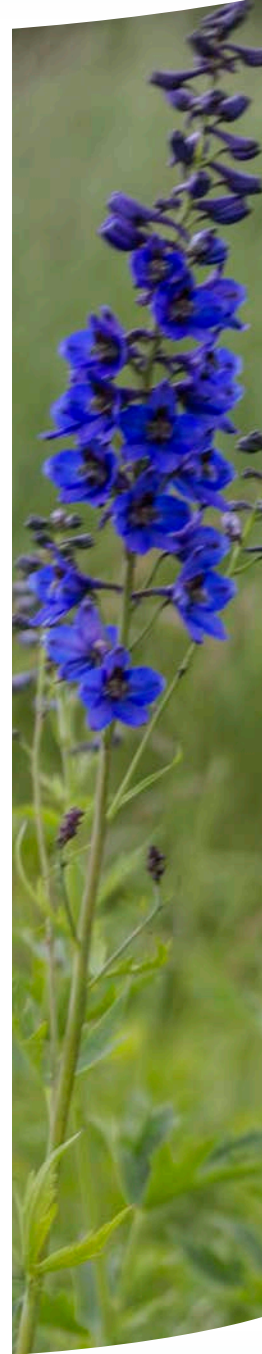
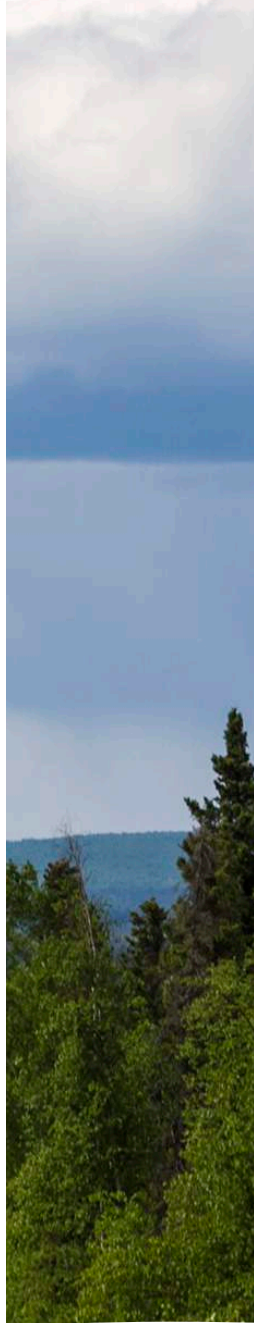


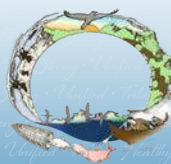
2015-2020

STRATEGIC PLAN

2015 PROGRESS HIGHLIGHTS



Our Communities Our Future



Tanana
Chiefs
Conference

Letter from the President

Dear Tribal Members,

In November 2014, Tanana Chiefs Conference Board of Directors held a special meeting to adopt a new Strategic Plan for the period of 2015-2020.

The Strategic Plan provides a roadmap for improving the organization and the services it provides to the 42 tribal governments and over 16,000 tribal members who own the organization.



The Strategic Plan was created based on member tribe priorities described in Board of Directors resolutions, individual community plans and tribal resolutions, the recommendations of our advisory councils, and the recommendations of tribal members who participated in the planning process. The Strategic Plan is organized around ten goals. For each goal, five-year objectives were identified for the organization. Each year the Executive Board meets with senior executives and managers to identify specific initiatives to achieve during the year.

This report presents a summary of progress toward achieving these objectives during calendar year 2015. More detailed information about each of these activities is provided in the TCC annual program report, which is provided to convention delegates and is available on our website.

As I travelled throughout the region in 2015 with members of our Executive Board and senior executives for meetings with individual tribal councils, I shared the progress being made and listened closely to your concerns and recommendations.

Tanana Chiefs Conference will continue to shape and modify our initiatives to reflect the changing conditions and challenges we face as a region, and to ensure success of the organization and our member tribes as we move forward.

Ana Basee,

A handwritten signature in black ink that reads "Victor Joseph".

Victor Joseph
TCC President



2015-2020 Strategic Plan

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Vision: Healthy, Strong, Unified Tribes



Engaged, Self-reliant and Satisfied Customers
TCC Region is well informed about services, empowered and satisfied with services availability and quality

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Excellent Health Services	Excellent Tribal Client Services
Excellent Administration Services	
TCC will expand and enhance essential services	

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Partnerships
TCC will have strong internal coordination and external partnerships for service delivery

Quality
TCC will demonstrate quality of its services

Business Operations
TCC will achieve high- efficiency business operations

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Financial Management
TCC will have excellent financial management and strong financial performance

Facilities
TCC will acquire and maintain excellent facilities

Technology
TCC will provide excellent information technology in support of its services

Staffing
TCC will be staffed by fully committed, satisfied and well trained workforce

Strong Leadership, Communication and Advocacy
TCC will provide strong leadership, communication and advocacy with its tribes

STRONG LEADERSHIP, COMMUNICATION & ADVOCACY

TCC will provide strong leadership, communication and advocacy with its tribes

Five-year Objectives (2015-2020)

- Comprehensive well-supported advocacy effort across TCC and with member tribes
- Improved system for coordinating and prioritizing requests for legal assistance
- Provide leadership in statewide and national tribal advocacy organizations
- Promote Alaska Native culture and traditional values
- Demonstrate leadership by following cultural and traditional codes of respectful interaction
- Support tribes by advocating for and participating in state and federal tribal consultations
- Support tribal priorities by identifying and working with key national tribal associations
- Fully inform tribal leaders about Tribal Client Services programs and services
- Ensure effective advocacy with the U.S. Department of Health and Human Services
- Ensure effective advocacy on health issues with the State of Alaska
- Provide leadership in the Alaska Tribal Health System

First year Progress Highlights (2015)

- A coordinated effort with the Alaska Innocence Project and grassroots advocacy resulted in the release of the Fairbanks Four in December 2015.
- TCC hired a full-time governmental relations coordinator to provide increased coordination for legislative issues. TCC formed a coalition with Tlingit Haida Central Council, Kawerak, Bristol Bay Native Association to improve rural issue advocacy in the Alaska State Legislature.
- TCC's General Counsel served as the lead negotiator for the Alaska Tribal Health Compact in 2015 negotiations.
- TCC formed strategic relationships with tribal partners to advocate for MSA, ISDEA, 477, and tribal court issues.
- TCC ensured Alaska tribes had an oral comment session for the Bureau of Indian Affairs regarding draft Indian Child Welfare Act regulation in April 2015 and assisted tribes and non-profits in submitting written comments.
- July 2015, TCC hosted a Regional Planning Summit with member tribes to provide guidance in the areas of housing, economic development, energy, and planning.
- TCC Tribal Client Services developed high-level communication and relationships with the BIA, including the Assistant Secretary of Indian Affairs, the local agency director, and the regional director. Some successes include opening a Fairbanks self-determination specialist position, and receiving additional funds for the housing, realty and tribal courts programs.
- TCC President, Victor Joseph met with U.S. Interior Secretary Sally Jewell and President Barack Obama during visits to Alaska in the fall of 2015. TCC leadership participated in the GLACIER conference in Anchorage addressing climate change in the Arctic.



- Rampart Village worked tirelessly in efforts to reopen its school and TCC had the privilege of providing assistance.
- TCC's Hunting Fishing Task Force increased advocacy on several fronts to protect subsistence fishing including multiple courses on wildlife management and advocacy, continued organization of the Fish Commissions, and securing a seat on the Advisory Council to the North Pacific Fisheries Management Council.
- In July 2015, TCC organized and hosted a formal celebration of the 100-year anniversary of the historic meeting between the Tanana River chiefs and federal judge James Wickersham.
- TCC Communications department added video production capability and expanded the use of social media in 2015.
- TCC Communications, Information Technology and the Legal Department worked to develop and implement an advocacy page on the TCC website to communicate TCC's federal and state legislative priorities with tribal members.
- TCC Communications secured a grant to provide funding to interview elders from each of the six subregions to document language, culture, and history.
- The TCC Executive Board has been advocating nationally for reauthorization of NAHASDA funding.
- TCC, along with the Alaska Native Health Board and other regional health organizations, successfully advocated for the State of Alaska's implementation of Medicaid expansion.
- Years of grassroots advocacy and assistance from TCC resulted in the federal government's recognition of the Athabascan name "Denali" for America's highest mountain.
- TCC advocated for state and federal recognition of "Indigenous People's Day."
- All past and current community health aides and community health practitioners were honored at the March 2015 TCC convention.



FINANCIAL MANAGEMENT

TCC will have excellent financial management and strong financial performance

Five-year Objectives (2015-2020)

- Develop strategy for retiring/financing bond debt for Chief Andrew Isaac Health Center
- Achieve investment grade bond rating to enhance future capital capabilities
- Provide timely financial data and enhanced budget reporting for program managers
- Grow total revenue to \$200 million by 2020
- Establish a capital replacement plan
- Complete a budget/contract support cost plan
- Increase Tribal Client Services funding through additional program and self-generated revenue
- Provide increased financial management training and support for tribal councils
- Successful transition to new federal medical cost-coding requirements (ICD-10)
- More effectively manage contract health services (Purchased and Referred Care) expenditures
- TCC budget management systems will meet management requirements
- Third party health revenues will increase from \$17M to \$34M by 2020

First year Progress Highlights (2015)

- TCC Finance initiated a plan for refinancing the bonds for construction of the Chief Andrew Isaac Health Center, which will save the organization millions in future costs.
- TCC Finance deployed a new "Grants Manager Report" to provide more accurate information to supervisors on fund expenditures.
- TCC Health Services exceeded its 2015 target for collection of third-party revenues (Medicaid, Medicare, private insurance). The 2015 target was \$23.5 million and the total achieved was \$26.2 million.
- Behavioral Health services collected \$2.7 million in third-party revenues in 2015.
- TCC successfully transitioned its operating systems to meet the requirements of ICD-10, a new international medical coding system.
- Administration reviewed the process and software to improve management of its expenses and obligations for Purchased and Referred Care (formerly Contract Health Services).
- Tribal Client Services secured \$2.1 million in new grants in 2015.
- TCC Self-Governance provided expanded training in financial management to representatives of 15 villages in May 2015.
- TCC Self-Governance, in partnership with the Accounting Department and tribes, streamlined the process of providing financial information to tribes.
- TCC and many of our member tribes received notification that a settlement with the Bureau of Indian Affairs with respect to our past-due contract support costs was achieved. The total amount recovered for the region is expected to be approximately \$15.6 million, and is expected to be received in late 2016.

FACILITIES

TCC will acquire and maintain excellent facilities

Five-year Objectives (2015-2020)

- Ensure a safe and secure environment to protect staff, customers, and property in all TCC service locations
- Complete and implement a comprehensive master development plan for TCC facilities, including the Chief Andrew Isaac Health Center
- Complete and implement a comprehensive maintenance and capital replacement plan for TCC facilities
- Plan for Tribal Client Services facility/space requirements in TCC owned building and community-owned facilities
- Identify funding and partner with tribes to plan for community facilities construction and maintenance
- Support new, replacement, and renovation projects for TCC owned health facilities
- Support new, replacement, and renovation projects for community-owned health facilities

First year Progress Highlights (2015)

- The finance division completed a new arrangement to integrate and better organize maintenance of TCC facilities in Fairbanks and hired a new facilities manager.
- The new Community Health Aide/Practitioner Training Center was established in the Al Ketzler Senior Building.
- The TCC Patient Hostel in Fairbanks was fully remodeled, both inside and outside.
- TCC's 23rd Avenue six-plex building was refurbished for future use.
- TCC initiated an assessment of improvements needed in tribal offices and village-owned buildings where TCC employees provide services. Nine assessments were completed.
- The new clinic in Allakaket is under construction. A new clinic was completed in Nikolai; grant writing assistance for the project was provided by TCC.
- TCC assisted Circle and Evansville to generate funding for community clinic replacement.
- TCC acquired the Upper Tanana Health Center South facility in Tok and made renovations required for improved operations.

INFORMATION TECHNOLOGY

TCC will provide excellent information technology in support of its services

Five-year Objectives (2015-2020)

- Complete a comprehensive Information Technology assessment and follow-up for improving operations
- Meet the organizations and tribes information technology needs (health information technology, community services tracking tool, integrated client data system, expanded data storage, and Information Technology infrastructure at TCC and tribal offices)
- Advocate for village tele-communications/broadband expansion
- Complete transition to electronic document processing
- Create on-line applications for all Tribal Client Services programs
- Develop an integrated client database for Tribal Client Services programs
- Complete an electronic filing system for Tribal Client Services
- Ensure that health information technology systems meet requirements
- Fully participate in the Alaska Health Information Exchange
- Telehealth services will expand to provide increased access to medical and behavioral health services
- TCC health staff will be fully trained to utilize current health information technologies

First year Progress Highlights (2015)

- Information Technology worked with DRS to complete lease agreements to connect Huslia and Hughes, and is preparing lease agreements for Allakaket and Alatna and the Yukon Flats subregion.
- Information Technology conducted a network and service infrastructure assessment for the Chief Andrew Isaac Health Center and is initiating improvements recommended.
- 200 computers at the Chief Andrew Isaac Health Center were upgraded to meet the requirements of the new ICD-10 coding system.
- Final stages were completed for testing the information sharing capabilities of TCC's electronic medical record through the Alaska eHealth Network.
- Information Technology improved the internal Oracle Learning Management System to better support on-line training for staff in Fairbanks and the villages.
- The new Tok clinic facility was connected to the TCC network.
- The Chief Peter John Tribal Building core network hardware was upgraded to increase bandwidth and resilience to network outages.
- TCC has reorganized the structure of its Information Technology Governance Group to better prioritize and plan for improvement of Information Technology services.
- Information Technology has begun developing a USDA Community Connect grant application for deployment of broadband internet in communities with DRS terrestrial towers.
- Information Technology has been working with the Native Nations Broadband Task Force and the Federal Communications Commission to obtain more subsidies for health care connectivity and for internet access through the LifeLine Program.
- All Tribal Client Services (Realty, Client Development, and Tribal Development) applications are available on-line.

STAFFING

TCC will provide excellent information technology in support of its services

Five-year Objectives (2015-2020)

- Maximize Native hire within TCC
- Identify and recruit for more village based staff
- Develop and conduct ongoing cross cultural sensitivity training
- Ensure staff compensation is competitive with market
- Enhance recruiting support and efficiency for program staffing
- Implement a comprehensive staff training plan
- Expand employee recognition activities
- Expand career progression systems within TCC
- Expand and develop internship and mentoring programs at TCC
- Ensure that all staff receive timely performance appraisals
- Improve employee satisfaction by obtaining adequate staffing to avoid burnout
- Increase training and skill development opportunities for both Fairbanks and village based staff
- Enhance employee satisfaction and retention through engagement, valuing feedback, and recognition
- Maintain current village based health positions and expand as opportunities allow
- Strengthen employee personal communications skills and cross cultural sensitivity
- Reduce staff turnover and increase staff retention
- Ensure that all staff meet required competencies through development of a training plan

First year Progress Highlights (2015)

- TCC's overall employee count at the end of 2015 is 850, with 250 employees located in the villages. TCC's overall Native hire rate is 62%.
- TCC's staff turnover rate for 2015 was 15.33%, considered a normal turnover rate for a non-profit organization.
- The professional recruiter position was filled, resulting in dramatic improvements in selection of quality health care providers, including several tribal members.
- TCC implemented an employee wellness plan to include new health promotion events and incentives.
- HR selected a new employee retirement vendor, Transamerica, to improve employee retirement account management.
- HR upgraded its new employee orientation in 2015; all new employees are receiving a more comprehensive orientation to the organization.
- TCC Communications and Human Resources developed an informational video on cross-cultural communications, which will be used in new employee orientation.
- TCC overhauled its Oracle Learning Management System to make it more user friendly and functional for employees taking on-line training.
- TCC has been advocating for elimination of the Cadillac Tax provision of the Affordable Care Act, which will significantly impact our ability to provide a comprehensive benefits package for employees.
- TCC provided a new \$1,500/full time and \$500/half-time rural hardship compensation payment to village-based employees in 2015.
- HR has been clarifying procedures for employees with dual supervision from the tribal council and TCC.
- An updated pay range chart for TCC was approved and implemented for the first time since 2007.
- The TCC patient advocate provided over 25 training sessions for staff on communications skills and cross-cultural sensitivity.
- Tribal employees were surveyed for trainings important to their professional development. The results will be used to incorporate material they want into future trainings.

PARTNERSHIPS

TCC will have strong internal coordination and external partnerships for service

Five-year Objectives (2015-2020)

- Facilitate key interdepartmental partnerships and coordination
- Facilitate key external partnerships (Interior Native organizations, Alaska Federation of Natives, tribal governments, Department of Interior, Department of Health and Human Services)
- Increase internal and external partnerships to leverage resources and services to address tribal priorities
- Develop closer coordination and planning between Tribal Client Services and Health Services
- Optimize the internal coordination of the various wellness and prevention activities
- Improve coordination and partnerships for services for elders
- Update a comprehensive health needs assessment for each TCC community

First year Progress Highlights (2015)

- TCC Health Services updated its memorandum of agreement with the Council of Athabascan Tribal Governments in 2015 to improve coordination of health services in the Yukon Flats subregion.
- Health Services formed new partnerships in the Tok area to assume responsibility for 24/7 health services formerly provided by the Tok Community Clinic.
- TCC strengthened its partnership with the Fairbanks Native Association, Doyon, and Denakkanaaga to address shared Native priorities and issues facing the Interior Alaska Native community.
- TCC Tribal Client Services formed a stronger partnership with the Alaska Fire Service, the Department of Homeland Security, and the Federal Emergency Management Agency, with respect to response to the high level of forest fire activity in the TCC region in 2015.
- TCC's partnership with the University of Alaska was recognized at the July 6, 2015 anniversary of the founding of the University of Alaska and the dedication of Troth Yedda. A TCC partnership with the University of Alaska funded by the National Science Foundation is supporting assessment of climate change impacts on interior Alaska tribes.
- The Hunting Fishing Task Force is facilitating stronger partnerships between TCC tribes and agencies such as the Migratory Bird Co-Management Council, the Yukon River Intertribal Fish Commission, the North Pacific Fisheries Management Council, regional advisory councils, the Alaska Department of Fish and Game, the U.S. Fish and Wildlife Service, the University of Alaska Tribal Management Program, and the national wildlife refuges in the TCC region.

QUALITY

TCC will demonstrate the quality of its services

Five-year Objectives (2015-2020)

- Establish and monitor quality measures for all programs
- Maintain compliance with federal and state standards
- Develop and implement health and safety standards that meet or exceed federal criteria for child care, foster care, and respite care providers
- Develop a response standard relating to telephone and email communications with clients
- Achieve and maintain accreditation for all health facilities (Association for Accreditation of Ambulatory Health Centers (AAAHC) and accreditation of behavior health programs by the Commission on Accreditation of Rehabilitation Facilities (CARF)
- Use performance goals and dashboards for all health programs
- Maintain and exceed Government Performance Results Act goals
- Establish an effective compliance and risk management system

First year Progress Highlights (2015)

- Behavioral Health programs were awarded a three-year accreditation by the Council on Accreditation of Rehabilitation Facilities (CARF) in 2015, a key milestone.
- TCC Health Services began preparations for accreditation in 2016 by the Association for Accreditation of Ambulatory Health Centers; this accreditation will include our subregional health centers in Tok, Nenana and Galena.
- All TCC Health Services departments now have performance measurement 'dashboards' in place to measure quality.
- Tribal Client Services has identified quality standards for all of its programs and increased training for staff certification where required.
- TCC achieved 14 out of 22 of the national Government Performance Results Act measures for health services.

BUSINESS OPERATIONS

TCC will achieve high-efficiency business operations

Five-year Objectives (2015-2020)

- Achieve cost-savings through efficiencies in purchasing, processing, storage, security, and travel
- Implement continuous improvement to achieve highly efficient and effective practices
- Complete updating of all organizational policies and procedures
- Develop a tracking and reporting system to improve the timely development and submittal of Tribal Client Services program budgets
- Improve monitoring of program budgets to control expenditures, optimize services to tribes, and maximize indirect cost recovery
- Secure single location for storage and distribution of Tribal Client Services supplies and materials
- Audit and develop a plan for Tribal Client Services space usage
- Strengthen and improve health services business operations
- Expand employee program orientation
- Transition Purchased and Referred Care to an electronic system
- Achieve greater efficiencies through improved provider scheduling
- Improve Willow House and Housing First operation

First year Progress Highlights (2015)

- In 2015, TCC made several improvements in business process automation, including the electronic processing of personnel-related documents and approval of contractual agreements.
- TCC made improvements in the processes of billing for dental and eye clinic services, resulting in increased third-party collections.
- TCC began direct billing of insurance coverage for eyeglasses, to avoid requiring upfront patient payment.
- Health Services continued to modify its third-party revenue cycle to reduce outsourcing.
- Chief Andrew Isaac Health Center separated its registration processes for family medicine and urgent care.
- Medical coding accuracy rates increased to 90%.
- TCC's Registration Team successfully standardized patient chart numbering with the Yukon Flat's Council of Athabaskan Tribal Government's (CATG), which resolved previous obstacles in patient care.
- TCC standardized its community grant application tracking systems.
- TCC completed an initial business plan for the Willow House.

SERVICES DELIVERY

TCC will expand and enhance essential services

Five-year Objectives (2015-2020)

- Strengthen tribal governments
- Promote tribal management of lands and natural resources
- Strengthen tribal community services infrastructure
- Provide education, training, employment and assistance for tribal members
- Ensure public safety and behavioral health, addressing substance abuse, violence, suicide, and child protection
- Promoting healthy lifestyles
- Timely access to integrated and coordinated medical care

First year Progress Highlights (2015)

Strengthen tribal governments

- TCC developed a matrix inventory for documenting all tribal constitutions, tribal codes, enrollments, and tribally owned fee lands for the 37 federally-recognized tribes in the region, and populated information for 20 tribes.
- TCC began an inventory of the tribal fee lands of federally-recognized tribes.
- TCC provided four tribes with technical assistance on base enrollments.
- TCC assisted five tribes with amending their constitutions.
- TCC assisted ten tribes with updating their tribal codes.
- TCC assisted 15 tribes with tribal election processes and issues.
- TCC processed over 600 tribal enrollment applications and 180 tribal identification cards.
- Community plans were updated for Ruby, Chalkyitsik, Birch Creek, Northway, Tetlin, and Tanana. A total of 15 tribes now have updated community plans, and five more are in progress.
- TCC contracted with tribes to hire nine short-term village-based planners: Arctic Village, Chalkyitsik, Stevens Village, Tetlin, Nulato, Grayling, Anvik, Manley Hot Springs, and Beaver.
- TCC contracted with the tribes to hire nine short-term village based grants writers: Allakaket, Hughes, Koyukuk, Rampart, Ruby, Tetlin, Chalkyitsik, Nenana, and Koyukuk.
- TCC conducted a village training needs survey to better plan future training sessions for tribal government staff.

First year Progress Highlights (2015)

Promote tribal management of lands and natural resources

- TCC provided six training sessions on Lands Into Trust, addressing opportunities, issues, and application processes.
- TCC contributed \$250,000 to the Hunting Fishing Task Force, submitted a proposal to Doyon Limited for supplemental funding, and secured contributions from twelve tribes totaling \$35,000.
- TCC acquired a three year grant to continue funding for a fisheries biologist position to support fisheries monitoring and enhancement projects.
- TCC substantially completed two cadastral surveying projects (Chalkyitsik Native Corporation and Seth-De-Ya-Ah Corporation (Minto), and initiated two projects (Doyon Lands-Tanacross and Native allotment surveys at three sites).
- TCC advocated for village concerns with development of State of Alaska land use plans: the Yukon-Tanana Plan, and the Eastern Tanana Plan.
- TCC's Natural Resources programs generated five new grants and three renewal grants totaling \$2,379,000.
- TCC Forestry managed three field projects (Eielson AFB forest inventory, TCC Region Native Allotment Continuous Forest Inventory, and Fuel Treatment Effectiveness Monitoring Study). TCC Forestry also partners with the Alaska Wildland Fire Coordinating Group, the Alaska Forest Stewardship Committee, the Intertribal Timber Council, and the U.S. Forest Service.
- TCC assisted numerous tribes and communities during the extreme fire season in mid-2015, assisting with several village evacuations, burned Native allotments, and season-long deployment of the TCC Fire Crew.
- TCC pursued development of two possible BLM/Alaska Fire Service agreements for (a) Emergency Firefighter Crew management in the TCC region, and (b) establishing a contract Type 2-1A fire crew in the Galena Zone. [PAGE 21](#)

SERVICES DELIVERY

First year Progress Highlights (2015)

Strengthen tribal community services infrastructure

- TCC acquired a \$60,000 grant and has completed a draft community economic development strategy for review at the 2016 TCC convention.
- Tribal Client Services initiated development of a regional transportation plan.
- TCC completed a series of energy-related projects in Fort Yukon (greenhouse and tribal hall), Rampart and Stevens Village (PCE program), Arctic Village (power plant), and Galena (solar arrays).
- TCC community facility energy projects collectively saved six villages \$182,000/year in energy costs.
- TCC Energy staff worked with the Alaska Energy Association to provide training for seven village utility clerks.
- TCC conducted six subregional energy planning sessions, leading to the completion of an Interior Region Energy Plan.
- Rampart was successful in re-opening their community school, and TCC provided assistance to Beaver, Anvik, and Chalkyitsik with efforts to prevent school closures.
- TCC weatherized 30 homes in 2015 (twelve in Tanana and 18 in Fort Yukon). TCC housing crew renovated the Minto Fire Hall, renovated seven elder's homes, and constructed one new home in Holy Cross.
- TCC has completed a regional housing strategy for review at the 2016 convention.
- TCC Environmental Health is participating in the State of Alaska's Department of Environmental Conservation project known as the Alaska Water and Sewer Challenge to find more affordable solutions to village water and sanitation needs.
- TCC Environmental Health developed an annual Small Community Emergency Response Plan training and has offered this training to villages on request.



First year Progress Highlights (2015)

Provide education, training, employment, and assistance for tribal members

- Client Development processed a record level of home heating assistance funding applications, serving 1,162 households in 43 communities.
- TCC subsidized employment doubled from five months to ten months of full-time employment and wages increased from \$14 to \$15 per hour.
- Client Development provided 237 subsidized youth work experience jobs in 28 villages and Fairbanks in 2015.
- Client Development assisted 772 households file federal tax returns.
- Client Development supported 197 Temporary Assistance for Needy Families cases, transitioning 60 to employment.
- General Assistance was provided to 168 individuals. Child Care assistance was provided to 157 families. Burial assistance was provided to 27 families.
- TCC increased its opportunities for youth mentoring and leadership, assisting approximately 250 youth to participate in the TCC convention, the Denakkanaaga Elders and Youth Conference, the First Alaskans Institute Elders and Youth Conference, the Interior Youth Academy, and the White House Generation Indigenous Conference.
- Client Development increased its support for recruiting and licensing Native foster homes, with over 100 applications under review.
- 17,600 meals were provided to elders through five community nutrition grants.
- 900 families received monthly Women Infant and Children services including nutrition education and an average of \$60/month of nutritious foods. Ten village stores received an annual average of \$20,000 for WIC foods.
- 1,858 tribal adults were provided with employment and training assistance services, with 826 tribal members assisted with job searches and associated transportation.
- 54 students received higher education funding assistance during the two semesters of 2015.
- 12 students were assisted with securing their GED, and 9 were funded for Adult Vocational Training opportunities.
- 77 children were enrolled in Early Headstart and 98 children in Headstart, in 17 locations served by TCC.
- Client Development supported 48 vocational rehabilitation clients and 31 developmentally disabled clients.
- Client Development provided training in the Indian Child Welfare Act to 111 individuals, including tribal court judges, tribal family youth specialists, and tribal workforce development specialists.



First year Progress Highlights (2015)

Ensure public safety and behavioral health, addressing substance abuse, violence, suicide, and child protection

- For the first time, TCC’s Village Public Safety Officers are able to attend training at the Alaska Law Enforcement Training Academy (ALET), where Alaska State Troopers receive their training.
- TCC’s Village Public Safety Officers have been approved for access to the ARMS reporting system used by the Alaska Department of Public Safety.
- TCC’s Village Public Safety Officers participated in a multi-agency search and rescue training with the Fairbanks Fire Department, the Fort Wainwright Fire Department, the Alaska State Troopers, and the Department of Transportation.
- Village Public Safety Officers responded to 3,075 calls for service and conducted 3,367 patrol hours in 2015.
- State budget reductions resulted in the loss of three Village Public Safety Officers positions in 2015.
- TCC completed and distributed a new tribal court judge’s bench book.
- TCC facilitated 200 tribal court hearings in 2015.
- The War on Alcohol was renamed “Reclaiming our People” and TCC organized a tribal advisory committee to lead the coordination effort.
- Old Minto Recovery Camp moved to open enrollment in 2015, accepting clients on a weekly basis rather than in 35-day sessions.
- Behavioral Health’s waitlist for comprehensive assessments was reduced by 50% in 2015.
- Behavioral Health was awarded an Indian Health Service grant in 2015 to focus on methamphetamine awareness and education.
- Housing First served a total of 47 homeless chronic inebriate clients in 2015, with 297 on the waitlist.



First year Progress Highlights (2015)

Promoting healthy lifestyles

- TCC created a new Division of Wellness and Prevention, consolidating programs previously housed in Behavioral Health and Community Health Outreach to improve coordination of village-based services.
- In 2015, TCC initiated a Garrett Lee Smith Wellness project and a Native Connections grant, focused on reducing the youth suicide rate and addressing historical trauma, and a Circles of Care grant to assist 21 communities with youth wellness initiatives.
- In 2015, TCC provided twenty village workshop trainings related to suicide prevention, involving 248 participants.
- The Hozelleeh Denh Fitness Center provides a place to exercise for TCC beneficiaries and staff in Fairbanks.
- TCC Diabetes program is currently supporting 560 active diabetes patients, 950 pre-diabetes patients, and 110 gestational diabetes patients.
- TCC now enforces a 'tobacco-free' policy on all of its properties.
- TCC Communications Department published a series of educational articles concerning the risks and consequences of tobacco, meth, heroin, spice, prescription drugs, soda and energy drinks which were published in The Council Newsletter.
- TCC Communications developed and scripted public service announcements for radio and television regarding winter travel safety.



SERVICES DELIVERY

First year Progress Highlights (2015)

Timely access to integrated and coordinated medical care

- Health Services assumed responsibility for providing 24/7 medical care services in Tok following the closure of the Tok Community Clinic. TCC now operates two medical facilities in Tok.
- Chief Andrew Isaac Health Center is preparing to provide more comprehensive care services to high-risk elders.
- TCC and the Alaska Native Medical Center signed a memorandum of agreement for chemotherapy services and TCC is identifying patients suitable for receiving chemotherapy at Chief Andrew Isaac Health Center.
- Purchased and Referred Care is now paying for village patient travel for baseline mammograms and colonoscopies. Purchased and Referred Care has added a third patient travel position.
- 1,519 new patients registered at Chief Andrew Isaac Health Center in 2015, including 248 newborns and 228 non-Native veterans.
- Chief Andrew Isaac Health Center is focusing on the integration of services to expand the patient centered medical home model.
- Chief Andrew Isaac Health Center medical providers were in village clinics for 367 days in 2015, and saw 1,979 patients.
- Chief Andrew Isaac Health Center is expanding complementary medicine services, including integrative medicine, osteopathic manipulation therapy, and acupuncture. Preparations are underway to add massage therapy and chiropractic services.
- TCC dentists provided 105 weeks of dental services in 25 villages in 2015.
- Three dental health aide therapist students were selected and began their three year training in July 2015. In the future, TCC expects to locate them in subregional health centers.
- The Eye Clinic added a third optometrist in 2015, and provided services to 5,600 patients in 2015, including 579 patients seen on field visits in 17 villages.
- Chief Andrew Isaac Health Center is supporting six centering pregnancy groups with 48 patients participating.
- Chief Andrew Isaac Health Center Pharmacy provided 173,580 prescriptions in 2015, for an average of 700 prescriptions each day. Pharmacy hours were extended and the pharmacy is no longer closed during the lunch hour.
- Chief Andrew Isaac Health Center Radiology and Imaging Services are gradually expanding, and were extended to the Upper Tanana Health Center in 2015. Radiology provided 3,900 plain radiology studies, 938 mammograms, 1,687 ultrasounds, and 84 Dexascans.
- All TCC medical x-ray imaging equipment is now standardized in the villages and technologist oversight is available for enhancing image quality in the village clinics.
- The Chief Andrew Isaac Health Center Laboratory received another 2-year accreditation in June 2015. Laboratory services were provided for 2,415 village patients in 2015.
- Chief Andrew Isaac Health Center Biomedical added a third equipment technician in 2015 to ensure travel to all villages to maintain medical equipment.
- Health Services constructed a new training center for community health aides/practitioners in Fairbanks, hired six staff, and prepared for a February 2016 opening. This training center will substantially reduce the time needed for TCC Community Health Aides to complete all training sessions.
- Community Health Aides and Community Health Practitioners provided over 5,400 patient care visits in 20 communities. Clinical providers at TCC's community health centers provided 4,000 patient care visits in 2015.

ENGAGED, SELF-RELIANT AND SATISFIED CUSTOMERS

The TCC Region is well informed about services, empowered and satisfied with services

Five-year Objectives (2015-2020)

- Tribal governments, tribal members, TCC employees and partner organizations are informed in a consistent and timely manner about TCC services, policies, and priorities
- TCC leadership will constantly review customer feedback for all services provided
- Develop and maintain an on-line descriptive matrix by village of TCC services, contacts for each Tribal Client Services program
- Develop, deploy and monitor online customer satisfaction survey for all programs and service units
- Update the Tribal Client Service website
- Provide excellent patient navigation and advocacy
- Provide a high level of customer service to patients
- Engage patients and customers in ownership of the health system
- Ensure effective customer surveying and feedback

First year Progress Highlights (2015)

- TCC revised its process for responding to patient complaints more quickly and effectively.
- TCC added a second patient navigator position at the Chief Andrew Isaac Health Center.
- Chief Andrew Isaac Health Center patient satisfaction surveys were redesigned to be more informative and a higher rate of return was achieved.
- Chief Andrew Isaac Health Center patient satisfaction ratings were reported in the TCC Council newsletter.
- For the first time, TCC is conducting patient satisfaction surveys at its rural clinics and reporting the results to providers and the TCC Regional Health Board.
- TCC Health Services is expanding its distribution of information about the Purchased and Referred Care services at all clinic sites, on-line, and in TCC publications.