2015-2020 Strategic Plan

VISION
Healthy, Strong, Unified Tribes

Engaged, Self-Reliant and Satisfied Customers
TCC region is well-informed about services, empowered and satisfied with service availability and quality.

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

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.

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 a fully committed, satisfied and well trained work force.

Strong Leadership, Communication and Advocacy
TCC will provide strong leadership, communication and advocacy with its tribes.
Dear Tribes and Tribal Members,

In 2014, Tanana Chiefs Conference developed a five-year strategic plan that identifies important areas of strategic focus and works to ensure that our tribes remain at the center of everything we do.

TCC’s 2015-2020 Strategic Plan focuses on 10 main goals, all of which aim to improve the quality of life for our tribes and tribal members. Throughout this document you will see these ten goals, our five-year objectives outlined for each goal, and the progress made on these objectives over the past year.

The initiatives set forth in our strategic plan are continuously reviewed and revised in order to remain in alignment with the ever-changing needs of those we serve. We understand that our tribes must face a wide array of challenges that range from economic demands, environmental threats, health epidemics, and the preservation of our cultures and traditions. Our Executive Board of Directors, Full Board of Directors, and yearly visits to our villages to meet with tribal leadership, provide us with vital input that guides the direction of our organization and of our strategic initiatives. TCC is always prepared to change and adapt our strategies to better assist our tribes in addressing the challenges they face each day.

I am excited to share with you the progress that we have made on our objectives over, not just the past year, but since the establishment of our strategic initiatives. As you can see, our staff have been working tirelessly to ensure that the needs and concerns of our tribes have been met.

Looking ahead, we have more to do, and I am positive that we are progressing in the right direction. Powered by our extraordinary staff, innovative mindset, and dedicated tribal leadership, I’ve never been more confident in the future that TCC is creating. We are on track to fulfilling the goals set out by our tribes by making continuous improvements throughout our organization to achieve stability and growth.

I’m excited for what’s in store for 2018 and beyond as we continue to build towards our vision of Healthy, Strong, Unified Tribes.

Victor Joseph
Chief/Chairman
Tanana Chiefs Conference
Leadership, Communications & Advocacy

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.

PROGRESS HIGHLIGHTS
• Provided testimony to support Karen Linnell to the Board of Game.
• Continued to participate in a five-region coalition with the State of Alaska legislature and administration on pursuing 1) a sustainable budget plan and 2) implementation of a new source of state revenue.
  • Supported funding requests for improvement of the Taylor Highway, for a Healy Lake transportation corridor, and for hunting protections along the new Tanana road.
  • Arranged for Allakaket and Rampart to host the acting director of the Indian Health Service for a focused trip on the need for water and sanitation needs in Alaska and the TCC region.
  • Participated in numerous meetings to address Public Safety needs which resulted in, the State of Alaska Public Safety Action Plan to include over 20 of TCC’s rural village priorities and creation of the VPSO grantee coalition so the program is better able to serve villages in the future.
    • Assisted in passage of the permanent reauthorization of the Tribal 477 employment and training statute.
    • Advocated for funding for climate change mitigation and rehabilitation project funding through the State of Alaska, the Federal Emergency Management Agency, and the Department of Homeland Security.
      • Advocated for key government and academic partnerships for obtaining essential data on climate change impact.
Leadership, Communications & Advocacy

PROGRESS HIGHLIGHTS continued...

• Provided representation on the Advisory Panel to the North Pacific Fisheries Management Council and protection of critical salmon spawning and rearing habitats.

• Supported training for tribal advocates engaged in state fish and game advisory council regulations.

• Assisted village participation through consultation, comments and as a cooperating agency in the Bureau of Land Management planning.

• Provided comments to the Environmental Impact Statement on the proposed road to Ambler, participated in meetings and organized and financed a meeting in Allakaket with at least seven different tribes represented with the Lt. Governor.

• Financed a trip with Commissioner Sam Cotton and Lt Governor Byron Mallott to six Interior Villages.

• Advocated along-side Fairbanks Native Association before the Fairbanks North Star Borough School District to address Native student performance improvement.

• The Full Board approved modifications to the annual meeting resolutions process, ensuring that resolutions are fully vetted and discussed by TCC member tribes.

• Initiated summaries of Subregional Advisory Board meeting discussions and decisions for Board members to report to their respective tribes.

• Implemented a weekly Legislative and Advocacy Update.

• By the State of Alaska Supreme Court’s own words, TCC was convincing, in its amicus brief written to support a tribal sovereign immunity case.

• TCC’s Health Board chairman was elected Chairman of the Alaska Native Health Board and continues to be a strong voice for the Alaska Tribal Health System and TCC.

• TCC’s Health Director serves as the Technical assistance for Alaska to the National Budget formulation Work group, and the Alaska delegate to the IHS director’s National Purchased and Referred Care Work group.

• TCC’s General Counsel serves as the co-lead negotiator representing the Alaska Tribal Co-Signers of the Indian Health Service Compact.

• TCC’s President serves as representative to Alaska on the Department of Health and Human Services Secretary’s Advisory Council, the National Budget formulation Work group, the National Advisory Committee to the SAMSHA, and the Governor’s Tribal Advisory Committee.

• TCC successfully argued for a change of state policy on state land sales in consultation with local tribal governments.

• Advocacy with the Bureau of Indian Affairs resulted in approval of two new HIP homes in the region.
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.

PROGRESS HIGHLIGHTS
• $188 million in Revenues.
• $216 million in Assets (increase of $27.2 million from FY 2016).
• $161.6 million is our net financial position (increase of $24.5 million from FY 2016).
• The processing of services contracts within TCC has been automated. TCC will implement the use of new purchasing cards in 2018.
• Health program budgets were adjusted by 5% for F2018 to reflect the anticipated reductions in Indian Health Service funding.
• Health Services reached their 2017 goal collecting $40.3 million in third party revenues, an increase of 10.2%. Specific third party revenue targets have been set for each program area.
• Increased patient enrollment in Medicaid and Medicaid Expansion has resulted in higher Medicaid reimbursements, lowering the demand on Purchased and Referred Care expenditures.
• Tribal Client Services reached their goal of obtaining an additional $2.6 million in grant funding in 2017. New grants were received for ILead, General Assistance, Temporary Assistance for Native Families, and tribal courts.
• TCC is developing its Title IV-E program to increase both staff and reimbursements.
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.
Facilities

**PROGRESS HIGHLIGHTS**

- TCC has initiated establishment of a capital replacement fund for long term facility requirements.
- Administration is developing an updated space allocation plan for TCC’s Fairbanks facilities.
- TCC is working on purchasing the riverfront property adjacent to Chena Bingo.
- The Al Ketzler Sr. Building in Fairbanks underwent exterior renovations in 2017, which will result in significant energy savings.
- A long-term master plan is in development for future expansion of the Chief Andrew Isaac Health Center, forecasting needs for 2025-2030.
- TCC is purchasing land for a new Upper Tanana Subregional Health Center and applying for construction funding.
- Two Tok Coast Guard facilities have been acquired for use for behavioral health services and future provider housing.
- Housing is now available for staff while attending the TCC Community Health Aide/Practitioner Training Center.
- Construction is nearly complete on a new clinic facility for the community of Circle, with financial support from Rasmuson Foundation and the Alaska Mental Health Trust Authority.
- A new clinic was opened in Allakaket in March 2017.
- Health Services and TCC Energy Services are collaborating to ensure that all village clinics have back up power where outages are frequent. Three new generators were installed in 2017.
- TCC has authorized the use of the Bertha Moses Patient Hostel as an elder care facility; a business analysis has been initiated.
- TCC opened a new Sobering Center in Fairbanks in September 2017 to provide 24 hour safe sleep-off for chronic inebriates.
- TCC has surveyed all of its rural clinics to determine their needs for compliance with the upcoming 2018 certification by the Accreditation Association for Ambulatory Health Care (AAAHC).
- TCC has completed assessments of 24 tribal office facilities to identify inventories and future needs.
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

PROGRESS HIGHLIGHTS

- The Information Technology Division staff traveled over 10,000 miles across the region in 2017, deploying 125 laptops, 16 lap printers, 52 switches and 42 wireless access points in rural communities.
- The IT infrastructure modernization initiative is nearing completion. Hardware has been installed in nearly all clinics to ensure redundant or backup network connections. The next step is enhanced wiring.
- AthenaHealth has been selected as our new Electronic Health Record, and it is ‘going live’ in February 2018. This will replace the long-standing and outdated Indian Health Service record system, RPMS. Extensive staff training and work flow redesign has been accomplished.
- Training is being developed for rural Information Technology technicians needed to sustain our systems.
- Redundant or backup network connections for all village clinics is a priority. All but 9 clinics have redundant connections.
- DRS has been given a TCC priority list for improving broadband connections in all tribal offices and VPSO locations.
- A new agreement was arranged with Boynton Office Systems for management of all of TCC’s printers has been completed.
- IT staff closed 11, 654 work orders in 2017, and made 68 trips to rural community offices and clinics.
  - TCC is now using electronic employment background checks, and will be implementing time clocks in 2018
  - New efforts are being made to ensure that patients are aware of telehealth-based patient care that is available. New telehealth carts have been ordered for deployment in 2018.
  - On-line applications for Energy Assistance are now available.
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
Staffing

PROGRESS HIGHLIGHTS

• At the end of 2017 TCC employed 913 staff, with 280 located in the villages and 633 located in Fairbanks.

• In 2017 Human Resources processed 258 new hires with a Native hire rate of 68%. Turnover during 2017 was 17%.

• For the third straight year TCC paid all village based employees a rural relief payment of $1500.

• TCC has established more robust succession planning for leadership and senior management positions in the organization.

• Three new full time physicians were brought on in 2017, including an obstetrician, a psychiatrist, and a pediatrician.

• Eight Community Health Aides and two Community Health Practitioners graduated from the new TCC CHAP Training Center in 2017. 39 Community Health Aide/Practitioners were in training at the center during 2017.

• Three TCC sponsored Dental Health Aide Therapists completed training and are in preceptorships at the dental clinic at CAIHC in 2017. They will be moving to their respective subregions in mid-2018.

• Six new patient travel clerk positions have been created with five being offered to village based employees.

• TCC has developed additional employee career ladders, in accounting, travel, and human resources.

• A new Employee Recognition Committee is generating new ideas and support for employee recognition in the organization.

• TCC has updated its organizational chart.

• The Executive Board of Directors has created policy to comply with federal and state background check requirements.

• TCC made a major effort in 2017 to address recruitment for region-wide positions and rural positions. A full review was provided at the fall 2017 special Board of Directors meeting.

• TCC positions are now regularly posted on the Indian Health Service website.

• TCC is redefining it’s ‘corporate culture’ for staff training and orientation.

• Health Services is updating its medical provider compensation model to ensure market competitiveness.

• Health Services is planning to create a pool of itinerant medical care providers.

• TCC provided three internships in 2017, in ASAP, Energy Assistance, and Employment. not sure where this came from and if this was from the employment and training program but from the HR side below is correct

• The summer intern program was a success. TCC had one intern in the HR department and for the first time one village based intern working with a Tribal Administrator within the Tribal Development Department.

• The HR rural recruiter traveled to Tetlin, Holy Cross, Anvik, Arctic Village, Fort Yukon, Venetie, Rampart and Allakaket to assist with recruiting efforts. Human Resources has also engaged in the culture camps with our rural recruiter attending camps in Holy Cross, Anvik and Arctic Village talking to our youth about job opportunities and the importance of healthy choices so that those opportunities can become reality in the future.
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
Partnerships

PROGRESS HIGHLIGHTS

• TCC facilitated and organized the second annual Alaska Tribal Unity Gathering in Anchorage in November 2017. The effort to establish a statewide tribal organization is gaining traction and regional support.

• Fairbanks Memorial Hospital and Denali Center have transitioned from management by Banner Health to the locally owned Foundation Health Partners. Health Services is developing a new partnership with their leadership.

• TCC Health Services is updating its Memorandum of Agreement with other health care providers in the region, including Tanana Native Council, Council of Athabascan Tribal Governments, and the North Slope Borough for Anaktuvuk Pass.

• TCC successfully partnered in 2017 with other agencies to establish a new Sobering Center in Fairbanks. A three year DHHS grant has been awarded, and support has been provided by Fairbanks Memorial Hospital, Fairbanks Native Association, City of Fairbanks, Department of Justice, and the Fairbanks North Star Borough.

• A focused partnership on workforce development is being developed with Region X Administration for Children and Families and Department of Interior.

• Tribal Development has developed a new orientation for Tribal Councils and hosted training in January 2018.

• TCC has been assisting tribes with accessing donations of excess federal equipment.

• TCC is enhancing its support for the Yukon River Inter-tribal Watershed Council for protection of water quality and subsistence resources.

• Natural and Cultural Resources is partnering with the Bureau of Land Management and the Department of Natural Resources to provide for the creation of inter-village emergency firefighter crews and more contract fire crews, and developing contracts for EFF training and certification.

• Client Development partnered with Career Employment Education (CEE) to provide CDL Class A/B Permit training, and with North Star Driving School to conduct drivers permit testing and road testing for TCC clients.
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

PROGRESS HIGHLIGHTS
• In 2017 TCC reviewed all of its measurable quality standards for applicability and benefit.
• Improvements have been completed or scheduled for all rural clinics to meet AAACH certification requirements in 2019.
• Preparations are in progress for 2018 accreditation by the Council on Rehabilitation Facilities.
• Health Services is continuing to improve the patient complaint process.
• TCC joined the Institute for Healthcare Improvement Leadership Alliance, to develop innovative approaches to improve health care delivery.
• Health Services implemented a new quality assurance program to monitor accuracy and efficiency of the billing team.
• CAIHC implemented the new Quality Assurance Reporting System Verge Health.
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

PROGRESS HIGHLIGHTS

• Chief Andrew Isaac Health Center implemented Central Scheduling for medical services in July 2017 with successful outcomes.
• Health Services is continuing its multi-year billing department revenue cycle remodel.
• The Billing Department has 96% accuracy for first time billing claims.
• The Alternate Resources staff traveled to 24 villages in 2017. More than 1500 patients were signed up for Medicaid Expansion in 2017. Over 30 patients were referred to ANTHC’s Tribally Sponsored Health Insurance Program.
• More Health Services training was provided in-house in 2017, resulting in lower training travel costs.
• The organizational structure for Information Technology was revised and updated in 2017.
• Administration is actively preparing for automating travel authorizations to eliminate paper authorizations.
• Human Resources provided six Leadership Development Training sessions in 2017 for >>> staff
• Training was provided for the Executive Board in compliance and risk management requirements.
• Health Services is revising its business operations for the Willow House and the Bertha Moses Patient Hostel.
• TCC is taking on responsibility for coordinating travel for Medicaid patients in the TCC region.
• Tribal Client Services updated and completed the VPSO Standard Operating Procedures.
• A new five-year Memorandum of Agreement was developed for tribal funding agreements.
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

STRENGTHEN TRIBAL GOVERNMENTS

PROGRESS HIGHLIGHTS

- Tribal Government Services assisted eight tribes with modifying their constitutions (Healy Lake, Holy Cross, Telida, Beaver, Manley Hot Springs, McGrath, Stevens Village and Nikolai).
- Tribal Government Services assisted 10 tribes with tribal code development (Beaver, Dot Lake, Fort Yukon, Koyukuk, Louden, Minto, Stevens Village, Nikolai, Arctic Village and Venetie).
- Tribal Government Services assisted 6 tribes with developing their base enrollments (Beaver, McGrath, Nenana, Fort Yukon, Nikolai, and Holy Cross).
- Working towards Anvik’s vision for the Civil Diversion Agreement, a team from TCC negotiated the Civil Diversion Agreement with the State. Currently Anvik and Nulato are near implementation.
- Tribal enrollment staff processed 200 enrollment applications and issued 939 tribal identifications cards.
PROMOTE TRIBAL MANAGEMENT OF LANDS & NATURAL RESOURCES

PROGRESS HIGHLIGHTS

- Inventory of tribal fee land has been completed for 37 tribes, and a model residential land assignment program was completed for tribal fee land.

- TCC Realty staff assists with legal action to protect the property rights of Native allotment owners, including reconstructing “lost” or destroyed allotment applications and litigating denied applications, and protecting against trespass.

- TCC Natural Resource staff advocate for village concerns about the State of Alaska land use plans for the Yukon–Tanana area and regarding proposed land disposals in the region.

- TCC Realty continues to advocate with BLM regarding federal decisions about resource management in the Eastern Interior, Central Yukon, and Western Interior.

- TCC Realty provides support to advocate for the Alaska Native Veterans Land Allotment Equity Act, to allow Vietnam veterans and their descendants to apply for Native allotments.

- TCC archeology work continues on heritage sits, including the Upward Sun River site on the Tanana River and the Tochak site on the Upper Kuskokwim.

- Realty managed 315 pending will probates and 80 pending real estate transactions. 94 Native allotments are still pending with BLM.

- TCC Forestry is continuing the Native Allotment Continuous Forest Inventory to monitor changes and trends in the Native forest resources.

- Forestry and cultural resource staff are implementing a geo-data base for compiling Native place names information in the region.

- Forestry worked with the village of Tetlin in 2017 on a hazardous fuel reduction effort.

- Forestry has a new agreement with BLM/AFS to assume responsibility for EFF refresher training and work capacity testing in 12 villages in the Tanana and Galena zones. Training is planned for spring 2018.

- An internal collaboration between Forestry and Employment and Training will increase the amount of firefighter training TCC is providing throughout the region.

- TCC continues to support a Type 2 1A fire crew stationed in the Upper Tanana region in Tok and seeking ways to replicate the crew across other subregions.

- Wildlife and Parks staff actively monitor fish and wildlife population studies and climate change data with the Alaska Department of Fish and Game, the Federal Subsistence Board and the Northwest Boreal Forest LLC.

- The Hunting Fishing Task Force supported training for over 75 tribal members for better understanding of and more effective advocacy with the Alaska Board of Game which resulted in regulation wins for the tribes.

- TCC continues to support the Fish Commission and the Yukon River Inter-tribal Watershed Council to ensure Yukon and Kuskokwim River salmon runs into the future.
STRENGTHEN TRIBAL COMMUNITY SERVICES INFRASTRUCTURE

PROGRESS HIGHLIGHTS
- 23 tribes now have updated Community Plans.
- Weatherization projects are being developed for 14 village clinics.
- A regional transportation summit meeting is planned for May 2018 in Fairbanks.
- The Office of Environmental Health is assisting villages with emergency preparedness and village natural disaster response for both breakup flooding and wildfires.
- The Office of Environmental Health conducted environmental health and safety surveys at all TCC region village clinics.
- TCC Environmental Health is coordinating with the Alaska Native Tribal Health Consortium on a pilot project to provide Portable Alternate Sanitation Systems (PASS) for low water use households.
- The Energy Program assisted Holy Cross, Ruby, and Galena with $1.4 million in energy grants from the Remote Alaskan Community Energy Efficiency Competition.
- TCC Energy Program received $1 million for five years to manage the Athabascan Energy Capacity Building Network, to develop housing energy standards, and assist with community assessments.
- Energy Program staff supported energy projects in Anvik (biomass and boilers), Kaltag (solar array and generator), Ruby (solar array), Minto (biomass boiler for clinic and lodge), Nikolai (generator replacement), Chalkyitsik (generator), Venetie (generator) Hughes (system conversion), Huslia (biomass design), Northway (solar grant).
- TCC is now authorized as the Tribal Energy Resource Development Organization for interior Alaska.

PROVIDE EDUCATION, TRAINING, EMPLOYMENT & ASSISTANCE FOR TRIBAL MEMBERS

PROGRESS HIGHLIGHTS
- Client Development has been developing tribal capacity to engage with school districts regarding the Every Student Succeeds Act (ESSA). Thirty seven tribes sent representatives twice in 2017 for TCC training and consultations.
- TCC has been developing more agreements between TCC programs, union members, unions, and tribal leaders to improve Native employment and training.
- Client Development financed a total of 189 summer and winter work experience jobs for youth in 22 villages and Fairbanks. $10,000 was donated by Key Bank for winter youth employment.
- Tribal Development sponsored a Marketplace competition at the 2017 annual convention to support Native business development and innovation. Three projects received awards.
- TCC programs are aligning better to assist prisoners with re-entry support, including housing, training, employment assistance, and counseling.
- Client Development was awarded a three year grant totally $900,000 to support the first region-wide Emerging Leaders Youth Advisory Council.
- Athabascan Self Sufficiency Assistance Program was successful in securing $2.4 million in Native Family Assistance Program funding in 2017.
- Client Development’s Child Care program is now active in eight villages: Arctic Village, Minto, Venetie, Northway, Nulato, Rampart, Tok and Tanacross.
- TCC Headstart employed 42 staff to provide Headstart services for 229 children in 16 communities in 2017.
PROVIDE EDUCATION, TRAINING, EMPLOYMENT & ASSISTANCE FOR TRIBAL MEMBERS

PROGRESS HIGHLIGHTS - continued

- Thirteen children were served by the TCC Infant Learning Program in 2017.
- 1021 households were assisted with heating assistance in 43 communities. Approximately 82 households received weatherization assistance.
- Employment and Training assisted 411 tribal members with supportive services relating to employment for a total of $230,000.
- 51 youth attended the Alaska Youth Academy from 19 TCC villages in 2017.

ENSURE PUBLIC SAFETY & BEHAVIORAL HEALTH, ADDRESSING SUBSTANCE ABUSE, VIOLENCE, SUICIDE & CHILD PROTECTION

PROGRESS HIGHLIGHTS

- TCC initiated and facilitates the VPSO grantee caucus which meets regularly to provide the State with direction so the program addresses community needs.
- TCC participates in the Governor’s Public Safety committee which resulted in the State’s public safety action plan which included dozens of TCC village requests and suggestions.
- TCC is currently employing seven Village Public Safety Officers.
- The VPSO program conducted a 1,000 mile Yukon River Patrol in 2017 to investigate a series of arson fires.
- The VPSO program secured fire engines for four communities: Minto, Northway, Dot Lake and Eagle.
- TCC is developing a new model inter-tribal court agreement; initial meetings have been held in three subregions with training scheduled in early 2018.
- Tribal court activity in the region including facilitating 276 hearings. 157 children are in tribal court custody, and 29 children were reunited with parents.
- TCC increased the budget for Behavioral Health Services by $3 million to expand clinical staffing.
- The Old Minto Family Recovery Camp schedule was revised to open enrollment; clients may be referred at any time. After increased training, the Camp has taken on expanded addictions including meth.
- Substance Abuse Intensive Outpatient services are now available by video-teleconference to many rural communities.
- TCC Behavioral Health served 3433 unique clients in 2017.
- The Behavioral Health Aide program structure and job expectations have been reviewed and improved; a new clinical director was hired for the Behavioral Health Aide program.
- TCC supported the kickoff of the Reclaiming our People at the Denakkanaaga Elders and Youth meeting in June 2017 in Holy Cross. Meetings of the Tribal Advisory Committee are held every 90 days for coordination. Many of TCC’s strategic initiatives are supportive of the Reclaiming our People strategy.
- TCC opened a new Sobering Center facility in Fairbanks in September 2017 (see Partnerships).
- TCC is assisting villages to seek funding for developing safe homes in their communities.
- Health Services Meth Suicide Prevention initiative is now in its third year, designing new training deployed in 2018.
PROMOTING HEALTHY LIFESTYLES

PROGRESS HIGHLIGHTS
- TCC contracted with seven villages to organize and implement Culture and Wellness Camps: Old Minto, Tanana, Anvik, Holy Cross, Arctic Village, Nulato, and Fort Yukon.
- TCC is developing the Emerging Leader Advisory Council to support youth leadership development in the region.
- TCC Home Care provided 743 contacts for home care services in 2017.
- Wellness and Prevention staff is providing grief recovery training, expanded tobacco prevention services, and additional workshops in villages upon request.

TIMELY ACCESS TO INTEGRATED AND COORDINATED MEDICAL CARE

PROGRESS HIGHLIGHTS
- Chief Andrew Isaac Health Center registered 1460 new patients in 2017, including 610 Native patients, 252 newborns, 556 non-Native (HRSA) patients, and 51 non-Native veterans.
- CAIHC pharmacy filled 174,833 prescriptions.
- CAIHC physicians and mid-level practitioners provided 194 days of medical clinics in 25 village clinics, serving 1496 patients.
- Community Health Aide/Practitioners provided 5,147 patient visits.
- TCC’s designated Community Health Centers provided 7,266 patient visits.
- The Radiology Department provided 2,733 ultrasound tests, 5,251 digital x-ray studies, and 1,406 mammograms.
- A new radiology unit was installed in the Upper Tanana Health Center in Tok to enhance access to radiology services.
- CAIHC Laboratory processed 28126 laboratory specimens.
- TCC Dental Clinic provided 116 weeks of village dental services, the highest number to date.
- The Dental Clinic provided 17,610 patient encounters.
- CAIHC added an additional 5 dental operatories in 2017, bringing the total to 30 operatories.
- TCC Eye Clinic saw 5,116 optometry patients and 2,527 optical patients.
- 478 eye patients were seen during village visits by TCC Eye Clinic providers.
- WIC staff served 9,889 clients for nutrition services.
- The Diabetes program staff serve approximately 650 active diabetes mellitus patients, and approximately 1100 pre-diabetic patients.
- Purchased and Referred Care processed 4,046 purchase orders for medical care, travel, and lodging in 2017 at a cost of $6.3 million.
- TCC is focused on improving elders services availability and coordination with Denakkanaaga and other agencies in Fairbanks and the villages. A business analysis for an elder’s facility is being completed.
  - The Pain Committee at Chief Andrew Isaac Health Center has been addressing the need to reduce the use of opioids for chronic pain patients with a focus on patient safety and compassionate treatment and communication.
  - TCC’s cancer review committee is systematically reviewing all new cancer diagnoses, resulting in a series of services improvements, including more screening contacts, travel support for screening services, and closer coordination with the Alaska Native Medical Center.
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

PROGRESS HIGHLIGHTS

- Chief Andrew Isaac Health Center planned and implemented a new much improved answering service and nurse triage line in August 2017.
- TCC is developing new approaches to ensure cultural competency of all employees.
- TCC Health Services is developing compassionate care training for all health providers.
- The Patient Experience Manager position has been filled. CAIHC’s new “Happy or Not” surveys demonstrated a patient satisfaction rate between 80-86% in 2017.
- Health Services is now surveying patients about their patient travel experience.
- TCC Health Services and Communications are developing media and messaging around the importance of cancer screenings.
- The Health Communications Committee is focusing on a series of priority health related messages to support throughout 2018.
Our Vision
Healthy, Strong, Unified Tribes

Our Mission
Tanana Chiefs Conference provides a unified voice in advancing sovereign tribal governments through the promotion of physical and mental wellness, education, socioeconomic development, and culture of the Interior Alaska Native people.