# Table of Contents

## Administration

- Letter from the President/Chairman
- Finance & Accounting
- Human Resources
- Information Technology

- Legal Department
- Communications

## Tribal Client Services (TCS)

- Letter from Executive Director of Tribal Client Services

### Tribal Development

- Self Governance
- Tribal Government Services
- Public Safety

- Housing
- Transportation
- Planning & Development
- Agriculture- Tribes Extension Program

### Client Development

- Employment & Training
- Education
- Elder Nutrition

- Vocational Rehabilitation /Developmental Disabilities
- Child Protection/Child Welfare
- Assistance to Individual Households
- Youth Services

### Natural Resources

- Wildlife and Parks
- Realty
- Forestry

- Rural Energy
- Cadastral Survey

## Health Services

- Letter from the Health Director

### Chief Andrew Isaac Health Center

- Medical Services
- Nursing Services
- Dental Program
- Eye Clinic
- Pharmacy

- Behavioral Health
- Wellness & Prevention
- Community Health Aide & Community Health Aide Training Center

- Laboratory
- Radiology
- Special Diabetes Program
- WIC Program
- Biomedical Equipment

- Housing First
- Office of Environmental Health

### Health Finance

- Health Information Management Services
- Billing Department
- Alternate Resources

- Coding Audit & Compliance
- Purchased/Referred Care (PRC)
- Patient Registration Services
- Quality Management
Letter from the President

Dear Tribal Members,

People often ask me how I like my job. My reply is simple and always the same; ‘I love it and am honored to be entrusted with this position’. Everyday I look forward to coming to work and meeting challenges head on and, really, why wouldn’t I? I work with exceptional employees that work hard and are devoted to achieving our vision of healthy, strong, unified tribes supported. We have a truly great team working on behalf of our tribes.

TCC management and the Executive Board continue to review and update the 2015-2020 Strategic Plan to ensure that it remains in alignment with the needs and concerns of our tribes. Below are a few highlights of what our departments/divisions have achieved this past year:

- **Accounting** – This year, our financial audit had zero findings out of the 207 awards that TCC operates. This is a significant accomplishment, considering that when Executive Finance Officer Brian Ridley was hired in 2008, the audit had 26 findings. This achievement is a great reflection of Brian’s leadership and the hard work of his staff.
- **Communications** – We have increased Communication with our beneficiaries through a variety of different platforms including radio, social media, our website, our newsletter, and our new e-newsletter. Our aim is to improve dialogue between TCC and beneficiaries throughout the region.
- **Community Health Aide Program** – On February 1st, we opened the doors to the only Community Health Aide Training Center in Interior Alaska. This facility provides the opportunity for us to train our own Health Aides and improve the quality of care in our rural communities.
- **Education** – In 2015, the Elementary and Secondary Education Act of 2016 was reauthorized to include language that would have more tribal influence on school curriculum. For the first time ever, local education agencies must consult with tribes before making any decision that affects opportunities for American Indian/Alaska Native students in programs, services or activities funded by the Every Student Succeeds Act of 2015.
- **Human Resources** – Human Resources has increased job opportunities in our rural communities by working with departments to create more region-wide positions.
- **Hunting and Fishing Task Force** – Through the formation of our Hunting and Fishing Task Force, TCC has created a coordinated approach to protecting our way of life, increased our capacity with tribal members and managed to secure placement on fisheries boards that make important decisions regarding our way of life.
- **Wellness and Prevention** – In 2015, TCC began the implementation of a Wellness and Prevention Department which will coordinate our current prevention efforts and assist our tribes with drug and alcohol prevention and wellness activities.

These are just a few of the examples of how your organization is working for you. You can view our updated 2015-
2020 Strategic Plan which includes a full list of accomplishments from 2015 and the vital few, or must-do’s for 2016. It is these goals and initiatives provided through the guidance of our tribes that ensure we remain focused on what is important, while continuing our day to day operations.

In 2015 we celebrated several important milestones. In July, TCC honored 100 years since the historic meeting between the Tanana Chiefs and Judge James Wickersham. On July 6th, 2015 our tribal leaders once again came together, just as the Chiefs did in 1915, to discuss the priorities of our people including protection of our way of life, lands, education, and native employment opportunities.

In 2015, the tallest mountain in North America was officially recognized by its original name; Denali, or ‘The Great One’. A momentous occasion which we will be observing with a celebratory potlatch during Convention week.

In December, we celebrated a milestone of a different kind when it was announced that Marvin Roberts, Eugene Vent, George Frese and Kevin Pease, also known as the Fairbanks Four, would be officially freed. We welcomed home the four men with a large celebration at the Tribal Hall that included traditional singing, dancing and food. Moving forward, it is important for us to understand not only how something like this can happen, but how it can be prevented in the future.

As we look back at the accomplishments of the past year, it is important that we also keep an eye on our future. There are many challenges ahead that could have a significant impact on our region, and it is our responsibility to plan ahead so that we can minimize any negative impact on our tribes and tribal members. One of the most powerful tools we have is our right to vote, as it gives us a voice in the decisions that are important to our region. Remember, the native vote is powerful. So feel the power and VOTE.

This year’s convention theme “Our Communities, Our Future” represents our focus looking forward; directing our efforts toward improving our rural communities and the lives of those we serve through strategic planning and continued communication with our tribes.

It has been an honor to serve as the Tanana Chiefs Conference President for the past two years. I look forward to all that we will accomplish this coming year.

Ana Basee,
Victor Joseph
TCC President
Chief Floyd L. Green of Rampart is a shining example for both current and future tribal leaders. At the age of 23, Chief Green is the youngest Tribal Administrator and First Chief in his community.

Chief Green began his work at the age of 20 when he was elected as Chief of Rampart and became involved with TCC’s Community Planning and Development Department where he developed a 5-year community plan to revitalize the community of Rampart; a plan which was immediately set in motion by both Chief Green and the Rampart Tribal Council. Since then, we have seen Rampart grow from a community of eight to more than forty residents after the community accomplished something that seems impossible for many; re-opening a rural school.

When Chief Green was first elected, the Rampart School had already closed twelve years prior, but that did not stop him from calling to school district for help and asking for material for the students to use. When that didn’t happen, he didn’t lose hope. Despite the challenges faced, he managed to secure grants that would turn over the school to the Rampart Village Council, who later renovated it completely. Last year, after 15 years of closure the Rampart school officially opened with eleven students in attendance.

Chief Green continues to create opportunities for the residents of Rampart. He supervises the Indian Reservation Roads (IRR), the environmental and recycling program (IGAP), manages the community’s budget, and oversees all of the daily functions of Rampart.

Chief Green is an example for all that with hard work and diligence we can continue to secure and strengthen “Our Communities, Our Future.”

Our Communities  Our Future

Chief Floyd Green and children attending school in Rampart. February 2016
Photos by Stephanie Woodard.
The Finance and Accounting department processes all fiscal transactions that flow through TCC. The department verifies all expenses, ensuring that they follow federal procurement regulations and internal TCC policies, and that they are compliant with granting agencies. TCC’s FY15 revenue totaled $182 million, up $30 million from the previous year. Admin carryover totaled $21.7 million (mainly from a $17 million IHS contract settlement), $8.7 million from Health Services (primarily 3rd party collection), and $2.2 million from BIA compact increases and tribes not spending out funds. In 2015, we completed an External Auditor RFP; the new contract will save TCC $1 million over the next five years. A new companywide grant management tool tracks all TCC grants.

We are looking into a state municipal bond bank refinance that will save TCC $70 million in interest. Workgroups continue to help drive plans for improving our services. Service contract automation, facilitated by the automation workgroup, has been tested; at this writing, training was anticipated to be completed in mid-February. The procurement and storage workgroup has proposed formation of a shipping and receiving department, and is working with Facilities to explore options.

At the end of 2015, TCC employed 856 individuals, a 17% increase over the end of 2014. Slightly over 60% of employees are Alaska Native or American Indian, a figure similar to last year at this time.

In collaboration with IT, we have improved the internal TCC Oracle Learning Management System (LMS). Improvements include delivery of video streaming content, better compatibility with web browsers, and a dramatically improved web interface that’s more intuitive to use. The result has been fewer calls to HR or IT regarding this system. The LMS system is used by all TCC staff in both villages and urban sites. With the improvement of LMS, the experience of online training in villages has been improved to be comparable to the experiences of those receiving TCC training in urban areas. In addition, Oracle iRecruitment is on the cusp of going live.

Our cultural sensitivity training video, produced in collaboration with the Communications Department, has received survey feedback from initial viewers. A final edit is now with executives and should be available for wider use this year.
The goal of the IT department is to efficiently provide the best experience possible for those who interact with computer and network services that support TCC and its tribes. IT capacity in the TCC region continues to expand with terrestrial towers built by DRS Technologies. In 2015 DRS secured land leases for Huslia and Hughes, and talks continue with Verizon and TelAlaska for future broadband and cellular service. DRS is also willing to work with a community or sub-regional entity to create a new ISP specific to the region. IT has applied for a USDA Community Connect grant, which will facilitate deployment of broadband internet to the communities where DRS towers exist. Through involvement with the Native Nations Tribal Broadband Task Force of the FCC, TCC is also pursuing subsidization of broadband and internet via the LifeLine program.

IT utilized data gathered during the CAIHC service infrastructure assessment to focus our work on those systems most critical to health care. These included additional network hardware to improve system resiliency, and system upgrades to support ICD-10 coding within the Electronic Health Record system. We connected the Tok Lower Yukon Clinic South to the TCC network, and upgraded the Chief Peter John Tribal Building network core with more resilient equipment and increased bandwidth. By the end of July 2016, an upgraded Citrix infrastructure will allow more consecutive connections of remotely hosted applications.

IT support has been re-structured with three tiers of service support and five new technician and analyst positions.
TCC’s Legal Department provides legal guidance to TCC departments, and we may also assist tribes on legal matters depending on the resources and impact to the region. The legal department is in charge of coordinating advocacy in-house, with our state and national partners, and with our member tribes. We also guide compliance with laws and contracts.

2015 was an exciting year for the Legal Department with the release of the Fairbanks Four. Other advocacy highlights included collaboration with Denakkanaaga and inter-tribal fish commissions resulting in a labeling requirement for GMO Salmon, the success of the Tununak II coalition, and the TCC vs. DNR order which required the state to meaningfully engage Stevens Village and Rampart. We were also active in the PFD voter registration ballot initiative, ICWA regulations, Yukon River Inter-Tribal Fish Commission, reopening of the Rampart school, and assistance with drafting talking points for President Obama’s visit to the state. TCC’s new Advocacy web page will help to connect TCC employees, members, and the public to resources and current efforts. Internally, our work included assisting Health Services with accreditation and grant renewals, Tribal Services with program development and contract renewals, and HR and TCC management with employment law compliance. We also assisted with CARF and ICD-10 compliance. We are testing a new prioritization system, and we continue to work to minimize the impact of state budget cuts on member villages. All positions in the Legal department are now filled, with two new hires in 2015.

The Communications Department continues to improve communications with beneficiaries through a variety of platforms including our website, radio, social media and our newsletter. A new e-newsletter has been developed, which includes information on what TCC has been working on and developments for the 2015-2020 Strategic Plan. Communications also produced an issue of The Council Newsletter every month in 2015.

The department size increased with the hiring of a video producer and two Communications Coordinators, giving the opportunity for increased communications. Work has begun on an elder documentation project, which will document stories and traditions from each of the six subregions within the TCC region. Additionally, a provider recruitment video series has been developed, interviewing providers about why they choose to work for Tanana Chiefs Conference to assist Human Resources with recruitment efforts. Communications has been involved in grant-writing efforts to provide youth opportunities, as well as support for culture, traditions and languages. We secured a National Park Service Tribal Heritage Grant to interview elders from each of our six subregions to document language, culture and history. Additional grants being applied for in the coming months would secure $2.4 million to support 3 years of culture camps throughout TCC sub-regions, including camp staff and cultural curriculum development.
Beginning this year Tanana Chiefs Conference’s Communications Team began working on a project that will preserve Athabascan culture, traditions and stories through a series of videos and books. There is no better way to document this history than through the voices of our elders.

We will be interviewing elders from each subregion about their lives as a way to document their priceless knowledge of traditional skills, values, language, and collective heritage for future generations.

The first elder interviewed for this series was Poldine Carlo of Nulato. Poldine has an empowering story for future generations. Through her dedication of helping Native people, this Koyukon Athabascan Elder has made a direct impact on our lives statewide. Poldine Carlo has been recognized for her civic, educational, and cultural contribution to society by Alaskan Governors, Senators, educators, and community leaders.

Poldine has a deep wealth of cultural knowledge and has years of stories and traditions to share with our future generations. Poldine is helping us preserve our traditional knowledge and culture for “Our Communities, Our Future”.

POLDINE CARLO

Our Communities
Our Future
#SMALL SCHOOLS MATTER

As many schools across the state face the question of whether or not their doors will be closed, the community of Beaver fights to stay open.

The discussion on whether or not to close Beaver’s school began when enrollment went from ten students to eight, dropping it below the minimum required by the Yukon Flats School District. First Chief, Rhonda Pitka took action with the help of Tanana Chiefs Conference President Victor Joseph and Pat Stanley, Executive Director of the Council of Athabascan Tribal Governments, “I had to lobby my school board” she said, “They had to make some tough choices.”

Chief Pitka, mother to a future kindergartener, says she knows the importance of rural schools in our communities. “A lot of schools will be facing this” Chief Pitka said, “There is still a lot of uncertainty.” She has been advocating for her school and others like it under the “small schools matter” initiative. Chief Pitka travelled to Juneau and engaged lawmakers in discussions about keeping rural schools open. “They are the center to our communities,” she said.

Schools in small communities are vital to residents. Without them, many families are forced to make tough decisions including whether or not to move out of their communities. Chief Pitka says closing a school can break up a family and ultimately destroy a village entirely. Though Beaver’s school was kept open, many of staff lost jobs and leaving the school with only one teacher. Chief Pitka isn’t giving up, “I want my daughter to go to school in our village and to know our traditional way of life.” She is looking out for “Our Communities, Our Future.”

Rhonda Pitka and children attending school in Beaver. February 2016

Photos by Rachel Saylor, Clayton Ellsworth and Doreen Deaton.
TRIBAL CLIENT SERVICES
Letter from Tribal Client Services

Dear Tribal Members,

Welcome to the 2016 report of the Tribal Client Services (TCS) department. A lot has transpired over the past 12 months. Please take a few minutes to breeze through this collection of data sets and program summaries compiled by our dedicated staff.

There are many challenges from budget battles to climate change and the dedicated team in TCS has been keeping tribal priorities at the forefront in all they do. We at TCS are constantly aware that we exist because of you, the federally recognized tribal governments, and two Native Associations within our region, and being in alignment with your vision and directives is our highest goal.

As we engage the vision contained in this years convention theme, “Our Communities, Our Future”, we realize more than ever how essential it is that we keep striving for Healthy, Strong, Unified Tribes.

Ana Basee,

Will Mayo,
Executive Director of Tribal Client Services
TRIBAL DEVELOPMENT

SELF GOVERNANCE

The intent of TCC’s Self Governance program is to assist Tribes in developing the administrative capacity necessary to become effective sovereign governments. Tribes enter into a Memorandum of Agreement (MOA) relationship with TCC that values existing tribal infrastructure and provides quality training and technical assistance where desired. Our goal is to prepare tribes for a successful transition to contracting directly with the Bureau of Indian Affairs (BIA).

Self Governance held subregional meetings in Tanana, Huslia, McGrath, Eagle, Fairbanks and Anchorage. During our 2015 training event for tribal administrators, 14 tribes received financial management training and 26 staff attended. We conducted reviews of MOAs during the fall subregional meetings to help tribes become more familiar with the MOA-EMOA-CFS process if needed. We continue to work one on one with tribes by providing technical support and attending council meetings upon request to educate council members on processes. In addition, we are developing a library of sample policies tribes may have access to upon request.

As of the end of 2015, we have collected all but one of the FY 2016 MOAs from TCC’s member tribes. The data in MOAs tells us how the tribes would like to manage their funds, who their onsite supervisors are, which programs they’d like TCC to administer, and if their Tribal Administrator will be a TCC employee or tribal employee. As our relationships with tribes transform over time, needs shift; last year we processed 196 tribal budget revisions.

TRIBAL GOVERNMENT SERVICES

Tribal Government Services supports healthy, strong, unified tribes by tribal government development through technical assistance, training, and guidance on tribal court development, enrollment, and building government infrastructure.

In 2015, we worked on tribal constitutions and codes with 15 tribes, conferred with 15 tribes regarding election issues, facilitated 200 tribal court hearings, processed approximately 600 enrollment applications, and issued approximately 180 tribal identification cards.

Tribal Government Services designed inventory matrixes for all tribal constitutions, codes, base enrollments and tribally owned fee lands of the 37 federally recognized tribes in the region with a goal to complete data entry by the end of 2016. Tribal court activity is increasing and we hosted a very successful Alaska Tribal Court Conference in August with 200 participants from all over the State. The Tribal Court Judges Benchbook was completed and distributed at the Conference. We have digitized 25% of tribal enrollment records, and hope to continue this rate until completion.

TCC organized a working group composed of staff from non-profit Native organizations such as the Native American Rights Fund and Alaska Legal Services to work through a civil diversion agreement between tribes and the state on misdemeanor crimes. TCC staff completed a rough assessment of tribal fee land owned by 15 tribes in the region, and both provided and participated in six Land into Trust trainings and several more presentations at relevant events throughout the state. We are preparing to assist tribes that wish to apply.
The VPSO program works in conjunction with the Alaska State Troopers to meet the public safety needs in rural communities. Known as “The First Responders in the Last Frontier,” VPSOs respond to emergency calls in law enforcement, fire, emergency medical services, and search and rescue.

In 2015, TCC VPSOs assisted with wildfire evacuations via boat when heavy smoke restricted air traffic. We helped plan a multi-agency search and rescue training with Fairbanks and Ft. Wainwright Fire Departments, Alaska State Troopers, and the Department of Transportation. We have VPSOs receiving high level emergency medical training and working with tribes on establishing local volunteer fire departments in five villages.

Advocacy for more support, better equipment, and increased training and opportunities has proven successful in 2015. VPSOs may now attend the Alaska Law Enforcement Training academy, the same rigorous training that Alaska State Troopers and City Police receive. Involvement in the Interior Chiefs of Police Collaborative has resulted in TCC VPSO use of Ft. Wainwright facilities during our annual training. VPSOs are now issued summer uniforms, and with proper clearance may now access the Alaska State Trooper reporting system to expedite desk work and spend more time on patrol.

However, along with the above gains, budget reductions have reduced rover travel to 1 village visit per month (down from 2 or 3), and eliminated funding for 3 VPSO positions (total officers now number 14). Grant-funded assistance is being pursued for 2016, as well as financial partnerships and leveraging of existing mandates.
TCC’s Housing Program provides weatherization services to the villages in the TCC region. Funding is primarily secured through the State of Alaska and the Bureau of Indian Affairs Housing Improvement Program. We also work with USDA Rural Development to provide services to elders above age 63.

In 2015, Housing weatherized 30 homes: 12 in Tanana and 18 in Fort Yukon. We hired six local employees in Tanana and 10 in Fort Yukon. Summer renovation projects included Nortech, Inc. funded work on the Minto Community Fire Hall, for which there were six local hires. In the fall, we completed BIA-funded construction of a two-bedroom house in Holy Cross. Three local employees were hired.

USDA contracted Housing to renovate elder homes in Northway (2 homes), Tetlin (1 home), Holy Cross (3 homes), and Fort Yukon (1 home). Funding provided $7,500 for each home and enabled hiring of six local employees in total. Repairs and modifications were made to the Huslia Head Start facility; we also worked with Public Safety to rehabilitate one home in Minto for VPSO housing.

Regional-wide tribal assessment surveys were distributed to determine top residential housing priorities in each community. We anticipate having a complete strategy in place before February 2016, to be used by tribes as a tool for planning and seeking funding. We hope to finalize a training opportunity to take place in Fort Yukon, in partnership with University of Alaska Fairbanks Interior Aleutians Campus. Courses would be for UAF credit and provide construction and mechanical training.

In 2015, the Housing Program employed a total of twenty-five (25) local hires in the communities of Fort Yukon, Tanana, Minto, Holy Cross, Tetlin, and Northway.

The TCC Transportation Department works with tribal governments to help develop and implement their long range Transportation Plans, which include tribal goals related to maintenance of existing roads and plans for future transportation projects.

One of Transportation’s major endeavors has been developing a Regional Transportation plan that will consist of goals and objectives for our region. Our manager attended the Regional Planning Summit in July, and followed up via teleconference with Tribal Administrators, Tribal Transportation Directors and contractors to engage their input on the plan.

We contract with multiple funding agencies, which in 2015 included the Bureau of Indian Affairs (BIA), as well as the Federal Highway Administration from whom we receive Tribal Transportation Program (TTP) funding for work with tribes including Grayling Tribal Council, Shageluk IRA Tribal Council, and Takotna Tribal Council. TTP provides transportation funding to tribal governments nationally. The federal highway bill “Moving Ahead for Progress in the 21st Century” (MAP-21), which funded TTP, expired at the end of 2015. In December, the Fixing America’s Surface Transportation Act of 2015 (FAST Act) replaced MAP-21. Funding for TTP will continue through the FAST Act, but there have been no changes to the funding formula.

To increase funding stability, tribal organizations have drafted the Tribal Transportation Unity Act (TTUA), which would increase funding for TTP, Tribal Transit, Tribal Bridges, and Safety Programs, and restore funding for the High Priority Program. A draft letter supporting TTUA was sent out to Tribes to be sent to our Congressman and Senators.
The Planning and Development Program provides technical assistance to Tribal Councils to support sustainable community development for the Interior Alaska Native people.

With support from the Planning and Development program, village-based planners in communities of Ruby, Chalkyitsik, Tetlin, Birch Creek, and Tanana created updated community plans, and Stevens Village is finalizing their plan. To date since this initiative began in 2012, 15 communities have an updated community plan: Chalkyitsik, Circle, Venetie, Northway, Tetlin, McGrath, Nikolai, Koyukuk, Galena, Ruby, Hughes, Nenana, Tanana, Rampart, and Birch Creek. In addition, village-based grant writers in 2015 were able to secure $293,000 in grant funding for various projects including partial funds for a multipurpose facility (Ruby); culture camps (Ruby, Tetlin, Nikolai); and power pole repairs (Rampart).

This year we were able to hire 20 village-based planners and grant writers, and provided training for approximately 30 village-based employees and their supervisors. Planning and Development staff travelled to 18 villages to support local planning, and attended three conferences in Anchorage to help advocate and gather resources on behalf of our tribes.

Our Rural Economic Development Specialist assisted in securing a $60,000 grant from the Economic Development Administration to complete a Comprehensive Economic Development Strategy (CEDS) for the TCC region. Our Planning and Development Manager assisted with the development of standard grant application tracking systems for the villages and TCC, as well as a formal TCC Internal Grants Committee comprising of staff from TCS, Health, IT, and Accounting.

The mission of the Tribes Extension Program is to educate, engage, and support the people and communities within the TCC region and Alaska, connecting them with the University of Alaska Fairbanks (UAF). We provide practical, data-driven information to tribes and tribal members while bringing their insights, interests, and challenges to the UAF. Promoting agricultural efforts in the Interior is a main focus of our work. In 2015, seeds were sent to 26 Tribes for 426 tribal gardeners. Due to travel expenses, we continue to rely on distance delivery for much of our work, but in 2015 we still were able to deliver several courses in Birch Creek, Fort Yukon, Tetlin, and Nenana, in addition to Fairbanks and Palmer. We also offered training in Reno, NV and Minneapolis, MN. This year, the Extension Program compared surveys and online quiz data to determine trends that may indicate long-term, positive impact as a result of the Tribes Extension Program. The number of self-identifying gardeners in the region has increased by 30% in the last five years, and a significant number of respondents credit the Tribes Extension Program with influencing their identity.
EMPLOYMENT & TRAINING

Employment and Training seeks to reduce and prevent employment barriers for our beneficiaries by assisting with tools, transportation, hotel, meals, training, work-related clothing purchases and technical assistance.

Over the course of last year, 1,858 tribal adults were provided Employment and Training program services. A total of 826 tribal members were assisted in their job searches and provided funding for transportation to participate in training. An additional 101 tribal members assisted with lodging, travel and food while attending work-related training; examples of such trainings include Fatherhood/TOYO repair training in Circle, Doyon Roustabout training, and a three day Bio-Mass training in Tanana. Tribal members also received support for driving school and vehicle licensure through North Star Driving School, and multiple accredited institutions and programs.

Occupation-specific work attire was provided to 147 tribal members, including 49 members in need of Arctic-appropriate gear and 92 firefighters entering fire training (funding for training was also provided). We provided interview or other non-specific work clothing for 102 Tribal members; 7 members received tools necessary for their work.

In 2015, subsidized employment opportunities for eligible households doubled in duration, from five months to ten months of full-time employment. The wage for these subsidized employment jobs was raised from $14 to $15 per hour. Our goals for the future include increasing our capacity for this type of support by seeking grants or other avenues for funding job training opportunities for our tribal members.

EDUCATION

TCC remains committed to facilitating educational opportunities to its members, as well as deepening connections between TCC and other educational institutions throughout the region. In 2015, school closures threatened many small schools within our region; funding, technical assistance and advocacy were provided to villages with low student enrollment counts to prevent school closures in Anvik, Beaver and Chalkytsik and to assist local tribal leadership in reopening the school in Rampart.

The 2015 Interior Education Summit was well-attended with 250 Interior educators, administrators and education policy makers present. We were able to support higher education opportunities throughout the year; we funded 31 of 38 applicants for Spring semester 2015 funding, 23 of 35 applicants for Fall semester 2015 funding, and 36 of 41 applicants for Spring semester 2016 funding. Five tribal members completed their degrees and certificates during 2015: one B.S. Physician’s Assistant degree, two B.S. psychology degrees, one A.A.S. Emergency Services degree, and one Certificate for motorcycle repair.

We also supported adult vocational training in 2015. We funded 5 of 12 applicants for Spring semester 2015 funding, 4 of 7 applicants for Fall semester 2015 funding, and 1 of 4 applicants for Spring semester 2016 funding. We’ve also received 30 applicants for GED or other Adult Basic Education support, 12 of whom are actively pursuing their GED.
ELDER NUTRITION

Elder Nutrition continues to be committed to providing village-based meals to elders throughout the TCC region. In 2015, we were able to provide a total of 17,599 meals to elders through five separate Elder Nutrition grants and the additional support of the Community Supplemental Food program. With this support, Elder Nutrition was able to provide 12,583 congregate meals that served 377 elders, as well as an additional 1,254 food boxes (which contained a total of 5,016 individual meals) for 105 elders. Meals provided as part of the Elder Nutrition program reached eighteen of 24 villages in the Yukon Flats, Yukon Tanana, Lower Yukon and Upper Kuskokwim subregions. Four of the five 3-year Elder Nutrition program grants are operating with surplus funding, which has been carried over into FY 2016. These funds will need to be spent by March 31, 2017.

In 2015, Elder Nutrition was able to provide a total of 17,600 meals to elders through five separate Elder Nutrition grants and the additional support of the Community Supplemental Food program.
CLIENT DEVELOPMENT

VOCATIONAL REHABILITATION/DEVELOPMENTAL DISABILITIES

The Vocational Rehabilitation and Developmental Disabilities programs assist individuals with documented physical or mental disabilities. Vocational Rehabilitation aims to prepare these individuals to obtain or retain employment in the competitive workforce, either through self-employment or by performing subsistence activities consistent with their individual strengths, capabilities, priorities, and informed choices. Developmental Disabilities provides case management and advocacy, as well as oversight for other entities such as Family Directed Respite Care Providers.

In 2015, the Vocational Rehabilitation program served 48 clients. All clients received on-going counseling and guidance, clothing for employment or subsistence activities, tools, and job-related equipment; 15 of these clients achieved successful employment outcomes before the end of the year. The Developmental Disabilities program served 31 client-families, four of whom receive services through the Home Community Based Medicaid Waiver program. Ten independent contractors provide respite care throughout the villages and Fairbanks.

Staff from both programs received training via monthly teleconferences with the Statewide Tribal Veterans Representatives and monthly teleconferences with Rehab Services Administration on Federal regulations. Developmental Disabilities program staff participated in monthly Alaska Association on Developmental Disabilities provider teleconferences to increase knowledge of State & Federal regulations.

In March 2016, staff will attend the Annual Key Coalition Key Campaign to advocate for Interior clients with intellectual developmental disabilities. In addition, we are recruiting for participation in the annual three-day “Day Hab” event in June for interior tribal members experiencing developmental disabilities.

CHILD PROTECTION/CHILD WELFARE

The Child Protection Program is committed to a future in which all children who need it can attain protective custody in their own communities, and all communities and families are resilient and thriving, minimizing the need for our services.

In 2015, we continued our commitment to Title IV-E criteria, including coordinated prevention efforts and ongoing Title IV-E-related training. Our new program coordinator is working alongside 14 tribes to develop individual community response plans to respond to and prevent domestic violence and sexual assault. A family service training event – presented in partnership with Athabascan Self-Sufficiency Assistance Partnership Program (ASAP), the State of Alaska, the Office of Children’s Services and the Alaska Center for Resource Families – served 111 participants, including child welfare personnel from local, tribal, and statewide contexts. A second training garnered 80 additional attendees. We also offered IV-E training focused on positioning tribal courts to receive additional funding for foster care. Finally, we offered training to 35 tribal members seeking licensure to provide State or Tribal foster care.

Additional funding provided by the Casey Family Programs foundation helped us increase efforts recruiting and licensing additional Native foster homes; over a hundred new foster parent applications are currently in review. Identified funding will pay monthly compensation equal to state-licensed foster parents to Title IV-E-licensed relatives caring for children in temporary tribal custody. Training in 2016 will continue, with additional focus on tribes that have active Tribal Courts to facilitate learning and practice to meet Title IV-E requirements.

TCC received $50,000 from the Casey Family Programs to fund a Child Welfare Initiative Agreement in 2016.
The Client Development Division also assisted the following number of individual households with the services indicated below:

- 1,056 LIHEAP Energy Assistance
- 1,281 Energy Assistance AKAHAP
- 1,004 Energy Assistance LIHEAP (supplement)
- 24 LIHEAP Weatherization
- 1,161 individuals provided tax preparation services
- 772 federal tax returns (valued at $233,916) were prepared at no cost to tribal members generating a total of $933,429 in tax returns to tribal members in 29 villages.
- 197 Temporary Assistance For Needy Families (60 cases closed because of transition to employment)
- 168 General Assistance (8 cases closed because of transition to employment)
- 157 Child Care Assistance
- 56 Temporary Assistance (Summer/Fall Subsidized Employment)
- 27 Burial Assistance

772 federal tax returns (valued at $233,916) were prepared at no cost to tribal members generating a total of $933,429 in tax returns to tribal members in 29 villages.
Youth Services provides short-term work experiences, GED assistance, career exploration, leadership training, educational incentives, funding for tutoring, career camps and supportive services for youth between 14 and 24 years of age.

In 2015, a total of 599 youth received services through the Youth Employment Services program. Eighty-four youth from 14 villages attended the Winter Work Experience program, and 153 youth from 23 villages and 10 youth from Fairbanks completed the summer youth employment program. We provided funding for 12 youth delegates to attend TCC’s 2015 convention, and six and four youth delegates to the Denakkanaaga Elders & Youth conferences in Anvik and Anchorage respectively. Thirty-eight tribal youth attended the 3rd annual Alaska Youth Academy, a joint partnership between TCC’s Temporary Assistance for Needy Families, Youth Employment, and VPSO programs; the Alaska State Troopers; the U.S. Marshals Office; and the FBI. Eight youth were funded to attend the White House Tribal Youth Gathering in Washington, DC.

Our Youth Employment program manager attended the 2015 Western Regional Workforce Investment and Opportunities Act (WIA) training. We hope to put in place a waiver application process that will allow over-income youth to work as part of the 8 week summer work experience under the new WIA guidelines.

Beginning in March, we will be recruiting youth for local summer jobs, and to attend the 2016 Denakkanaaga Elders & Youth conference. Look for 4th annual Alaska Youth Academy recruitment from April to July.
In 2015, seven youth from Nikolai traveled to Washington D.C. to participate in the first White House Tribal Youth Gathering and talk about the issues facing our tribes.

The youth focused on climate change and what it is doing to villages across the state of Alaska. The Nikolai youth were able to raise the funds to travel to the conference to speak to our nation’s leaders and share their thoughts about climate change and how it is affecting Interior tribes.

The youth surveyed elders and community members and noticed some changes that are already affecting their way of life including: changing river levels, changes in wildlife, and even changes in the number of berries to pick. The attending youth say they want to see action from our country’s leaders and lawmakers before the climate change results in disaster.

These young men and women say they want to continue to raise awareness for subsistence living and find different ways to make this lifestyle easier for their peers and future generations. They realize the importance and want to make an impact on “Our Communities, Our Future.”
The Wildlife and Parks Program oversees fishing, hunting, trapping, and gathering activity within the TCC region. This includes monitoring of fish and wildlife populations, and participation in regulatory activity and work with other managers. We strive to do the following: 1) promote tribal sovereign rights to hunt, fish, trap, and gather; 2) represent TCC; 3) advocate; 4) build capacity for and through cooperative management efforts.

In 2015, we secured long-term funding for our Hunting and Fishing Task Force and summer assessment work. Our director continues with the Alaska Board of Fish, working closely with State and Federal partners. In 2015, we continued to closely track development projects like the Tanana and (proposed) Ambler Roads, monitor and participate in policy changes at state and federal levels, and develop how-to materials to support tribal members who engage with fish and wildlife agencies as they exercise their tribal sovereignty and subsistence rights. We continue to collaborate with regional organizations such as the Yukon River Inter-Tribal Fish Commission, and our staff engage daily with tribal members through email and telephone.

The Partner’s Program within W&P has been funded for the next four years by the Office of Subsistence Management; this allows us to engage in consistent fishery research with an on-staff Partners Fisheries Biologist. Funding has been secured for additional projects, including a partnership with the Migratory Birds Co-Management Council, and a National Science Foundation-funded collaboration with the University of Alaska to assess climate change impacts to Interior Alaska tribes.

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The Realty program oversees 2,700 Native allotments and 500 Native Restricted Town sites in the TCC/Doyon Region. We process client real estate transactions, probate packages, and work to recover Native allotments in adjudication. The Realty Director also serves as the Natural Resource Director and oversees all Natural and Cultural Resources departments.

This year, Realty and Legal hired an outside litigator who succeeded in Federal District Court to protect the legal property rights of the allotment owner in Chicken against a State attempt to claim trails. At this writing, we await results of the State of Alaska’s appeal hearing. In addition, as a result of advocacy in response to villager concerns with the State of Alaska’s Yukon-Tanana, Eastern-Tanana, and BLM land use plans, which encroach on traditional hunting and fishing areas, the state is now required to hold more land management consultations with villagers.

Natural Resources was assigned 21 TCC Resolutions related to energy, Allotment Title Recovery, Water Rights, and many issues with Hunting, Trapping, and Fishing.

Realty and Archaeology acquired over $400,000 to balance the Realty budget. This includes $250,000 in probate monies that we applied for two years ago, $170,000 of which are Environmental Quality funds. Natural Resource programs acquired 5 grants and 3 renewals totaling $2,379,000. Three Realty employees were re-licensed in Appraising and Real Estate; all other staff were re-certified.

Goals for the division include achieving the best customer service possible, obtaining revenue and professional development to improve services, and lowering business operation costs.
The TCC Forestry Program provides forest and wildfire management services and technical assistance to a variety of clients including: Native allottees, Tribal Councils, ANCSA village corporations, and other customers through contracts, grants, cooperative agreements, and compacted trust services.

Forestry conducted three major field projects during the summer of 2015. We conducted a forest inventory of lands managed by Eielson Air Force Base, collected data from former hazardous fuel treatment project sites as part of a fuel treatment effectiveness monitoring study funded by a Joint Fire Science Program grant through the University of Alaska Fairbanks, and installed forest plots in the Fairbanks Management Unit as part of the TCC Region Native Allotment Continuous Forest Inventory (CFI) project to build forest inventory capacity.

In addition, we provided service and evacuation support during the second largest fire season ever recorded in Alaska, engaged in village fuel reduction projects, were approached to assist with revising a Metlakatla Forest Management Plan, and pursued more-stable funding possibilities with Alaska Fire Service (AFS) such as an annual funding agreement or additional fire crew contract. TCC Forestry is also assisting TCC cultural resource staff in designing and implementing a new, focused geodatabase for Native placename data.

TCC Forestry has continued to interact closely with the Intertribal Timber Council on national forest management issues, and has maintained our engagement with relationships with State and interagency groups and committees, including the Alaska Wildland Fire Coordinating Group, the Alaska Forest Stewardship Committee, and the Alaska Board of Forestry.

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The TCC Fire Crew is supported through 2 Cooperative Agreements with the State of Alaska, which remain sustainable if the crew is deployed on wildfire incidents at least 60 days during the fire season.

In 2015, the TCC Fire Crew was deployed on wildfire incidents for 129 days.
NATURAL RESOURCES

RURAL ENERGY

The TCC Rural Energy Program works with communities in the TCC region to reduce the burden of high costs of heat, electricity, and other energy on rural public facilities and rate payers. Our work encompasses renewable energy and efficiency projects, utility management, utilization of existing state programs, grant writing, and capacity building.

This year, we completed the shell of the Fort Yukon Greenhouse, and installed its 3kW solar PV array. We also improved Fort Yukon’s Tribal and Community Halls with LED lighting, and the Tribal Hall with a 18kW solar PV solar array; the latter reduced the summer electric bills from $1500 a month down to $0. Galena received an additional 3kW worth of solar PV, and repairs to an existing system. We also worked with the DOE tribal energy program on a rural utilities study in Venetie, Arctic Village, Fort Yukon and Circle. In addition, we worked with several villages on successful applications to several programs including DOE START, EPA DERA, and PCE. All told, savings from 2014/15-accepted PCE Community Facility applications alone are estimated to remain $182,000 annually.

We assisted 2 communities in re-entering into the PCE program: Stevens Village and Rampart.

We trained 7 tribal members on the PCE program. In collaboration with contractors, we held six subregional energy planning meetings; we also completed an Interior Regional energy plan with funding from the Alaska Energy Authority. We contracted with Intelligent Energy Systems to complete a Community Energy Action Plan (CEAP), and leveraged a $20,000 grant from Alaska Native Tribal Health Consortium (ANTHC).

CADASTRAL SURVEY

The Cadastral Survey Program provides professional land surveying services to both government and private clients. We focus on surveying tribal land boundaries, native allotments, ANCSA 12(a), 12(b) and 14(c) selection surveys, and subdivisions in villages and remote locations throughout Interior Alaska. The program is also involved in assisting cities and village corporations with 14(c) maps of boundaries, as well as village expansion projects, aerial photography and general land use planning.

In 2015, while under contract with the Bureau of Land Management, the Cadastral Survey staff completed fieldwork for Chalkyitsik Native Corporation’s Final Entitlement Survey, as well as Seth-De-Ya-Ah (Minto) Corporation’s 14(c) Survey. We are now in the final stages of drafting field notes and plats to complete portions of these two PL638 contracts acquired for the 2014 field season. Two additional Bureau of Land Management Cadastral Survey contract mods were obtained for the 2015 field season, with Doyon Lands and Native Allotments.

The Cadastral Survey Program currently employs 2 full time professionally licensed surveyors, and has the capacity to field seasonal hires and trainees. Staff attended training for Unmanned Aircraft Systems (UAS) development, and continue to engage in continuing education and networking at the upcoming 2016 Alaska Surveying and Mapping Conference in Anchorage. In 2016 and beyond, Cadastral hopes to secure funding through State of Alaska, BLM 638, and corporate contracts for work on potential projects such as the site control survey for a clinic in Allakaket and potential surveying for the village of Newtok as part of relocation efforts.
Our Communities
Our Future

Holy Cross Youth mix Tradition with Education

In Holy Cross, education and tradition are one in the same. 37 students from the Holy Cross school get the unique experience of learning traditional subsistence hunting, fishing and trapping along with their regular school work. Holy Cross Principal, Jeff Bader understands the value of subsistence living, "Instead of going out to buy these things from a store, you can catch it; and even make something and sell it yourself."

Since 2001, Bader has been taking the youth, grades 6 through 12, on different outings in order to help teach them how to keep their traditional lifestyle thriving. “They’d talk about how a long time ago they had a fish camp” said Bader, “So we went ahead and built one.” Bader spends many of his days with the kids outdoors teaching them to trap, fish, tan hides, and even hunt moose at Culture Camp.

Bader says he believes it is important to get outdoors and be active and one of the highlights of the year is Culture Camp. “They love to camp, it's something to keep them going” he said. Bader also makes sure the students learn from their elders, “They tell the stories of how it used to be,” he said, “It’s important for them to know that.” Many of the kids can take apart a snow machine should it break down and by 6th grade they are hunting for moose and cutting them up to give to their elders. By teaching youth about traditional values and subsistence living, the community of Holy Cross is helping preserve “Our Communities, Our Future.”
CHAP TRAINING CENTER

On February 1st, TCC opened the doors to the only Community Health Aide Training Center in Interior Alaska. The training center was identified as a priority for our tribes in TCC’s 2015-2020 Strategic Plan and funding was approved by TCC’s Executive Board of Directors. The center provides interior Health Aide training at an accelerated rate and hands-on experience at the Chief Andrew Isaac Health Center.

The Community Health Aide Program is vital to our rural communities who face many challenges when in need of medical care. Health Aides are tasked with anything from emergency care to every day administrative work to keep their offices running. They remain the primary access to health care in rural Alaska including 24/7 emergency medical response. In 2015 CHA/Ps provided 5,400 direct patient care visits, that number was increased by nearly 200 more than previous years; a number that continues to grow. TCC’s goal is to have these aids train at the new facility as well as utilize the Chief Andrew Isaac Health Center for hands-on training with quality providers. Previously Health Aides who were accepted into the program had to travel to Anchorage, Nome, and Bethel to complete their training. Our new center has provided them a place within our region to work with our providers to become certified in their field.

TCC is committed to educating our Health Aides so tribal members can have quality health care in their home villages and continue on together strengthening “Our Communities, Our Future.”

Our Communities Our Future

CHAP Training Center. February 2016
Photos by Sheila Vent.
Dear Tribes and Tribal Members,

It has been a pleasure to continue to work towards meeting our strategic goals for 2015 to enhance the services to and in our communities.

All Behavioral Health programs, both urban and rural services, went through an accreditation review in June 2015. We received accreditation for 3 years through CARF, the Commission on Accreditation of Rehabilitation Facilities. Behavioral Health services have also expanded to include more services for children. Old Minto Family Recovery Camp switched to ‘open enrollment’ which means clients can start treatment every week, instead of every 35 days.

We successfully transitioned to ICD-10, the newest version of the international coding of disease guidelines on October 1st, 2015. This required extensive training for staff, as well as significant changes to our electronic systems as well as those of all insurance companies.

Village Based Clinic Lease funds, that pay the Tribe or city for the utilities & maintenance cost of the village clinics will see an increase in FY16 for the first time in decades, thanks to continued advocacy in collaboration with the Alaska Native Health Board.

The Bertha Moses Patient Hostel was fully renovated and upgraded. The new CHAP training center is ready with the first training session starting in February 2016. We have assisted Tanacross in the completion of their new clinic and assisted Allakaket in securing funding for their new clinic, with construction starting spring 2016.

A new Wellness and Prevention division was started, to align all wellness and prevention programs and
initiatives to support healthy communities. New federal grant funding for meth and suicide prevention initiatives was secured for the next 5 years.

We expanded services in the Upper Tanana in August 2015 when we became the sole provider in Tok, providing 24/7 care. We have increased village based positions for coding and billing with positions filled in Tok, Galena and Koyukuk. Additional positions can be located anywhere in the region when positions become vacant. Three new rural dental health aide therapists (DHAT’s) from our region are currently in training.

Our communities are our future and we are continuing our support and efforts to increase services, programs and jobs in our villages, as outlined in the strategic plan 2015-2020. Health Services’ focus for 2016 will be on further expanding eldercare services; re-accreditation of medical services including several village clinics; assisting our communities with upgrades and maintenance of village based clinics; expanding wellness & prevention efforts and further increasing behavioral health services.

Thank you for allowing me to continue to work with you on strengthening the health and wellbeing of our communities.

Ana Basee,

Jacoline Bergstrom
Executive Director of Health Services
Chief Andrew Isaac Health Center (CAIHC) provides comprehensive outpatient services to Indian Health Service beneficiaries in the Interior of Alaska. Our services include family medicine, internal medicine, orthopedics, pediatrics, obstetrics, gynecology, WIC, women’s health, laboratory, radiology, dental, optometry, and pharmacy.

CAIHC continues to work toward improving the patient experience and health outcomes, reducing cost/increasing revenue, and creating a well workforce. In 2015, we made strides toward integrating services to expand on the patient-centered medical home model, and developing more comprehensive interdisciplinary care teams in urgent care services (with other services to follow). A chemotherapy MOU was signed by both TCC and ANMC, training sessions are underway for the Centering Pregnancy program, we are actively planning comprehensive elder care services, and the space utilization assessment and subsequent moves are complete. In 2016, we will be able to perform certain common testing services in lieu of outsourcing lab services.

In collaboration with our new permanent medical director, we continue towards improved collaboration between case management and care coordination in order to reduce duplication and gaps in care. We have developed competency assessments for clinical support staff; have worked with HR to enhance the recruitment process; and now offer integrative medicine, osteopathic manipulation, acupuncture, and massage.

Training included 22 BLS courses (64 participants), 14 Heartsaver CPR/AED/First Aid courses (47 participants, including 100% of our Willow House, Housing First, and Patient Hostel employees), Telephone Etiquette (65 participants), Workplace Professionalism (30 participants), and QPR (Question, Persuade, Refer) Suicide Prevention training (105 participants).

**HEALTH SERVICES**

Chief Andrew Isaac Health Center (CAIHC) provides comprehensive outpatient preventative, acute, and chronic medical care. In 2015, we progressed toward our goal of increasing the number of telemedicine encounters. We developed a comprehensive framework for integrated, patient-centered care, facilitate provider training for ICD-10, and supported the Upper Tanana Health Center with provider coverage. Also last year, the Housing First Clinic was established, we developed a plan for an integrated pharmacy, implemented a chronic non-cancer pain management policy, and developed physician assistant collaborative plans. An estimated 90% of wound care is now being provided by CAIHC staff.

Utilization review nurses are working closely with CAIHC case managers to proactively manage Purchased/Referred Care expenditures. In addition, we hope to provide periodic coding trainings to providers. Our pediatricians have begun managing newborns and pediatric patients who are admitted to Fairbanks Memorial Hospital. Centering Pediatrics, a group model for newborn and infant care (and follow-up group to Centering Pregnancy) will start in January 2016. Integrative Medicine has begun, with plans to add Acupuncture, Massage Therapy, and Chiropractic Care (in addition on-going osteopathic manipulation).

**MEDICAL SERVICES**

Based at Chief Andrew Isaac Health Center (CAIHC), the medical services department provides multi-specialty comprehensive outpatient preventative, acute, and chronic medical care. In 2015, we progressed toward our goal of increasing the number of telemedicine encounters. We developed a comprehensive framework for integrated, patient-centered care, facilitate provider training for ICD-10, and supported the Upper Tanana Health Center with provider coverage. Also last year, the Housing First Clinic was established, we developed a plan for an integrated pharmacy, implemented a chronic non-cancer pain management policy, and developed physician assistant collaborative plans. An estimated 90% of wound care is now being provided by CAIHC staff.

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The nursing department at CAIHC strives to provide quality care to our patients by employing the highest level of credentialed employees that are dedicated to our patient’s needs and cultures.

In 2015, we continued planning on Urgent Care integration with Family Medicine. We finalized a Chemotherapy IV Infusion Plan and finished all training for nursing staff and providers, and began care for our first patient in February 2015. All three RN’s working on the IV Infusion team are Chemo Certified. Five staff members, from both Family Practice and Specialty clinic, have been trained in centering pregnancy. At the end of 2015, 6 centering groups had been formed, with the first group finishing in early November.

Other actions in 2015 include finalizing a plan for an on-call doctor to serve Housing First residents from 8 to 9 am each morning, offering a full time wound care clinic. We are focusing on wellness internally too; staff teams decide a health goal to focus on each month, such as avoiding sugary foods and exercising daily. Family Practice is increasing our VTC appointments with a goal of 30 per month; we are exploring expanding our VTC to the Tok region and for centering courses to help us meet this goal.

New hires include an urgent care RN, a team RN, a case manager, and two unit clerks. Training for new and existing staff has included a 30-hour wound care course, case management and IV certification programs, and medical assistance programs.

DENTAL PROGRAM
TCC Dental is the oral health service provider of choice for Native beneficiaries throughout the Interior of Alaska.

Last year’s travel season finished with a total of 105 weeks of village travel. Additionally, we have added an additional half FTE Dentist, and the creation of a new position, Dental Prior Authorization Specialist. This new position will help us reach our strategic goal of enacting prior authorization when possible to eliminate the need for patient pre-payment for elective dental services. Significantly, three Dental Health Aide Therapist (DHAT) candidates were selected and began their three year training in July. We anticipate placing them in our sub-regional clinics in Galena and Tok. These staffing additions should help us towards improving access to care and increasing third party collections.

We performed 16,641 patient visits in 2015. This represents the largest number of patient visits since we made the transition to electronic records three years ago. Access to the electronic dental record is now functioning in Galena and Tok, staff are now able to view dental imagery from most clinics, staff turnover has dropped to 10%, we continue to strengthen our collaboration with the UAF dental assistant training program, and we met all of our Indian Health Service GPRA quality goals for 2015. We completed FY15 approximately 5% over budget, but this was anticipated due to the addition of staffing after the fiscal year began.

Our Dental Program performed 16,641 patient visits in 2015.
HEALTH SERVICES

CHIEF ANDREW ISAAC HEALTH CENTER

EYE CLINIC

TCC Eye Clinic provides optometric care for the TCC region, Council of Athabascan Tribal Governments (CATG) region, and the villages of Anaktuvuk Pass and Tanana. Last year, care was provided to 5,600 patients with 6,413 patient encounters. This includes 579 patients seen on field visits to Eagle, Anaktuvuk Pass, Kaltag, Galena, Chalkyitsik, Allakaket, Tanana, Koyukuk, Ruby, Nulato, Huslia, Venetie, Tok, Ft. Yukon (twice), Arctic Village, Stevens Village, and Beaver. We completed preparations for billing third party payers for eyeglasses and contact lenses, and implementation started in 2016. Since a third optometrist was hired in February 2015, bringing our optometric provider total from 2 to 3, patient encounters have increased 22% compared to the previous year. In addition, direct payments received for eyeglass and contact lenses are up 41%. Support staffing remains unchanged, with 4 employees.

Additional support staff is our main concern moving into 2016. This is due to an increase in patient numbers as well as the creation of additional workload for optical dispensing record keeping and insurance verification for third party billing. An expansion request will be submitted. We will also focus revising itinerant care in the Upper Tanana subregion to add visits to Tanacross, Tetlin, and Northway, given adequate village infrastructure (such as clinic facility and health aide support). Finally, we hope to provide services to non-beneficiary TCC employees and dependents with TCC health insurance, contingent on a change in TCC policy and sufficient Eye clinic staffing for the additional workload expected.

PHARMACY

CAIHC Pharmacy provides pharmaceutical services in a safe, cost effective, timely, and friendly manner for all patients receiving prescriptions through TCC Health Services Department. To meet this goal, pharmacy staff members partner with patients, families, communities, and other health care providers to improve the overall health and well-being of individuals receiving pharmaceutical services through CAIHC Pharmacy.

Last year saw the continuation of three successful chemotherapy pilot program patient infusions at CAIHC. We installed a PickPoint Telepharmacy Machine in Koyukuk, and in Venetie we re-located a PickPoint Telepharmacy Machine and further assisted with the clinic move. We successfully re-started the pharmacist integration project.

At this writing, Pharmacy has nearly completed the hiring process for two vacant existing pharmacy technician positions, and added a new pharmacy technician position due to the increasing prescription volumes and high number of phone calls that we have been receiving. Pharmacy staff attended the Alaska Pharmacists Association continuing education Convention in Anchorage. We also trained six new nursing staff members on Pyxis system, provided pharmacy-specific Electronic Health Record (EHR) training and orientation to new medical providers, and led or participated in meetings or trainings on topics such as provider pharmacy onboarding; prior authorizations; mock rapid response; Elder Clinic; and Safety and Infection Control.

Altogether, Pharmacy brought in $3,584,456 in FY15. Total prescription volume for FY15 was 173,580. Our averages for the year were 710 prescriptions filled daily in the first financial quarter, 729 in 2nd quarter, 685 in 3rd quarter, and 693 in 4th quarter.
Chief Andrew Isaac Health Center (CAIHC) Laboratory provides diagnostic testing services for the TCC region. All laboratory testing comes to the CAIHC Lab, and any testing not able to be performed is referred to Quest Diagnostics. CAIHC Laboratory also provides training, material support for laboratory testing supplies, technical support to meet compliance, and other related services for the village clinics in the TCC region.

In 2015, Laboratory Services accomplished several important equipment improvements. We purchased and installed the server software for an upgrade to the Clinitek Status urinalysis analyzer, and after connectivity testing we anticipate training staff and installing the upgrade at subregional facilities. We also purchased a BD Affirm to replace the Vaginal Prep microscopic procedure, and have put into service an Illumigene by Meridian BioScience for rapid strep screening. These upgrades, in addition to adding two Medical Assistant positions and filling an open phlebotomist position, have increased our capacity to reduce outsourcing of diagnostics to Quest, as well as increase point-of-care (POC) testing. Our POC lead has also provided village and subregion training to assist with compliance.

Other efficiencies included contracting with Millennium Health for urine drug screen testing; at this time, most tests are being sent to Millennium, with only two IT-related tasks remaining to complete this transition. Inspection of the CAIHC Laboratory by the accreditation agency, COLA, occurred in June 2015, and we have received accreditation for another two years.

LABORATORY SERVICES

In 2015, we performed 9,409 phlebotomies, 15,769 chemistry accessions, 8,872 hematology accessions, and 4,422 urinalysis accessions.
Radiology Services provides medical diagnostic imaging including digital plain imaging, mammography with tomosynthesis, ultrasonography, bone densitometry, and retinal optical scanning. Radiology completed 9% more procedures in 2015 than in 2014. For the first time, all medical x-ray imaging equipment is standardized across all villages. Additionally, CAIHC Radiology has achieved remote access to imaging services and can provide technologist oversight in real-time, correcting imaging errors prior to sending results to radiologists. Radiology continues to offer mammography screening, with TCC now funding travel for mammogram screenings as needed.

In 2015, Radiology Diagnostic Imaging performed 3,908 plain radiology studies, 938 mammograms, 1,687 ultrasounds, 17 JVNs (a teleophthalmology procedure), and 84 Dexascans; 95% of all x-ray reports are now completed same day. Radiology has generated a significantly higher amount of revenue in FY2015 than FY2014: this year brought a $300,000 boost in cash collection.

Looking forward, we are exploring the possibility of expanding to offer echocardiology. Additional work would entail negotiating with a cardiologist to interpret echo ultrasounds, but the present ultrasound system has this capability and will be at no additional equipment cost to TCC. Also in discussion is implementation of CT lung cancer screening for heavy smokers, a process that is newly approved but would create extensive administrative burdens if implemented with no staffing or workflow changes. TCC has more than 600 documented smokers who may be eligible and meet the criteria. Finally, the Annual Mammography FDA compliance inspection is in April.

**Radiology goal is to continuously strive to meet TCC goals of revenue generation and providing quality services. 95% of all x-ray reports are now completed same day.**

**SPECIAL DIABETES PROGRAM**

The Diabetes Program provides quality, holistic, permission-based diabetes education and prevention to beneficiaries across the TCC region including care coordination and ongoing support as needed in a culturally-appropriate, community-driven manner.

The Diabetes Program oversees the Hozelleeh Denh Fitness Center which provides a free place to exercise for beneficiaries and TCC employees in Fairbanks. We also received a Wellness Strategies for Health (WSH) grant through ANTHC and the CDC to develop a program focused on addressing risk factors associated with chronic diseases such as heart disease and diabetes. We have hosted three stakeholder meetings, completed 393 community health surveys, and approximately 25 key informant interviews.

The Diabetes Program continues to provide diabetes education through one-on-one education, group classes, and community outreach events such as the Nenana and Tanana Health Fairs. In June, program staff met with Billing and Coding to update and maximize billing opportunities including the use of VTC for nutrition and diabetes education. We have been creating an improved tracking system for physical activity consults and chart reviews. The Diabetes Program promotes healthy eating by offering recipes and samples once a month at CAIHC. The Fitness Center remains an option for beneficiaries and TCC employees in the Fairbanks area to have access to a free exercise facility.

Our goals include improving our use of IT for delivery of services, increasing patient and employee use of the fitness center, and – of course – reducing the impact of diabetes on the TCC region.
WIC PROGRAM

The TCC WIC program provides nutrition assessment, nutrition education counseling, community referrals, and nutritious foods for pregnant women, breastfeeding women, post-partum women, infants, and children up to their 5th birthday. The WIC program staff work cooperatively with the team members of the CAIHC Specialty Clinic, serving families from the Fairbanks North Star Borough and 48 Interior villages.

Last year, we were able to visit and provide direct support in Nenana, McGrath, Tok, Tetlin, Northway, Dot Lake, and Delta Junction, as well as attend health fairs in Tok, Northway, Dot Lake and Tetlin. We were awarded a subcontract by the Resource Center for Parents and Children (RCPC) for North Star Borough WIC services at CAIHC’s Specialty Clinic. Staff members participated in UAA Registered Dietitian Internship program training experience in WIC and Diabetes program at CAIHC.

We completed TCC’s annual WIC participant survey (results available on request), reinitiated the TCC WIC quarterly newsletter, and updated the WIC acceptance pamphlet to include the new WIC policy. We decreased mailed-in application processing time from 10 days to less than 2 business days. Finally and excitingly, we’ve implemented a Farmers Market program for WIC participants.

In the coming year, we seek to develop and distribute pamphlets on Fluoride, Vitamin D, and Iron; develop Web-based access to resources and application submittal; and increase WIC caseload in villages and Fairbanks North Star Borough. One challenge we will face in the coming year are decreasing direct funds, which will translate to a 51% increase in WIC’s cost.

BIOMEDICAL EQUIPMENT

The Biomedical Equipment department supports the maintenance and repair of an estimated $7 million worth of medical equipment. We provide operator training and assist in the selection of new equipment purchases. Our work encompasses repairs, maintenance, safety inspections, and operator training. We keep common repair parts in stock, and can retrieve operator and repair manuals quickly and accurately. We keep track of recalls and software upgrades, and record all maintenance visits, dates of warranty expirations, and supply costs.

The hiring of the third biomedical equipment technician is allowing the travel schedule to Village Clinics to stay current. Our technicians travelled to the following locations during the following months: July: Tetlin, Northway, Tok; August: Nenana, Tok, Ruby; September: Huslia, Minto, Manley Hot Springs, Dot Lake, Tanacross, Eagle, Tok. We continue to finalize our inventory of all medical equipment with purchase prices. Currently, of 2,836 medical devices recorded, 82% of them are priced. The total for all items that are priced is $7,535,956.63.

We will keep current with all travel now that we have three technicians; we will be able to reduce wait time between repair request and completion of repair, and thus help to keep clinics running as smoothly as possible.
HEALTH SERVICES

BEHAVIORAL HEALTH

The division of Behavioral Health primarily provides mental health and substance use services through a wide methodology including prevention, outreach, residential care and outpatient services. For the first half of last year, Behavioral Health worked with Quality Management preparing for CARF accreditation. In July 2015, after a rigorous peer review process, CARF International announced that Tanana Chiefs Conference Behavioral Health has been accredited for a period of three years for all of its Behavioral Health Services. This CARF accreditation, TCC’s first, represents the highest level of accreditation for organizations.

We moved to open enrollment at Old Minto Family Recovery Center (OMFRC) this past spring, we now take clients weekly according to space rather than a 35-day cohort model. Throughout the year, we have worked on enhancing the curriculum at OMFRC and fine-tuning compatibility with an open enrollment model.

Other improvements in 2015, included tidying the Behavioral Health Electronic Record (BHER) to ensure all charts are up to date. We reduced the number of clients on the Comprehensive Assessment waitlist by 50%. Beginning October 1, Behavioral Health moved to using DSM 5, the new diagnostic manual for mental health. A new diagnosis page was built in BHER and we trained all out providers on its use. We also coded new DSM 5-compliant diagnoses for all active patients.

At the end of October, we trained rural Behavioral Health staff in the Matrix model for providing substance use outpatient services, and we have been offering communities in-person support for alcohol support groups.

In 2015, the Division of Wellness and Prevention provided 19 community-based and community-targeted trainings, with a total of 248 participants; division staff attended eight workshops.

WELLNESS & PREVENTION

The Division of Wellness and Prevention is a new TCC division. The division is made up of wellness and prevention grants and initiatives that were formally housed under TCC Behavioral Health and the TCC Community Health Outreach Programs (CHOP). In the coming months, we will be developing a mission statement for the division. The TCC Division of Wellness and Prevention offers programs focusing on enhancing wellness and preventing a variety of behavioral and social issues.

The Health and Safety Coordinator position, formerly organized under CHOP, has been vacant since May 2015 and remained so during our transition to Wellness and Prevention. Recruitment for this position will begin by the end of January 2016. This position previously focused on implementation of the Native It’s Your Game Curriculum. The coordinator traveled to Allakaket, Kaltag and Northway to implement the curriculum. Funding is secured for FY2016 expansion to Tetlin, and other villages pending additional funding.

We were awarded 3 large federal Substance Abuse and Mental Health Services Administration (SAMHSA) grants: a Garrett Lee Smith Grant to reduce youth suicide rates, a Circles of Care Grant for developing understanding of existing village-based support for youth wellness and expanding local capacity, and a Native Connections grant focused on education and awareness of historical trauma and other factors that contribute to suicide risk. We also received Senior In-Home and National Family Caregiver state grants. Work continues on these through our transition, as well as other programs such as the Home Care program for elders.
Community Health Aides provide primary, preventive and emergency services in village clinics and are on-call 24/7 for emergency response. The Community Health Aide Program (CHAP) training center provides basic health aide training for levels I, II, III, and IV. The community health center funding supplements I.H.S. funding and ensures primary care services to all rural residents regardless of ability to pay.

In our work towards securing rural clinic accreditation from the industry-standard Accreditation Association for Ambulatory Health Care (AAAHC), we have been addressing facility concerns about meeting facility standards, as well as drafting policy and procedure to define processes in writing. This year we were also involved in hiring and logistics for the clinic in Tok. Construction renovation is completed for the Health Aide Training Center, hiring and equipment set-up is underway, and we anticipate being ready to accept the first students in February 2016.

This year, we also sought to stabilize staffing and quality of care by redefining work processes for the Upper Tanana subregion, as well as undergoing significant recruitment efforts. In addition, we have sought to support Community Health Aides/Practitioners (CHA/Ps) by providing timely training and circulating itinerant help to provide breaks and prevent burnout. In 2015, Community Health Aides provided for over 5,400 patient care visits, and clinicians provided for over 4,027 encounters.

COMMUNITY HEALTH AIDE & COMMUNITY HEALTH AIDE TRAINING CENTER

TCC’s next goals include ensuring region-wide ability to utilize telehealth as a reliable and consistent means of providing access to services in village clinics.
Housing First is a 47-unit supportive housing program for the chronic inebriate homeless. Housing First is grounded in research that demonstrates individuals are more able to focus on addressing their substance abuse and mental health issues when they have stable, safe housing. Our data indicates a correlation between tenant placement in Housing First and a decrease in those tenants' use of crisis emergency services.

In 2015, we filled numerous vacancies and are running at full capacity with 47 tenants, 37 of whom are Alaska Native or American Indian. Six tenants continue to maintain sobriety. Two tenants completed a culinary arts training program, done in partnership with Stone Soup, the local soup kitchen.

Finances have stabilized with improved Medicaid billing, renewed grants including the Alaska Housing Finance Corporation (AHFC) Special Housing grant, Continuum of Care grant and an increased number of housing vouchers (current total is 37). Our goals moving forward include completing assessments and treatment plans in a timely manner in order to bill Medicaid promptly.

Currently, we are advertising for two part-time and three on-call Residential Support Technicians. This will provide for adequate staffing and improve the quality of support we are able to provide residents. We hope to provide more onsite groups for tenants on topics such as healthy relationships, and personal money management.

The Office of Environmental Health (OEH) is a comprehensive program that monitors and responds to environmental health issues in the villages and at TCC’s Fairbanks-based facilities. Our overall goal is protecting public health. OEH staff travel extensively and provide both routine and project-related environmental health services. Our customers include Tribal Councils, village sanitation utility owners and operators, and TCC partner programs. OEH also manages a robust Training Program.

Last year, we conducted planning, preparation, and organizing work for TCC’s response to 2015’s summer wildfires. We responded to water a plant fire in Atalna and installed a temporary drinking water point. We provided bed bug recognition and prevention training to staff at TCC residential facilities, and completed all village clinic surveys that were needed for CARF accreditation. We developed and conducted the first ever Small Community Emergency Response Planning (SCERP) workshop for TCC Tribes. Finally, we participated as Steering Committee Member to advise the Alaska Department of Environmental Conservation on their village water and sanitation research and development project known as “The Alaska Water and Sewer Challenge.”

As funding for water and sewer infrastructure decreases, OEH is working to ensure that existing village systems provide safe water and sanitation as long as possible through onsite training, development of preventative maintenance plans, and responding to system emergencies. To support this and other initiatives effectively, we conducted 8 trainings, reaching a total of 121 participants.
Gabe Ridley

One teenager from Eagle is doing big things by representing our youth, and it all started with providing preventative education in Fairbanks.

Gabriel Ridley was chosen to fly to Washington, D.C. this summer in order to attend “Generation Indigenous,” a large conference where thousands of native youth were able to speak about important topics facing not only our people, but the entire world. Gabriel was chosen after he and a group of teens worked on educating younger children about the dangers of tobacco use. The group, Teens Against Tobacco Use “TATU”, traveled during the school year to give educational presentations to 5th graders.

The convention was packed as teens from across the country listened to our nation’s leaders including President Obama and Michelle Obama themselves. Gabriel said at one point Michelle Obama kicked the barriers down and began hugging the teens in attendance. Gabriel has big plans for his future and encourages other teens to do the same, “Find something you can get behind” he said. Gabriel is helping to educate our youth because he is part of “Our Communities, Our Future.”
The Health Information Management Services (HIMS) department provides high-quality medical records management and coding services, including scanning, coding, auditing, and training for providers and clinical support staff. The highlight of 2015 for our department was the implementation of ICD-10. After a years-long coordination of efforts between several departments at TCC, we were able to bring about a successful transition from the old ICD-9 coding system to the new ICD-10 system. Part of this achievement was the reduction of the coding queue to just over 4,000 as of early October. Another highlight was the transition of the former Tok Clinic, LLC to the Upper Tanana Health Center South TCC location. Also early in the fiscal year, we completed the relocation of HIMS and Coding to a single departmental location in the Chief Peter John Tribal Building.

The coding auditor and trainer provided coding staff with extensive ICD-10 training. In addition, two coding staff members attended ICD-10 “boot camp” training in Anchorage. The HIMS Director is currently creating and reviewing a staff education plan.

HIMS department goals for this period include efficient and accurate coding of patient visits resulting in clean claims, expansion of the coding-from-home pilot initiative, expansion of the rural coding program, effective management of partnerships (including HRG or another outside coding partner), education for beginning coders to allow them the opportunity to become certified, improved communication and teamwork within the department, and to provide superior customer service based on the AIDET philosophy.

The TCC Billing department is responsible for meeting or exceeding cash collection goals set by TCC’s Health Administration and Executive Board. Claims are submitted to and paid by 3rd party insurance for services performed at CAIHC, rural villages, and other facilities. Billing reviews each claim to ensure accuracy and compliance with CMS billing guidelines.

At the end of FY2015, cash collections exceeded our goal by $3.8 million. This is due in part to the headway made on implementing the Billing Department Revenue Cycle Remodel, a multi-year project designed to improve efficiency, reduce outsourcing, provide rural employment, ensure continuity of work flow during staff absences, and promote a more positive employee experience. We implemented several processes and tools that assisted in streamlining billing. Emedeon Claim Master has been implemented; this system improves many aspects of the claims process, including halting claims with coding or billing errors before they are sent to insurance companies and identifying denial trends. The transition of billers to an Alpha Split work flow has enabled all billers to handle more types of billing.

We transitioned to ICD-10 coding and billing standards, and hired two new Tok-based staff (as well as four additional non-rural staff). We are embracing the “grow our own” philosophy by hiring staff who may lack medical billing experience but who are interested in training for long-term employment. We offered educational opportunities for staff via online courses, teleconference, and travel to conferences or trainings. We hope to focus now on reducing outsourcing by hiring additional staff.

In FY 2014-2015, cash collections were $26,383,672. This exceeded our goal by $3.8 million.
ALTERNATE RESOURCES

Alternate Resources assists patients with their eligibility in programs such as Medicaid, Medicare, Tribally-Sponsored Health Insurance Program (T-SHIP), and private insurances. Alternate Resources can assist in the entire health insurance program process, from enrollment to renewal.

Beginning in January 2015, we provided face-to-face services in 18 villages, through which we completed 105 Medicaid applications, 38 renewals, 11 Food Stamp applications, 6 Senior Benefit applications, 2 T-SHIPs and 2 VA applications. Registration staff collected 8,548 Alternate Resource screening forms, which were analyzed by our staff. From these we were able to mail 1,489 Medicaid information letters for possible enrollment; we also mailed 612 completed Medicaid applications to the State Office. Sixty-six existing patients have been identified as veterans and enrolled into VA Health Care Benefits. Ninety-nine newborns were enrolled in Medicaid.

Alternate Resources has submitted 1,419 visits/$808,879.00 worth of back billing. We mailed 1,003 T-SHIP information letters; 47 individuals expressed interest and were referred to ANTHC for the enrollment process. Medicaid’s expansion on September 1st resulted in 168 additional applications.

Our staff attended several trainings in 2015, including VA training, annual Business Office Training, CMS Annual Training, and Medicaid Expansion Training. CAIHC/Alternate Resources is going to initiate a provider incentive for referring patients to Alternate Resources after their appointments. We will run the event from November through December.

CODING AUDIT & COMPLIANCE

The Coding Audit and Compliance department provides training on coding to data entry staff, clinical staff, and certified coders; audits coding staff to ensure accuracy; reviews provider documentation to support Medical Necessity and to provide feedback for improvement; and reviews, researches and assists documentation, templates, and codes for new health services and procedures.

In 2015, TCC successfully transitioned into the 10th revision of the International Statistical Classification of Diseases and Related Health Problems, (ICD-10). Weekly training was provided on coding guidelines and on daily coding process and challenges. On-site and Home Coders participated in these trainings. All Certified Coders (CPC) passed the ICD-10 Proficiency Test with flying colors. Our revamp of the training module has been a success, and has allowed us to maximize the duties of our data entry staff and perform more coding in-house (rather than providers or non-ICD-10-certified personnel).

Coding accuracy went up, from the low 40%’s to 90%.

Our goal moving forward into 2016 is to increase coding accuracy to at least 96%. We also aim to continue growing our own data entry staff into Certified Coding Professionals; towards this goal, four data entry staff will be participating in a 5-day Coding Boot Camp and CPC Exam in March to become certified coders. Finally, we wish to develop a Program Clinical Documentation Improvement (CDI) program.
PURCHASED/REFERRED CARE (PRC)

Purchased/Referred Care (PRC) is a referral care system funded yearly through congressional appropriations. Our program pays for authorized services outside of Chief Andrew Isaac Health Center and the Alaska Native Health Services pending eligibility: patient meets Indian Health Service (IHS) eligibility, resides within the TCC Region, has been screened for and applied to Alternate Resources, and services cannot be provided within the tribal systems.

Purchased Referred Care staff continues to verify and capture insurance information shared with the Business office to increase revenue. Several hundred patients were captured with either new insurance or insurance that was not updated at the time of the visit at CAIHC.

The Utilization Review (UR) nurses are meeting once a month with the Fairbanks Memorial Hospital Case Managers, Discharge Planners and CAIHC Care Coordinators. They function as liaisons between the provider and the patient to ensure the patient is following through with their health care plan while also advocating for the patient. The PRC Patient handbook was re-implemented as an information guide and will be updated annually. UR nurses identified 28 possible candidates for T-SHIP, the tribal sponsorship health insurance program.

PRC has actively been raising awareness via articles in The Council, Facebook posts, informational flyers, and messaging on clinic monitors throughout the TCC system. Looking to 2016 and beyond, we hope to streamline the PRC process, implement software for tracking referral, and increase patient awareness.

PATIENT REGISTRATION SERVICES

Patient Registration provides administrative services to all TCC members including but not limited to new patient registration, appointment scheduling, patient check-in, and services such as demographic updating, document scanning, and third party resources collection and entry.

The Registration team successfully completed the required Yukon Flats chart number conversion to TCC Health chart numbers, resulting in the resolution of obstacles to care due to the use of the Yukon Flats system. The task was completed roughly two and a half months ahead of schedule, in mid-December 2015. We minimized insurance entry errors by reducing the number of staff responsible for that task, by ensuring updated insurance entry requirements, and by conducting 5% audits of all entries. Our expansion of access and entry capabilities into Vista Imaging by all registration staff has ensured all required documents are recorded and available.

Training of additional staff for Dentrax data input is complete; Dentrax data entry now maintains a zero percent back log. Our check-in processes for family medicine and urgent care now function separately; this allows for a quicker and more streamlined patient check-in experience. Patient Registration provided two separate trainings on overall processes and standards for our village-based registration staff.

Our shuttle service facilitates CAIHC pharmacy and laboratory on a rigid schedule. To better accommodate the shuttle needs of our patients while ensuring integrity of samples and delivery of pharmaceuticals to our village residents, we have drafted a position expansion proposal for additional shuttle services and an additional position.
The Quality Management Division strives to ensure that Health Services staff members deliver state-of-the-art care and services, and that quality care is evident in all services provided to those we serve. We recognize the six dimensions of quality as “care that is safe, timely, effective, efficient, equitable, and patient-centered.” Quality Management focused heavily on accreditation activities during the past year. Our staff provided support to the Behavioral Health Division in their bid for accreditation through the Council for Accreditation of Rehabilitation Facilities (CARF). QM also focused heavily on preparing our subregional clinics for accreditation through the Association for Accreditation of Ambulatory Health Centers (AAAHC), for which we will be surveyed in the late summer of 2016. Additionally, Quality Management created and distributed Emergency Preparedness Guides throughout Health Services facilities; successfully planned, coordinated, and conducted an Active Shooter Exercise for CAIHC with multiple community partners, local emergency response, and public agencies; coordinated emergency preparedness training for multiple TCC employees that provided a cost savings of an estimated $10,000 to TCC, as an outside agency fully funded the trainings; and implemented department-specific surveys and increased sharing of patient satisfaction with staff, administration, and the Health Board. For the first time in almost three years, the QM Division became fully staffed as of January 4, 2016. The division has a Native hire rate of 50% among its 10 employees. Staff trainings covered 7 topics over 25 sessions; we processed and coordinated 48 professional shadowing experiences.

The Patient Advocacy and Navigation Program become fully staffed as of January 4, 2016. One of the staff members became a certified patient navigator in May 2015, and the other is scheduled to attend training to receive her certification in March 2016.