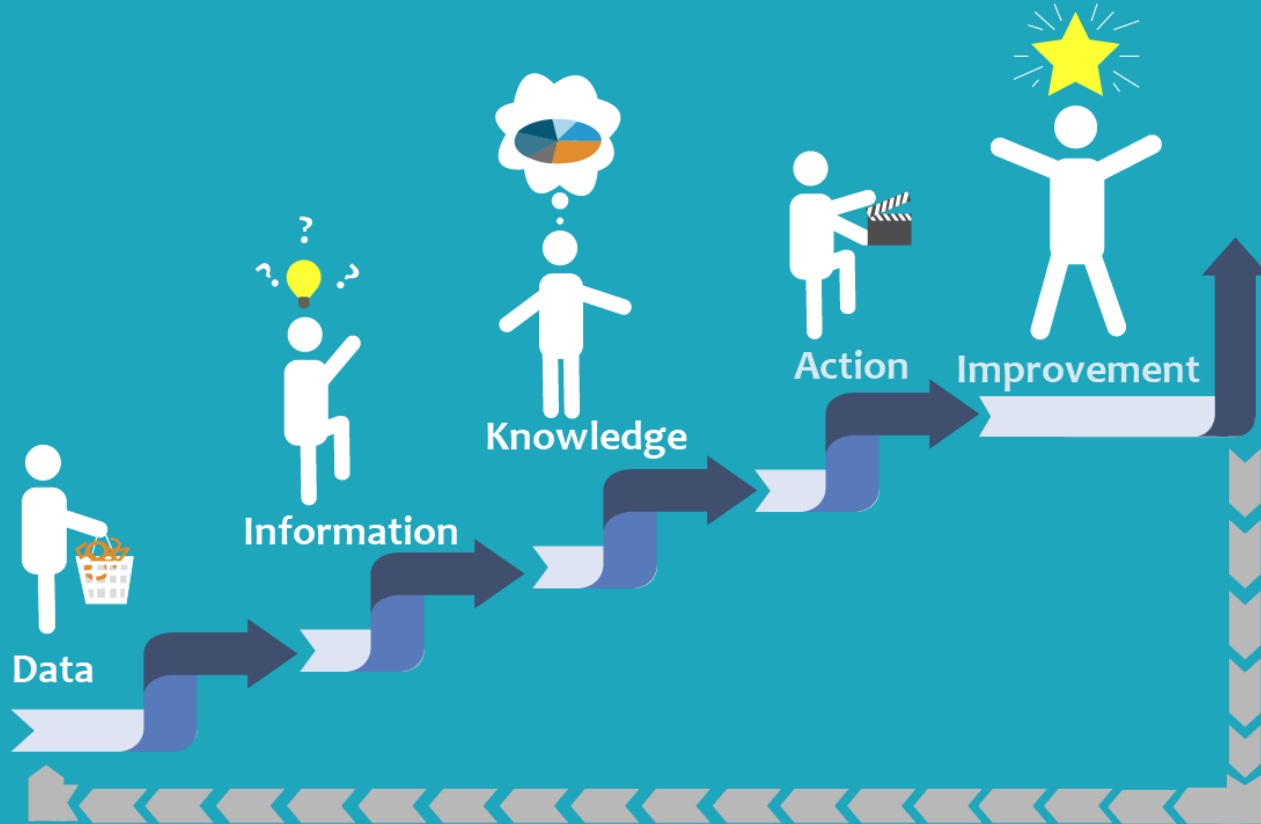
Results are well above "expectations", due both to spending below budget and revenues in excess of budget. No corrective action is recommended at this time.

Notes: Targets are Year-to-date as of each quarter end

Data Matters



Approaches to Data

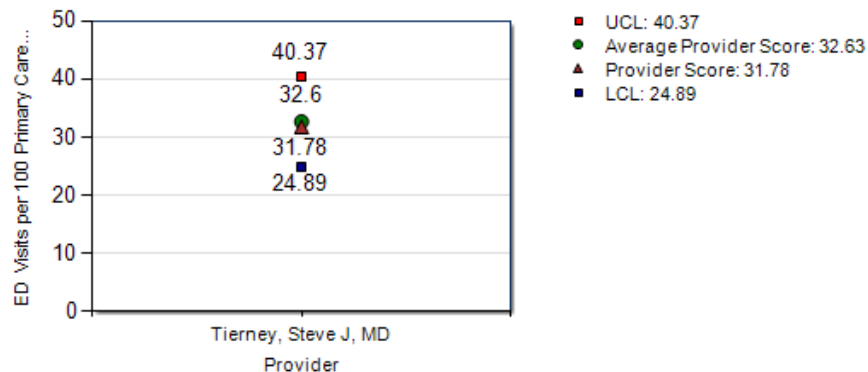


Team Based Data

Clinical Metrics			Clinic Score Indicator
Red: Less than 50th HEDIS percentile or SCF Benchmark			●
Green: Greater than or Equal to 50th HEDIS percentile or SCF Benchmark			●
Clinical Measure (Click measure title for methodology)	Measure Score	Measure Goal	Indicator
Condition Management			
Cardiovascular Disease LDL Annual	100.0	81.45 - HEDIS 50th	●
Diabetes Hba1c Annual	100.0	85.96 - HEDIS 50th	●
Diabetes Hba1c Annual Poor Control	10.0	10.0 - HEDIS 50th	●
Diabetes LDL Under 100	100.0	34.70 - HEDIS 50th	●
Pediatric Diabetes Hba1c Annual	100.0	100.0 - HEDIS 50th	●
Controlling Hypertension	60.9	54.8 - HEDIS 50th	●
CVD Control Less Than 100mg/dL	80.0	41.36 - HEDIS 50th	●
Prevention			
CDC Immunization Combo 2	100.0	100.0 - SCF Goal	●
HEDIS Adolescent Immunization	100.0	100.0 - HEDIS 50th	●
HEDIS Well Child Visits 12 To 21 Yr	43.8	48.41 - HEDIS 50th	●
HEDIS Well Child Visits 3 To 6 Yr	100.0	71.42 - HEDIS 50th	●
HEDIS Well Child Visits Less Than 15 Mo	100.0	59.57 - HEDIS 50th	●
Screening			
ASQ less than 1 year	100.0	75 - SCF Goal	●
ASQ less than 2 years	100.0	75 - SCF Goal	●
ASQ less than 3 years	100.0	75 - SCF Goal	●
Breast Cancer	60.6	58.15 - HEDIS 50th	●
Cervical Cancer	70.6	55.9 - HEDIS 50th	●
Colorectal Cancer	70.5	65.6 - HEDIS 50th	●
Depression	85.7	75 - SCF Goal	●
Peds BMI	81.8	67.54 - HEDIS 50th	●
SBIRT	78.6	75 - SCF Goal	●

Meaningful Use Scores for Tierney, Steve J, MD	Goal	Avg Score	Indicator
CPOE for Medication	60	98.9	●
CPOE for Laboratory	30	99.6	●
CPOE for Radiology	30	100	●
Transmit Prescriptions Electronically	50	100	●
Patient Online Access 1	50	80.6	●
Patient Online Access 2	0	47.2	●
Patient Education	10	47.2	●
Medication Reconciliation	50	93.1	●
Transition of Care	10	0	●

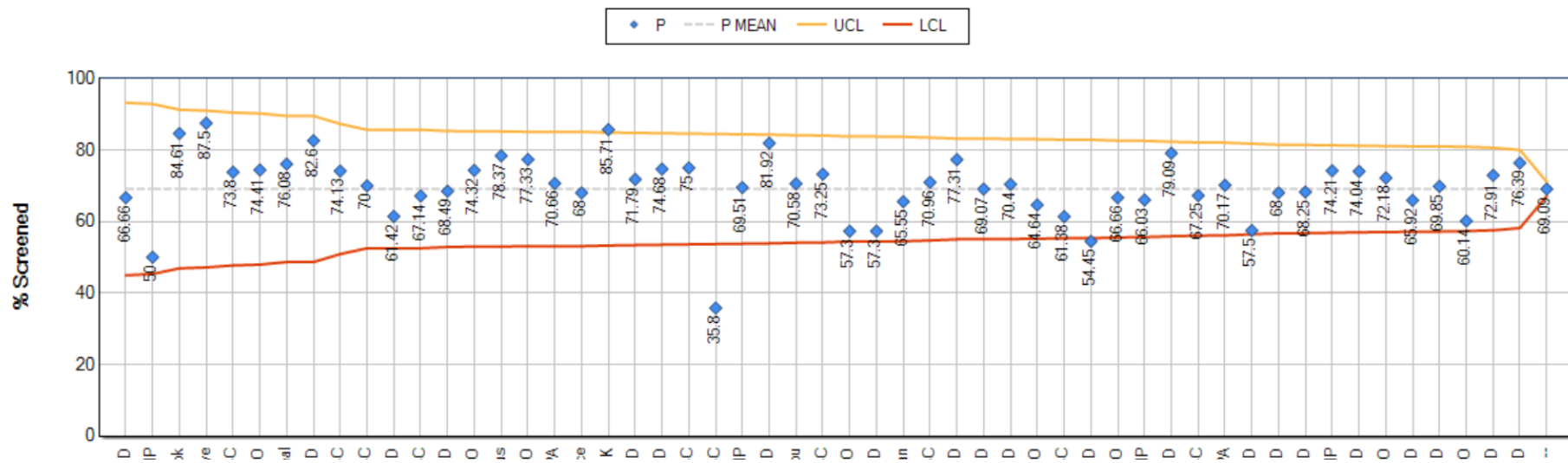
ED Visits Per 100 Primary Care Visits



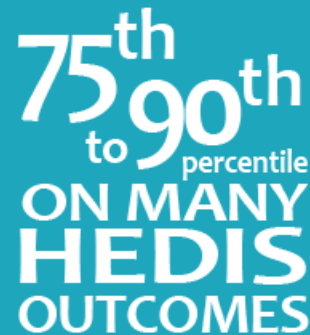
SCF Data Mall Learning from Our Approach

Breast Cancer Screening Comparison Chart (30 or More @ Risk Patients)

As of 09/01/2018



Why listen to our story?



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Questions?

Thank You!

Qa̕aasakung

Aleut

Quyanaa

Alutiiq

Quyanaq

Inupiaq

Awa'ahdah

Eyak

Mahsi'

Gwich'in Athabascan

Igamsiqanaghalek

Siberian Yupik

Háw'aa

Haida

Quyana

Yup'ik

T'oyaxsm

Tsimshian

Gunalchéesh

Tlingit

Tsin'aen

Ahtna Athabascan

Chin'an

Dena'ina Athabascan