

Nuka System of Care: Community Driven Transformation

*Karen Caindec
Chairman, Board of Directors*

*Douglas Eby, MD, MPH
Executive Vice President*

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

Shared Responsibility

We value working together with the individual, the family, and the community. We strive to honor the dignity of every individual. We see the journey to wellness being traveled in shared responsibility and partnership with those for whom we provide services.

Commitment to Quality

We strive to provide the best services for the Native Community. We employ fully qualified staff in all positions and we commit ourselves to recruiting and training Native staff to meet this need.

We structure our organization to optimize the skills and contributions of our staff.

Family Wellness

We value the family as the heart of the Native Community. We work to promote wellness that goes beyond absence of illness and prevention of disease. We encourage physical, mental, social, spiritual and economic wellness in the individual, the family, the community and the world in which we live.

Operational Excellence

We are committed to improving the management of expenses and utilization of information technology and data support services. We continue to improve our systems for third-party revenue generation and collection.



| Customer-Ownership

Operational Principles

- R** Relationships between customer-owners, family and provider must be fostered and supported
- E** Emphasis on wellness of the whole person, family and community (physical, mental, emotional and spiritual wellness)
- L** Locations convenient for customer-owners with minimal stops to get all their needs addressed
- A** Access optimized and waiting times limited
- T** Together with the customer-owner as an active partner
- I** Intentional whole-system design to maximize coordination and minimize duplication
- O** Outcome and process measures continuously evaluated and improved
- N** Not complicated but simple and easy to use
- S** Services financially sustainable and viable
- H** Hub of the system is the family
- I** Interests of customer-owners drive the system to determine what we do and how we do it
- P** Population-Based system and services
- S** Services and systems build on the strengths of Alaska Native cultures

SCF Fast Facts

Operating Budget



- Incorporated in 1982
- Employees
 - 1987: 24 staff
 - 2024: 2700
- Programs
 - 2005: 51
 - 2024: 95
- Serving 70,000 Customer-owners
 - 2000: 14,856
 - 2024: 70,000



Nuka Design

1. System Delivery Design

- Powerful primary care
- Behavioral, Medical and Social
- Everything population scale – including rehabilitation, specialty, ancillary

2. Investment in System Excellence

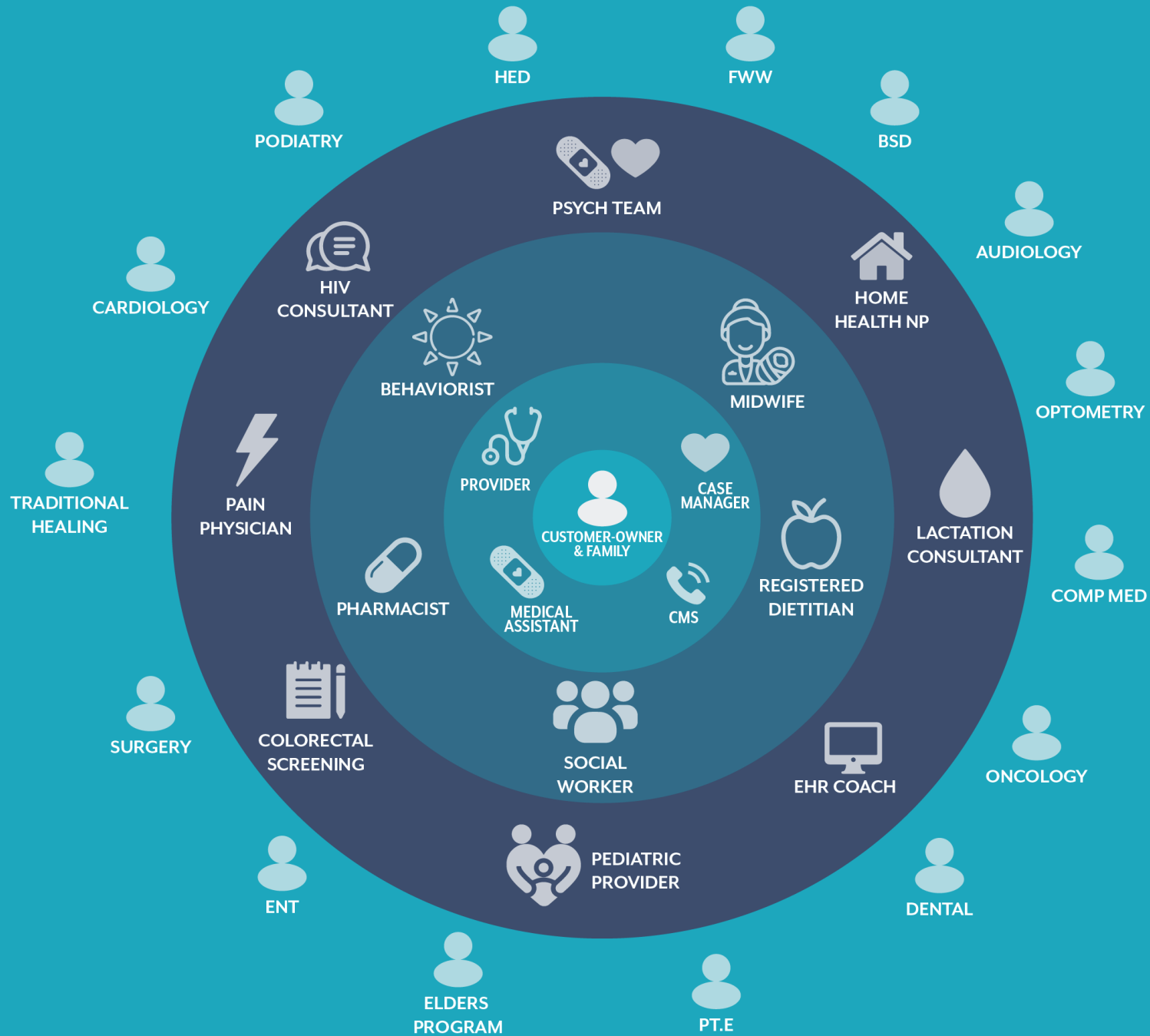
- True learning organization
- Leadership and Workforce investment

3. Continuous Community Driven Improvement

- Creating with community voice
- Always accountable to community

Hitting The Target: Rock vs. Bird







Integrated Care Teams

Behavioral Health Expansion Project





Behavioral Health Redesign Learning Circles



K'kuyaqa Niltu Building *(For the peoples grandchildren)*





A top-down view of approximately 15 hands of various skin tones and ages, resting on a circular wooden surface. The hands are arranged in a circle, with some fingers slightly curled. The hands are wearing various colorful patterned sleeves, including floral, geometric, and traditional designs. Several hands are adorned with rings, including a prominent blue stone ring. The background is a dark, textured surface. Overlaid on the center of the image is the word "Questions?" in a large, white, sans-serif font.

Questions?

Nuka Design

1. System Delivery Design

- Powerful primary care
- Behavioral, Medical and Social
- Everything population scale – including rehabilitation, specialty, ancillary

2. **Investment in System Excellence**

- True learning organization
- Leadership and Workforce investment

3. Continuous Community Driven Improvement

- Creating with community voice
- Always accountable to community



Nuka Learning and Wellness Center

Core Concepts

- W** Work together in relationship to learn and grow
- E** Encourage understanding
- L** Listen with an open mind
- L** Laugh and enjoy humor throughout the day
- N** Notice the dignity and value of ourselves and others
- E** Engage others with compassion
- S** Share our stories and our hearts
- S** Strive to honor and respect ourselves and others



Everything Links Together

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

Shared Responsibility

Ensure systems and services that are respectful and culturally appropriate
Achieve excellence in customer-owner satisfaction
Increase community awareness of SCF's services and programs

Commitment to Quality

Improve work environments and employee development systems with an emphasis on Alaska Native employees
Ensure continuous improvements of systems and processes
Increase the number of Alaskan Native employees in all job categories

Family Wellness

Reduce the rate of domestic violence, child abuse and neglect
Reduce the rate of and improve the management of cancer
Reduce the incidence of suicide
Reduce the rate of obesity
Reduce the rate of substance abuse
Reduce the rate of and improve the management of diabetes
Improve oral health
Reduce the rate of and improve the management of cardiovascular disease

Operational Excellence

Improve the management of expenses
Improve utilization of information technology and data support systems and services
Improve SCF systems for third party revenue generation and collection

Operational Principles

- R** Relationships between customer-owners, family and provider must be fostered and supported
- E** Emphasis on wellness of the whole person, family and community (physical, mental, emotional and spiritual wellness)
- L** Locations convenient for customer-owners with minimal stops to get all their needs addressed
- A** Access optimized and waiting times limited
- T** Together with the customer-owner as an active partner
- I** Intentional whole-system design to maximize coordination and minimize duplication
- O** Outcome and process measures continuously evaluated and improved
- N** Not complicated but simple and easy to use
- S** Services financially sustainable and viable
- H** Hub of the system is the family
- I** Interests of customer-owners drive the system to determine what we do and how we do it
- P** Population-Based system and services
- S** Services and systems build on the strengths of Alaska Native cultures

Workforce Competencies

Customer Care and Relationships

Communications and Teamwork

Improvement and Innovation

Workforce Development Skills and Abilities

Core Concepts

- W** Work together in relationship to learn and grow
- E** Encourage understanding
- L** Listen with an open mind
- L** Laugh and enjoy humor throughout the day
- N** Notice the dignity and value of ourselves and others
- E** Engage others with compassion
- S** Share our stories and our hearts
- S** Strive to honor and respect ourselves and others



PLANNING AND IMPROVEMENT LINKAGES



MISSION (M), VISION (V), OPERATIONAL PRINCIPLES

Defined by Vice President Leadership Committee and approved by Board of Directors

CORPORATE GOALS

ESTABLISHED AT CORPORATE LEVEL

Defined by Vice President Leadership Committee and approved by Board of Directors and are derived from the Mission, Vision, Key Points and Operational Principles

CORPORATE OBJECTIVES

ESTABLISHED AT CORPORATE LEVEL

Reviewed and updated annually by Vice President Leadership Team as part of Planning Cycle with input from employees and customers-owners

BALANCED SCORECARD (BSC)
Linked to Corporate Objectives and used to measure progress on achieving Corporate Objectives. Also, Objectives are linked to Initiatives therefore BSC are used to measure progress on achieving Corporate Initiatives.



LINK TO IMPROVEMENT

- IMPROVEMENT TOOLS**
- **READI Model:** Used to manage change, improvement and innovation, Improvement Guide: Used to facilitate improvement and innovation; remove Measurement Rules Template, remove Survey Monkey
 - **Operational Principles:** Used to test ideas or concepts to ensure consistency with MV & Corporate Goals
 - **Measurement Rules Template:** Used to define Balanced Scorecard/Dashboards measures
 - **Strategic Planning Software:** Used to manage initiatives and work plans at division, department and committee levels
 - **Committee Manager:** Used to support teams by communicating changes, meeting minutes corporate wide
 - **Change Concepts:** Used in improvement to assist in generating new ideas when identifying changes
 - **Survey Monkey:** Used to measure feedback
 - **Baldrige Framework and Feedback:** Used to assess performance of organization/department/committee following Baldrige criteria
 - **Data Mall:** Used to deploy performance measures
 - **Strategic Input Document (SID):** Used to identify strategic inputs

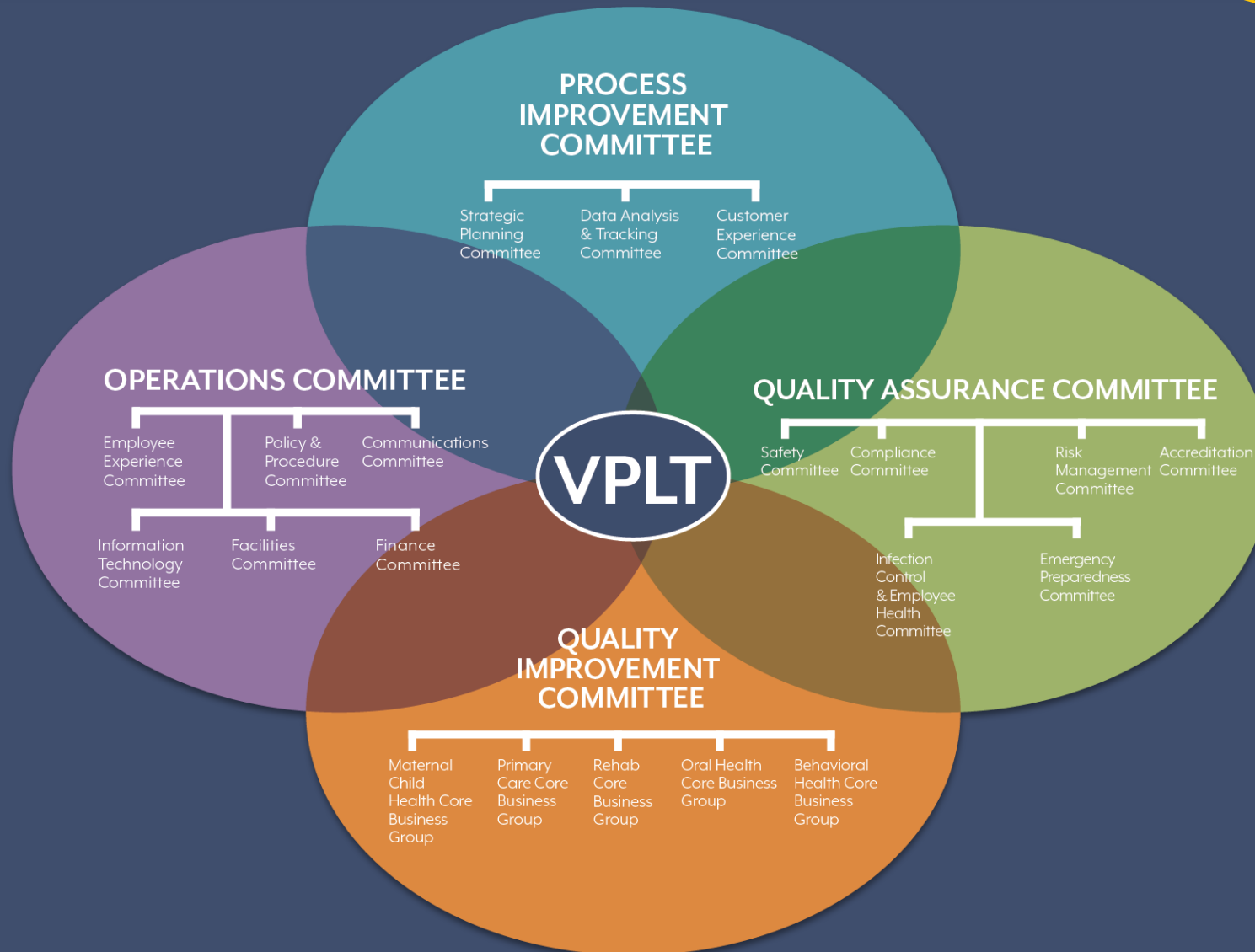
- ADDITIONAL TOOLS:**
- **Forms/User Guides**
 - **Conference Lessons Learned**
 - **Learning Management System**
 - **Policy & Procedures**
 - **Listening Posts**



DASHBOARDS (DB)
Operational Measures that monitor the day-to-day operations. These measures identify potential improvement opportunities. If the annual plan is used as an operational work plan in addition to a strategic plan, DB items may be linked to these operational initiatives/work plan items.

DATA AND INFORMATION DRIVE ALL ASPECTS OF THE IMPROVEMENT PROCESS AND ARE PART OF ALL TOOLS.

Functional Committee Structure



Why Do People Resist Change?

Three Levels of Resistance

**Level 3:
I Don't Like You**



Possible Root Causes

- Lack of trust or confidence in leadership
- Historical experience of me/you/us as Individual leaders that makes others wary
- Perception of what me/you/us represent personally

**Level 2:
I Don't Like It**



- Fear of loss of control
- Fear of losing face or status
- Fear of losing one's job

**Level 1:
I Don't Get It**



- Lack of information
- Disagreement over interpretation of the data
- Lack of exposure to critical information
- Confusion over what it all means

IMPORTANT NOTE: Resistance is a healthy and expected response to change – there to remind us as leaders that we need to slow down and pay attention.

Nuka READI Model

R

Reaching Understanding

E

Establishing Relationships

A

Assessment of Gaps/Possibilities

D

Develop and Implement Action Plan

I

Integrate Solutions and Evaluate Results

Diverse Set of Tools and Methods

- Employees are prepared with a large toolbox
- Tools and methods may be used across all phases

	READI Model	Tools and Methods	
R	<ul style="list-style-type: none"> Phase 1: Reach Understanding 	<ul style="list-style-type: none"> Baldrige Framework Driver Diagram SWOT Analysis Strategic Planning Tool Data Mall 	<ul style="list-style-type: none"> Project Charter (Outline) Levels of Resistance Change Management Theories
E	<ul style="list-style-type: none"> Phase 2: Establish Relationships 	<ul style="list-style-type: none"> Core Concepts Tools Simpli5 (formerly 5-D) Coaching Tools 	<ul style="list-style-type: none"> Matrix Diagram Project Charter (Negotiated)
A	<ul style="list-style-type: none"> Phase 3: Assessment of Gaps/Possibilities 	<ul style="list-style-type: none"> Gap Analysis Cause and Effect Diagram Root Cause Analysis Tree Diagram Process Map Brainstorming 	<ul style="list-style-type: none"> Affinity Process Multi-voting Survey Baldrige ADLI Project Charter
D	<ul style="list-style-type: none"> Phase 4: Develop and Implement Action Plan 	<ul style="list-style-type: none"> Timeline/Gantt Chart Committee Manager Check Sheet Sampling Benchmarking Run Chart Control Chart 	<ul style="list-style-type: none"> Advanced Control Chart Frequency Plot/Histogram Pareto Chart Scatter Plot Model for Improvement PDSA Cycles Strategic Planning Process and Tool
I	<ul style="list-style-type: none"> Phase 5: Integrate Solutions and Evaluate Results 	<ul style="list-style-type: none"> PDSA Close-out Improvement Project Close-out PolicyTech 	<ul style="list-style-type: none"> Training/Education Baldrige LeTCI DataMall Balanced Scorecard

What is the innovation & improvement culture?

- Organizational culture of relationships
 - Trust and safety are critical
 - Continuous learning
- Systematic
 - Job descriptions – Improvement & Innovation 25%
 - Dedicated Roles – Improvement Advisor, Improvement Specialist
 - Common Language – Core Concepts
- Norms and patterns of behavior
 - System Alignment
 - Leadership
 - Voice – Employee, Customer-Owner, Leadership
- Values – Customer-ownership and Operational Principles

Energized Passionate Workforce

- Hire for Fit – Behavioral Based Interviewing
- Core Concepts Training – Self Awareness, Communication, Team, Story
- Leaders as Facilitators – Leadership Pathways
- Link Everything – Personal development plans link to corporate initiatives
- Every decision based on Operational Principles
- De-office Everyone – Team Optimization – Relationships – No Nurses Stations – No Physician Offices
- Employee Development Center
- Celebrate and recognize team and staff successes

Coaching is Key to Nuka

A woman with shoulder-length brown hair, wearing a white and blue striped button-down shirt and a necklace with blue and silver beads, is smiling and looking towards another person whose back is to the camera. She is holding a coffee cup. The background shows an office environment with a bulletin board and a plant.

- Helping teams succeed
- Developing the skills of individuals
- Building relationships with internal and external customers

Growing Our Own



- Clinical Initiatives Program
 - Behavioral Health
 - Nursing degrees
 - Certified Medical Assistant Program
 - Dental Assistant Training Program
 - Tribal Doctor Training Program
- Non-Clinical Initiatives Programs
 - Leadership Development and Succession Planning System
 - Manager & Supervisor In-Training
 - Administrative Support Training Program

LEADERSHIP DEVELOPMENT & SUCCESSION PLANNING SYSTEM ROADMAP

Foundations of Leadership: Beginning My Journey

Initiated within 1-2 months of hire`

Foundations of Leadership: Finding My Way

Ongoing throughout the leader's career at SCF.

Leadership Excellence: Exploring My Full Potential

Ongoing throughout the leader's career at SCF.

Leadership Excellence: Continuing My Journey

Ongoing throughout the leader's career at SCF.

A top-down view of approximately 15 hands of various skin tones and ages, resting on a circular wooden surface. The hands are arranged in a circle, with some fingers slightly curled. The hands are wearing various colorful patterned sleeves, including floral, geometric, and traditional designs. Several hands are adorned with rings, including a prominent blue ring on a finger. The wooden surface has some faint, illegible markings. The entire image is overlaid with a semi-transparent blue filter and a pattern of thin, wavy yellow lines. The word "Questions?" is written in a large, white, sans-serif font across the center of the image.

Questions?

Nuka Design

1. System Delivery Design

- Powerful primary care
- Behavioral, Medical and Social
- Everything population scale – including rehabilitation, specialty, ancillary

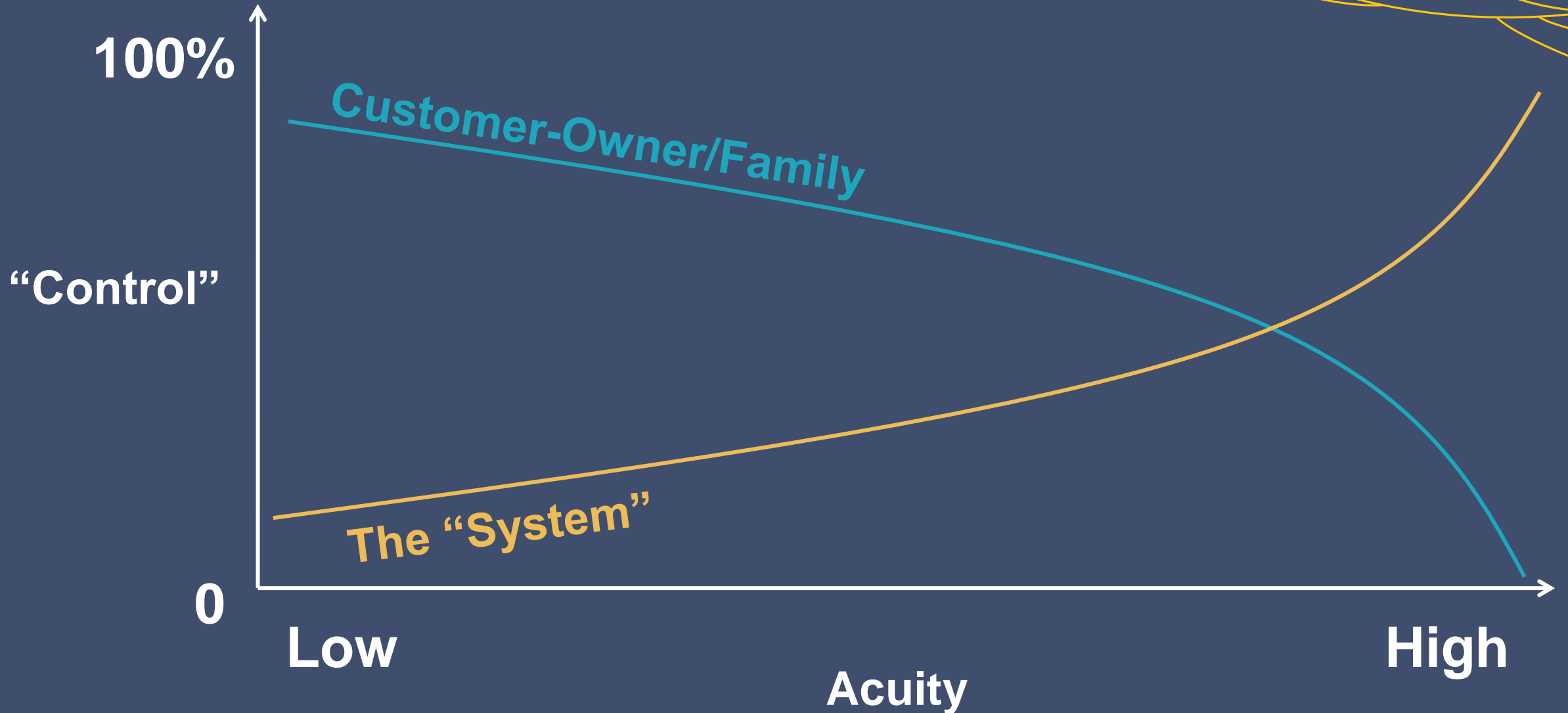
2. Investment in System Excellence

- True learning organization
- Leadership and Workforce investment

3. **Continuous Community Driven Improvement**

- Creating with community voice
- Always accountable to community

Who really makes the decisions?



Using the Voice of the Customer to Drive Improvement



CUSTOMERS



EMPLOYEES

Providers and Customer-Owners in Shared Responsibility



Nilavena Tribal Health Council





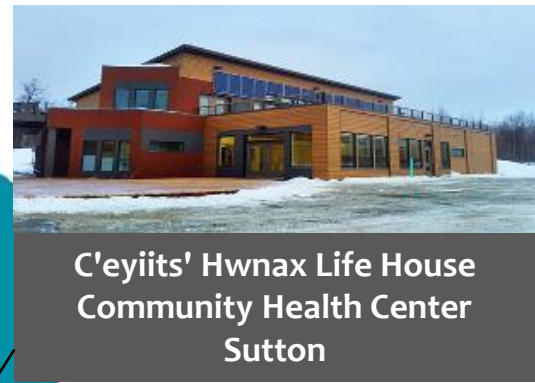
Nilavena Regional Health Center

Telepharmacy



Rural Alaska Transportation





**SCF Community Health Centers

We Continue to Ask the Community

- Governing Board
- Advisory Committees
- Elder Council
- 24-Hour Hotline
- Personal Interactions
- Satisfaction Surveys and Comment Cards
- Employee Survey
- Customer-Owner Workforce (Over 55% are C-O's)
- Employee Interactions

A top-down view of approximately 15 hands of various skin tones and ages, resting on a circular wooden surface. The hands are arranged in a circle, with some fingers pointing towards the center. The hands are adorned with various pieces of jewelry, including rings and bracelets. The background is a dark, textured surface with a pattern of thin, wavy yellow lines. The word "Questions?" is overlaid in the center in a large, white, sans-serif font.

Questions?

Qaġaasakung

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

Thank you!

For More Information

