Southcentral Foundation
Nuka System of Care

Alaska Native People Shaping Health Care
The Nuka System of Care
Executing Strategy

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Learning Objectives

- Review Southcentral Foundation’s journey
- Learn our “secret” to innovation
The Alaska Native Medical Center is jointly owned and managed by Southcentral Foundation and the Alaska Native Tribal Health Consortium.
Then and Now ...
Then and Now ...
Why Listen to Our Story

Anchorage Native News
Southcentral Foundation earns Malcolm Baldridge National Quality Award
First Native organization to receive Presidential honor for performance excellence

Malcolm Baldrige National Quality Award
2011 Award Recipient
Why Listen to Our Story?

- Customer-owner satisfaction – overall 93%
- Employee satisfaction – 95% (response rate 91%)
- Employee turnover – 14%
- Alaska Native/American Indian workforce – 54%
- Level 3 NCQA Patient Centered Medical Home
- 75% decrease in hospital admissions since 1999
- 71% decrease in hospital days per 1,000 since 1999
- 36% decrease in outpatient visits per 1,000 customer-owners
- 75-90% percentile for HEDIS outcomes and quality
The Drive to Change

- Unfriendly and rude staff
- Guinea pig for new doctors
- Customers waited for everything
  - Long waits for scheduled appointments
  - Four- to six-hour waits common in ER/Urgent Care
  - Long waits on phone, pharmacy, everywhere
- Inconsistent treatment
- Risky place to go
Strategic Challenges

- Lack of trust in the system
- Old facilities, lack of space
- Services not coordinated
- Recruitment and retention
- Little customer input, not used in planning
- Demand for services
Everyone Was Frustrated ...  

- Customers frustrated – waiting, impersonal, paternalistic, crowded, unfriendly
- Clinical staff frustrated – too many people, not enough time, no personal relationships, too many demands
- Management frustrated – lots of unhappy people, hard to motivate staff, poor financial performance, challenging facilities
Our Choice

- Alaska Native people were given this choice and we chose to assume the responsibility for our own health care
  - Change everything
  - Total redesign
  - With our choices, values and ...
Customer Ownership
First, the General Framework

- Vision, Mission, Key Points
- Operational Principles
- Core Concepts
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
Key Points

Shared Responsibility
Commitment to Quality
Family Wellness
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
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
Change Everything

- Transformation
- Not a project
- Too much work
- Not enough time
You Are Never Finished

- Goals continuously change
- Expectations continuously increase
- Change gets tiring
It Is Not Simple

- It is hard work
- Many things in flux
- Feels overwhelming
- Make it your own
- Consultants – consult
Leadership

- Commitment to change
- Set direction – green light, go!
- Listen and respond
- Provide support and structure
- Establish and maintain trust
- Set high expectations
- Are visible and involved
- Communicate
Strategic Planning

- A roadmap for change
- Communicates the destination
- Organizes the changes
Customer-Owner

- Owns the system
- Drives the change
- Gives feedback and input
Data and Measurement

Tells you:

- It matters
- It makes a difference
- You are getting there
Workforce

- Passion for the mission
- Continuous energy
- Change enthusiasts
- Competencies other than licenses and degrees
Why Baldrige?

- Not prescriptive, asks questions
- Shared language
- Baldrige values align with SCF values
- Tool for improvement
The Secret to Innovation

If you ...

- Change everything
- Know you are never finished
- Understand this is hard work
- Are patient because it takes time

And ...
The Secret to Innovation

- The customer owns and drives the system
- Leadership sets a clear path to the destination while providing the support and structure
- Employees have passion for that direction

Innovation happens!
The Nuka System of Care

Southcentral Foundation’s Nuka System of Care is a name given to the whole health care system created, managed and owned by Alaska Native people to achieve physical, mental, emotional, and spiritual wellness.
Thank You!

Qağaasakung
Aleut

Quyanaq
Inupiaq

‘Awa'ahdah
Eyak

Mahsi'
Gwich’in Athabascan

Igamsiqanaghghalek
Siberian Yupik

Háw'aa
Haida

Quyana
Yup’ik

Way Dankoo
Tsimshian

Gunalchéesh
Tlingit

Tsìn'aen
Ahtna Athabascan

Quyanaa
Alutiiq

Chin’an
Dena’ina Athabascan