

TANANA CHIEFS CONFERENCE

ANNUAL REPORT

2018



Ch'eghwetsen'

Living Our Values in a Changing World



Table of Contents



Administration

Chief/Chairman	1	Human Resources	4
Finance & Accounting	2	Quality Management	4
Legal Services	3	Communications	5
Compliance	3	Information Technology	6

Tribal Client Services

TCS Executive Director	9	Vocational Rehabilitation/Developmental Disabilities	16
Self Governance	10	ASAP, General Assistance, Burial Assistance	16
Public Safety	10	Child Protection	17
Tribal Government Services	11	Emerging Leaders	18
Village Planning & Development	11	Energy Assistance	19
Housing	12	Head Start- Prenatal to Five	19
Transportation	12	Wildlife & Parks	20
Tribes Extension Program	13	Realty	20
Cultural Programs	13	Yukon Inter-Tribal Fish Commission	21
Employment & Training	14	Energy	22
Education	14	Cadastral Survey	22
Elder Nutrition	15	Forestry	23
Childcare Assistance	15		

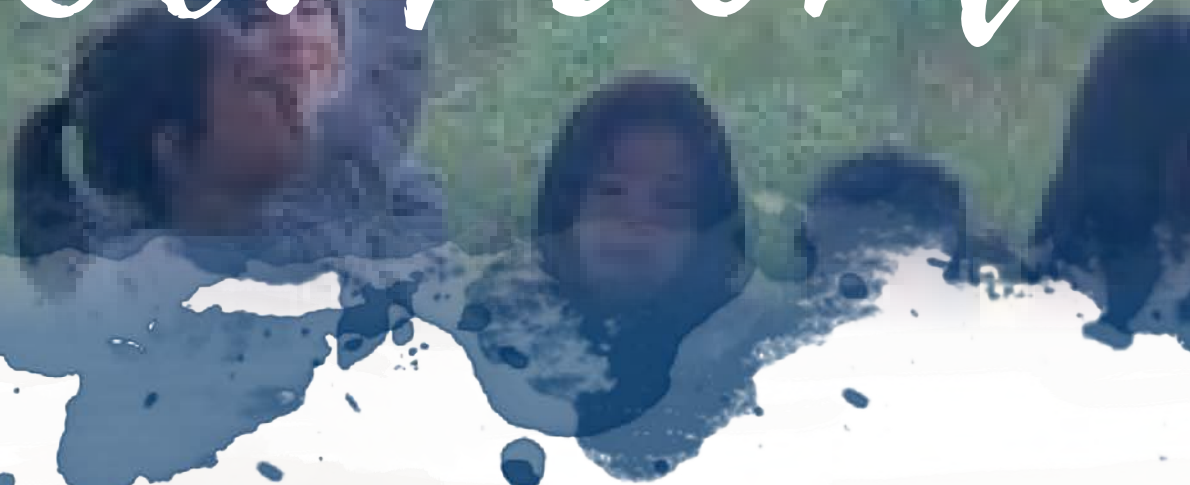
Health Services

Health Services Executive Director	27	WIC Program	33
Chief Andrew Isaac Health Center	28	Radiology/Imaging Services	33
Eye Clinic	28	Behavioral Health	34
Dental Services	29	Office of Environmental Health	34
Purchased/Referred Care	29	Wellness & Prevention	35
Laboratory Services	30	Special Diabetes Program	35
Biomedical Equipment Support	30	Housing First	36
Pharmacy	31	Sober Centering	36
Materials Management	31	Willow House & Bertha Moses Patient Hostel	37
Medical Services	32	Community Health Aide & CHC Programs	37
Nursing Services	32		





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Registration

Huslia Culture Camp
August 2018





Grayling Culture Camp
September 2018

Chief/Chairman's Letter

Dear Tribes and Tribal Members,

With a legacy that began in 1915, when the Chiefs of our region stood together in the face of adversity, Tanana Chiefs Conference has always been ready to adapt and evolve to meet the needs of an ever-changing world and 2018 was no different. With the current political climate causing uncertainty for many of our programs, we have been forced to adjust and adapt to continue meeting the needs of our tribes and tribal members. Nothing will stop us from providing excellent services and we will always find a path forward.



Although 2018 had many challenges, TCC had many successes. Our successes were accomplished by following our 2015-2020 Strategic Plan, which aligns with the needs of our member tribes.

Here are a few of the accomplishments TCC achieved this past year:

- Received an A+ investment rating from Fitch Ratings, which will save us millions of dollars on our future financings.
- For the fifth year in a row, we provided funding from TCC fund balance reserves. In FY '19 we provided \$28,673 to each of our 37 federally recognized tribes.
- The TCC Executive Board also authorized \$1.85 million or \$50,000 to each federally recognized tribe to assist in strengthening tribal operations.
- Partnered with the Kelly Fields and the Alaska State Troopers to purchase a K-9 drug dog to reduce drugs in Interior communities.
- Assisted Hughes Village Council with the purchase and installation of a 120kW solar PV project, which is the largest remote solar array in the state. When combined with a battery and micro-grid control system, this project will help the community reduce their diesel consumption by up to 25% a year.
- As of this year, 86 health aides have attended training at our CHAP training center since it opened.
- Completed the construction of a new clinic in Circle; new clinics planned for Tok, Manley and Evansville, and clinic expansion in Fairbanks.

One of the big shifts in our organization is the adoption *Ch'eghwtsen'*. This translates to true love and a new guiding principle: ***World-class services that you can trust, provided with compassion, dignity and respect, when you need them. HEAR ME.*** As we move forward, we will be guided by the spirit of Ch'eghwtsen'.

As we look forward to the rest of 2019 and the years ahead we can always rely on our history and experience to overcome any challenge. I would like to thank our Executive Board, Full Board of Directors, and our tribal leadership as they are instrumental in guiding the direction of our organization.

You can see full reports from our departments and divisions by visiting our website at www.tananachiefs.org. As always, TCC continues to be guided by our vision of *Healthy, Strong, Unified Tribes*.

Ana Basee

A handwritten signature in black ink that reads "Victor Joseph". The signature is written in a cursive, flowing style.

Victor Joseph
TCC Chief/Chairman

Administration

FINANCE AND ACCOUNTING

TCC has completed 95% of the financial initiatives as outlined in the 2015-2020 Strategic Plan. We successfully refinanced our bonds in 2016 from 8% to 2.5%, for an estimated savings of \$67 million over the life of the original bonds. In January we received an investment-grade bond rating from FitchRatings who examined our financials and awarded us a rating of A+. Their team of financial analysts picked apart our financial statements trying to identify areas of weakness and couldn't find any. This rating is estimated to save us \$9.6 million over the life of the financing for the clinic expansion. This is a very strong rating and is reflective of the years of hard work to get our financial condition where it is today.

Additional accomplishments for 2018 included changes to reporting that now allow managers to review their financial program reports on a weekly basis and implementation of the purchasing credit card program that will improve efficiency and timeliness of purchasing transactions. We also created the village support accountant position who has been working with our villages to support their accounting functions.

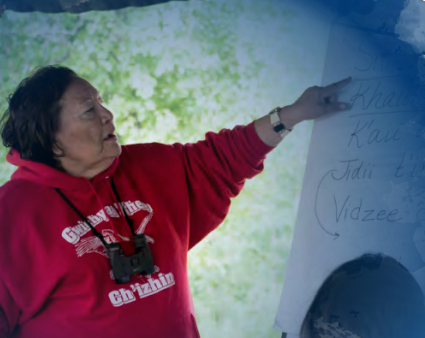
TCC closed out 2018 at \$195 million in revenues. This is a 7% increase since 2015. In 2018 TCC had an increase in net position of \$22.9 million, or 14%. This increase was primarily due to the surplus of 3rd party carryover funds in Health Services. Unrestricted net position increased by \$2.4 million due to investment gains.

To show some historical perspective, from FY 2009 to FY 2018, TCC had revenues increase by \$109 million (or 130%) and net position increase by \$137 million (or 295%). We expect this rapid growth to slow in FY 2019 due to possible decreases to federal and state funding.

Over the last four years we have had only one audit finding, and none were found in the last fiscal year. We are thankful for the communication and coordination between project managers and accounting for the successful financial management of our 170+ grants and contracts that cover more than 700 individual programs. For comparison, in the fall of 2008 the FY 2008 audit had 26 findings.

In 2019 we plan to continue to expand our operations while planning for our future, and will continue to look for ways to be fiscally conservative so we can provide more services to our people.

TCC received an investment-grade bond rating of A+, saving an estimated \$9.6 million.



LEGAL

The Legal Division provides legal services and guidance to TCC and its member tribes. The division handles a variety of legal matters, including state and federal advocacy, contract review, real estate transactions, Indian law, employment law, health law, business development and negotiation, regulatory issues, and other legal needs as they arise.

In 2018, we assisted tribal and TCC engagement with Taiga Mining's Clear Creek project, and authored a memo to tribes explaining the legal issues of the Katie John-Sturgeon case. We also authored an Alaska Trust lands and IRA memo. We arraigned opposition to the Kavanaugh nomination to the Supreme Court, including tribal letters and tribal representation in Washington D.C.

Further, TCC financed a trip with Commissioner Sam Cotton and former Lt. Governor Byron Mallott to five Yukon River Intertribal Fish Commission villages and McGrath, and successfully advocated to increase the Rural Health Care Program cap from \$400 million, saving the Alaska Tribal Health Co-pay by over \$35 million annually. We developed scorecards for current sitting legislators to inform beneficiaries how these legislators vote on issues important to our area. We worked with HR on improving the background check application; we advocated for statutory changes to make it easier for safe people to work for tribes and TCC.

The Department of Interior has released a draft Leasing Environmental Impact Statement (Leasing EIS) that was prepared to inform implementation of oil and gas leasing permits within the ANWR Coastal Plain. Legal participated in meetings to support tribal comments to the Coastal Plain EIS.

COMPLIANCE

Compliance continues to assist TCC in carrying out its mission with integrity and in accordance with legal, regulatory, and ethical responsibilities. Recently, TCC reorganized the Compliance Division to integrate the risk, safety, security, HIPAA, and privacy programs to reduce overlap in duties and improve efficiency.

In 2018, a corporate risk management committee was formed to oversee all risk within the organization, including IT security risk, clinical risk, and corporate risk. As part of the reorganization of Compliance, The records retention manager and the corporate information security officer positions both transferred to IT, but Compliance will continue to work closely with IT. The compliance officer will remain the HIPAA security officer.

We completed improvements to the Security staff schedule. Since the Morris Thompson Cultural and Visitors Center time study, Security presence has increased to the agreed upon times. We continue to develop and revise our policies and security management plan. We continue to develop a business continuity plan that includes disaster recovery and emergency response, and are partnering with other departments as well as the Risk Management Committee.

OmniGo software has been selected for the Security database, expected at this writing to go live April 2019. Response Technologies software has also been selected for the updated duress system, to include rural clinics. Facility keying is now 95% complete, with a few off-campus sites left to be evaluated.

We continue to develop and implement training plans and presentations for TCC staff and boards. Finally, we successfully completed Environmental Health and Safety surveys for all urban TCC facilities for FY 2018.

Administration

HUMAN RESOURCES

The mission of the TCC's Human Resources (HR) Division is to provide services that promote a safe work environment characterized by fair treatment of staff, open communications, personal accountability, legal compliance, trust and mutual respect. We seek to provide solutions to workplace issues that support and optimize the operating principles of TCC.

In 2018, HR processed 237 new hires, with a Native hire percentage of 72%. This brings our overall Native employee population to 63%. The overall turnover rate for 2018 was 16.5% (normal non-profit turnover rate is between 15% and 17%).

For the fourth straight year, TCC was able to pay a \$1,500 rural relief payment to all village-based TCC employees on TCC payroll, part-time or full-time, as of October 1st. For the summer intern program; we recruited for four villages to hire a tribal assistant (TA) intern and hosted interns in three departments in Fairbanks. We are seeking grant funding to expand the program.

Our rural recruiter again participated in culture camps, sharing about healthy choices, education, and career opportunities. HR transitioned to a new health insurance stop-loss carrier, creating a projected annual savings of \$911,000. TCC increased the smoking cessation coverage as part of our employee health plan, and promoted the Best Beginnings program, which helps expectant parents. Medical travel support was also enhanced, now allowing for out-of-state per diem and airfare.

The Heathy Merits Employee Wellness program saw an increased number of participants in 2018, going from 21.5% (2017) to 36% participation in biometric screenings; several led to early intervention.

QUALITY MANAGEMENT

TCC's Quality Management Division strives to ensure that our qualified personnel deliver state-of-the-art care and services, and that quality care is evident in all services provided to, or on behalf of, those we serve.

Many of our highlights from 2018 involve hiring. Quality Management has a new patient experience (PX) manager, and the new ANMC TCC patient navigator garnered praise at the December all-staff meeting. A new Quality Improvement (QI)/Quality Assurance (QA) manager position was filled in the fall. Several clinical QI projects are already underway, including significant improvements to the peer review process and notifications for outlier data to help identify quality concerns earlier. We are also establishing a structured process for identifying, reviewing, reporting, and addressing practice concerns.

The clinical training specialist position moved under Quality Management purview this summer. This new specialist has worked to update all CPR manikins to meet AHA 2019 standards for clinical training, Dental, Home Care, and the Tok and Galena clinics. This position is also helping to streamline certification processes for staff that require basic life support (BLS) training.

The Safety program moved out of Quality Management at the end of 2018. Safety has worked to support reaccreditation efforts, assisted with risk and compliance efforts, and responded to several staff safety and security related events. Workplace injuries at TCC were reduced in 2018 compared to previous years.

In 2018, the quality systems manager led successful CARF reaccreditation for our Behavioral Health department. Finally, Quality Management has started using new data analytics software, AZARA.



INFORMATION TECHNOLOGY

The goal of the Information Technology (IT) Division is to provide excellent information technology in support of TCC services. In 2018, TCC successfully transitioned to using a new electronic health record (EHR) system, athenahealth. The transition included the migration of patient data to the new EHR from TCC's legacy EHR system, the Indian Health Service's Resource and Patient Management System. Also part of the transition were the deployment of new ancillary systems (laboratory, pharmacy, and radiology), establishing new secure interfaces for transmitting confidential information, and training for staff.

Because of the confidential information TCC maintains on the people we serve, IT has deployed new information security systems to include a new email security gateway, system and network vulnerability scanner, and system event log monitoring system. These systems help lower the risk from cyber-attacks on TCC's information systems and loss of data.

Utilizing the iExpense module of Oracle, a new purchase card program was implemented to streamline purchasing and make payment more efficient between TCC and its suppliers. As we continue to move forward with implementing a new employee time reporting system (Kronos), changes in the systems and processes we use to capture that information will result in TCC off-setting operational costs by \$250,000 over the next five years.

Key critical IT infrastructure upgrades were made improving network performance, increasing storage capacity of company data, and reducing downtime from aging and outdated technology.

For 2018, the IT staff made 40 village visits and closed 12,549 work order requests.

COMMUNICATIONS

The Communications Division provides assistance in conveying key messages and information about TCC programs and services to tribal members and beneficiaries and is responsible for both internal and external communications for TCC.

Communications continues to create videos in-house, saving the organization thousands in production costs. Last year, the Communications Division completed a total of 87 videos including trainings, culture camp videos, suicide awareness month resources, materials for CHAP, and continuing work on the Legacy of Our Elders. TCC continues utilizing social media with 1,042 instagram followers, 774 twitter followers and 8,352 Facebook followers.

In 2018, Communications assisted in the implementation of 9 Culture and Wellness Camps in the communities of Allakaket, Chalkyitsik, Grayling, Huslia, Last Tetlin, Nikolai, Northway, Ruby, and Venetie. Next year, we plan on hosting two camps in each subregion for a total of 12 culture camps.

Communications continues the Legacy of Our Elders project, documenting Alaska Native elders throughout the region, with volumes 6 and 7, which plan to debut at the March 2019 convention. We also continue to develop and distribute TCC's The Council Newsletter, as well as work with Chief Victor Joseph on his monthly e-newsletter to staff and tribal leaders.

Communications has developed a project plan for the TCC website redesign, and anticipate filling our new web developer position to move forward on the project in 2019.





Tribal Clie



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Chalkyitsik Culture Camp
July 2018





*Grayling Culture Camp
September 2018*

Executive Director of Tribal Client Services

Dear Tribal Members,

Welcome to the 2019 report of the Tribal Government and Client Services (TCS) department. Please take time to review this collection of reports compiled by our dedicated staff. Many important tribal issues may not be covered on the convention floor, but our effort and progress can be seen within these reports.

In 2018, tribes faced a number of challenges from the administration. The Department of the Interior (DOI) held consultations on the DOI reorganization, Alaska Indian Reorganization Act of 1934 (IRA), and Lands into Trust, and sent out a letter proposing the elimination of the Certificate Degree of Indian Blood program. The Sturgeon case puts Alaska's federal subsistence fishing rights on the line. The Bureau of Land Management (BLM) has denied tribes the cooperative agency status. The new state administration is looking to cut the VPSO program by \$3 million this fiscal year.

Though we faced a number of challenges, the TCS team has been dedicated to keeping tribal priorities at the forefront. To support our tribes, the first tribal council training was held in 2018. In partnership with Health, clinic assessments were completed and generators were installed at all village clinics to help maintain excellent facilities. To ensure the wellbeing of our tribal members, the Yukon River trip with the state was a success and resulted in the approval of an emergency petition to allow drift gillnet fishing for fall chum salmon to help offset reduced king salmon harvests. The Director of the Office of Head Start visited two of our home-based programs in September to demonstrate the importance of early education for our children.

There are a number of upcoming opportunities for our tribes. An accurate 2020 census count can ensure our region receives proper funding. PL477 has expanded to 12 federal departments, which makes new funding available for workforce development. In FY 2018, Congress created a tribal set-aside for tribal victim service programs, for which several tribes and TCC applied. Wildlife and Parks is developing a mobile device app to assist community-based monitoring in the region to document climate change. There may be an opportunity to contract fire crews with BLM Alaska Fire Service (AFS). The transportation bill will renew in 2020 and it will be our chance to partner and advocate for equitable funding for small tribes.

As we engage the vision contained in this year's convention theme, "Ch'eghwtsen: Living Our Values in a Changing World," we recognize the importance of love and giving everything we can as we continue working for *Healthy, Strong, Unified Tribes*.

Ana Baasee,



Will Mayo, Executive Director
Tribal Government and Client Services



Tribal Client Services

TRIBAL DEVELOPMENT

SELF-GOVERNANCE

The Self Governance program helps tribes reach their self-determination goals by assisting with budget management, training, and ongoing technical assistance. The program funds a tribal administrator for each tribe in the TCC region, and partners with tribes to supervise those that choose to be TCC employees.

Self Governance had an overwhelming response to its first council training held in January 2018, prompting an additional training to be held in April 2018. Between the two events, 135 tribal council members, chiefs, and tribal staff received training on council roles and responsibilities.

During the summer of 2018, Self Governance staff attended three joint meetings with the Bureau of Indian Affairs (BIA) and tribes pursuing 638 contracts (Holy Cross, Huslia, and Birch Creek). This was a huge step in our effort to build a strong partnership with the BIA and tribes. These meetings also led to TCC partnering with the BIA to host a two day workshop in Fairbanks so tribes could receive 638 contract proposal training and learn more about transitioning programs out of the TCC compact.

In FY 2018, the Self Governance program processed 1,604 village check requests for a total of \$5,368,521 (IHS and BIA funds). This is 121 fewer check requests from FY 2017. If we are able to graduate more tribes into the Contract for Service (CFS) program, we should continue to see a decrease in check requests processed. This frees up staff time for assisting tribes with strengthening their tribal operations.

PUBLIC SAFETY

The Village Public Safety Officer (VPSO) program works with the Alaska State Troopers to meet public safety needs in rural communities. VPSOs are known as “The First Responders in the Last Frontier,” as they respond to emergency calls in law enforcement, fire, emergency medical services, and search and rescue. The presence of these officers has had a significant impact on improving health, safety, and the quality of life in our villages.

VPSO training included civil diversion agreement, interview and interrogation, search and rescue, ROV refresher, and 40-hour annual training. Our new K9 has already had several successful drug interdictions and is available on request.

Through our advocacy with the Governor’s Tribal Advisory Council (GTAC), Governor Walker sought and received \$3 million in funding to start the statewide 911 implementation project. We will advocate that statewide 911 continue to be funded through implementation.

We met with legislators, presented at the Senate Judiciary Committee in March 2018, and made great strides through the GTAC, including an alliance to outline an advocacy plan to educate the legislature about VPSO program expenditures. The FY 2019 budget saw an increase of \$500,000, which allows us to pursue goals including fully funded recruitment, infrastructure projects in approved villages, and an increased travel budget.

Finally, the State of Alaska Attorney General has declared that VPSOs can enforce tribal codes and ordinances. TCC has been advocating for this action for four years. This is a huge step in the right direction of recognizing tribal government authority.

Ruby Culture Camp
July 2018



TRIBAL GOVERNMENT SERVICES

Tribal Government Services (TGS) provides technical assistance, training, and guidance to tribal councils and courts. Technical assistance is given on a daily basis on tribal government operations and infrastructure development, tribal court processes, and enrollment.

TGS hosted a successful 35th Annual Alaska Tribal Court Conference in May, and initiated an annual tribal court clerk training in October. With the TCC Legal Division, the Alaska Department of Law, District Attorney Office, and Alaska State Troopers, we coordinated an implementation path for the Civil Diversion Agreement (CDA) with the State. Anvik and Nulato were the first tribes to sign the CDA, and Nulato began hearing cases. The CDA was signed by an additional nine tribes in late 2018. The new Tribal Government Specialist and Tribal Enrollment Specialist positions were filled.

TGS developed and maintained the following lists and analyses for all tribes in the TCC region: base roll identification, land owned in fee simple title, local option law villages, tribal court activity, tribal constitutions, tribal codes, and tribes with tribal-state agreements.

In 2018, TGS staff traveled to 12 villages (some more than once) to work on constitutions, codes, enrollment, court development, and tribal-state agreements. In 2019 and beyond, we will continue to support tribes while moving forward on improving tribal enrollment ID card security, implementation of grants and administrative supports such as revising tribal civil law and order codes, and developing model documents such as a tribal court records retention policy and tribal court clerk manual.

VILLAGE PLANNING AND DEVELOPMENT

The Village Planning and Development (VP&D) program provides technical assistance to tribal councils in the TCC region to support sustainable community development for the Interior Alaska Native people.

In 2018, a three-year Economic Development Administration (EDA) grant was awarded. Village-based Business Planning Specialist contracts were awarded to Rampart, Venetie, and Nulato. We held a week-long business development training in Fairbanks in late January 2018, which was free and open to the public. Four rural entrepreneurs from Healy Lake, Tanana, Circle, and Stevens Village participated in Fairbanks Startup Weekend in September; the Healy Lake team won third place in the competition. TCC partnered with the Fairbanks Economic Development Corporation during Fairbanks Startup Week in November by providing a free public presentation on Airbnb in rural settings.

We awarded five contracts for village-based community planning specialists to Allakaket, Alatna, Koyukuk, Kaltag, and Dot Lake. We contracted with Hamilton Consulting to create a community plan for Holy Cross. Four villages completed community plans: Allakaket, Healy Lake, Holy Cross, and Koyukuk. We updated the TCC Village Planning and Grant Writing webpage, and created 31 new community snapshots detailing updated community plans and highlighting community vision, mission, goals, and priorities. We awarded nine contracts for village-based grant development specialists, and contracted five grant writers.

A total of 21 tribes participated in the training needs survey, including 50 tribal council members and staff. The results show what trainings are desired by the tribes; leads have been assigned to help better meet tribes' training needs.

Tribal Client Services

TRIBAL DEVELOPMENT

HOUSING

TCC's Housing program provides weatherization and new construction services throughout the rural Interior Alaska region. These services are funded from grants awarded from the Alaska Housing Finance Corporation, Bureau of Indian Affairs (BIA), and Housing and Urban Development.

Five weatherization projects in Fort Yukon were completed under budget. Additional homes will receive weatherization services if funds remain by the grant year-end close out date of March 31, 2019. BIA's Housing Improvement Program (HIP) awarded us \$396,000 to construct two new residential homes. We completed all remaining rural clinic assessments for TCC Health for accreditation with the Accreditation Association for Ambulatory Health Care (AAAHC); we are implementing a schedule with TCC Health and Office of Environmental Health (OEH) to have rural clinic renovations done in time for AAAHC accreditation this summer.

TCC Housing's main priority is utilizing local labor. In 2018, we hired in three communities. In Fort Yukon, we had five local hires and one contracted technical weatherization assessor. Hughes and Huslia each saw four local hires and one offsite plumber.

Each task assigned to Housing this past year has been completed in a timely manner and under budget. Since the weatherization program began in 2008, TCC Housing has seen a 94% decline in funding from Alaska Housing Finance Corporation (AHFC) to provide services to the rural communities. Not only is TCC affected, but all the entities across Alaska are affected by this shortfall of funding. Due to this decline, weatherization services are only available to one community at a time.

TRANSPORTATION

The Transportation program works with tribal governments to help develop and implement community plans related to transport. Plans include goals that focus on safety, maintaining the quality of existing roads, and designing plans for future transportation projects.

The Transportation program currently contracts with the Federal Highway Administration to receive Tribal Transportation Program (TTP) funding for Alatna Tribal Council, Circle Traditional Council, Grayling Tribal Council, Healy Lake Tribal Council, Shageluk IRA Tribal Council, and Stevens Village IRA Council. Transportation also contracts directly with tribes; there are currently four contracted tribes, and one in the process of contracting.

The state has stopped servicing some state-owned roads that are used by – and critical to – our communities. The Village of Ruby, TCC, State of Alaska Department of Transportation (DOT), and other entities are discussing ways to ensure maintenance occurs on Airport Road and Poorman Road. Nulato has been working on a 202(a)(9) maintenance agreement with the state to take over the Mukluk Bridge project, and Tanana, Manley, Rampart and Minto have discussed with the state DOT to maintain the Elliot Highway for their respective regions utilizing 202(a)(9).

We are in the process of assisting Transit grant recipients in creating plans for their communities. Ruby, Venetie and Healy Lake's Transit application was submitted in September. TCC worked with the tribes to secure \$12,500 safety planning grants for Healy Lake, Grayling, Shageluk, Takotna, and Birch Creek. TCC is working with collaborators to look at developing a large regional or subregional dust control project.

TRIBES EXTENSION PROGRAM

The mission of the federally-recognized, agriculture-focused Tribes Extension Program – a partnership between the University of Alaska Fairbanks Cooperative Extension Service and TCC – is to educate, engage, and support the people and communities in the FCC region and Alaska through connection to the university, while communicating to the university the challenges, issues, and interests of Alaskans and TCC members.

In 2018, we taught 40 workshops to a total of 472 participants in Fort Yukon, Tanacross, Tetlin, Nenana, Fairbanks, Minto, Beaver, Galena, Kaltag, and Northway. Through Bureau of Indian Affairs (BIA) agriculture funding, we sent seeds to 460 gardeners in 24 villages; we send bulk seeds and small bags for divvying the seeds, rather than seed packets, to save money. Our monthly gardening articles appeared in the Fairbanks Daily News-Miner and in The Council Newsletter. Throughout the summer we released weekly YouTube videos on gardening and farming.

We received funding from the US Department of Agriculture (USDA); National Institute of Food and Agriculture (NIFA); and the Women and Minorities in Science, Technology, Engineering, and Mathematics Fields Program (WAMS) for a project that brings high school students into Fairbanks to learn about the connections between food, health, tradition and agriculture, with a focus on subsistence food collection. This summer we managed the variety trials at the Georgeson Botanical Garden and supervised two employees. We taught the Alaska Master Gardener Online course to 23 students, and submitted the final report of a five year grant from the Federally Recognized Tribes Extension Program.

CULTURAL PROGRAMS

TCC's Cultural Programs celebrates and educates about Alaska Native cultures in Interior Alaska. As a means to perpetuate cultural identity, the program provides year-round cultural traditions workshops, dances, shows, and activities to build understanding, appreciation, and respect for Alaska Native cultures.

Summer 2018 was a time of building program quality to attract tour companies. We made significant changes to the Cultural Connections show. Tickets are now \$10 instead of donation-based, the show is fully scripted, and the entire performance is carried out by youth. The youth performers were outstanding as they sang, danced, and told stories about their lives to visitors, up to 60 at a time, from all over the world. Moving forward, we will focus on further developing contracts with tour companies in a sustainable way that allows us to meet demand and keep our programs high-quality.

Our Make It & Take It and Portraits in Athabascan Garments programs continue year-round. We have added to our winter offerings a personal tour of the exhibits by Gwich'in Athabascan storyteller Dixie Alexander, currently offered for Gondwana Ecotours. Considering this program is dependent on Dixie Alexander, we will focus on training back-up guides in the event she is unavailable.

We continue to develop winter programs for the Alaska Native community. Last winter we developed a full schedule of Cultural Traditions workshops for the Fairbanks area. We were thrilled when the CIRI Foundation reached out to us and asked us to help mentor workshops in the villages via a \$20,000 grant.

Tribal Client Services

CLIENT DEVELOPMENT

EMPLOYMENT AND TRAINING

The Employment and Training program now operates through funds from the U.S. Department of Labor, Department of Health and Human Services, and the Department of Interior Bureau of Indian Affairs (BIA) to provide a single coordinated comprehensive program that serves as a supplemental support (in addition to any state, federal, or private resources acquired by the applicant through required applications for financial assistance elsewhere) for employment resources such as tools, work clothing, training, and room and board that are directly linked to a client securing and keeping full-time employment.

In 2018, all trainings undertaken by us were tribally requested, and we either funded these fully or assisted with funding. We provided work gear, office attire, firefighting gear, tools, and travel and training costs for tribal members throughout the TCC region. In summer 2018, TCC Youth Services employed 162 youth within the TCC region, plus eight youth at Morris Thompson Cultural and Visitors Center; they paid \$224,326 in youth wages.

Efforts to meet the goals and guidelines of the ILEAD grant are moving forward. Staff are working hard to recruit new Emerging Leaders (ages 18 to 21), as well as elder mentors representing different village subregions. We also assisted Hughes and Venetie with On the Job Training (OJT) for construction projects. Assistance on these projects extends through Spring 2019. New in 2019, we look forward to assisting Huslia with a construction project, in partnership with Huslia and Tribal Development.

EDUCATION

The Education program delivers financial aid to tribal members through three programs: Higher Education, Adult Vocational Education, and Adult Basic Education. In addition to these programs, we host events and partner with other entities and tribes to improve educational opportunities in the TCC region.

In 2018, we completed the Education Development plan, which details a path forward within the areas of compacting K-12 education, establishing the tribal college, reinvigorating TCC scholarship programs, revitalizing languages, empowering tribes with ESSA, and the Grow Our Own Program. An additional \$250,000 from TCC was made available to students. We created a new policy and procedural guide, as well as finished Client Development Integrated Data System inputs for Higher Education and Adult Vocational Education. A total of 14 students graduated across all three programs.

Hosting and outreach efforts included a job fair at the University of Alaska Fairbanks (UAF), with 12 employers and more than 250 students participating. We also hosted the annual Education Summit, this year on Native language revitalization, attracting 139 attendees; the event resulted in nine working groups and a white paper summarizing summit outcomes. We have made a coordinated effort of outreach to tribal members in the Fairbanks Correctional Center (FCC), Fairbanks Youth Facility (FYF), homeless, and Fairbanks Reentry Coalition.

In 2019, we are expecting substantial headwinds for education statewide. We are currently awaiting the 2019 State of Alaska Budget which may pose a substantial threat to educational programs throughout the TCC region. We will be monitoring this situation.

ELDER NUTRITION

Elder Nutrition provides nutrition and supportive services by serving meals to elders age 60 and older; we utilize Title VI, Part A Elder Nutrition Grant awards.

Our Title VI Elder Nutrition Program fiscal year is April 1, 2018 to March 31, 2019. The Alaska Commodity Supplemental Food Program (CSFP) continues to increase the qualifying household income required for eligibility, thus increasing the number of applications from TCC region communities that are accepted for eligibility. Holiday food boxes were filled and shipped to most villages. Fifty full Thanksgiving food boxes were prepared for Minto alone, for which recipients were very appreciative.

An Elder Nutrition Cooks Training was held in Fairbanks July 29 – August 3, 2018, and was a big success. Cooks received Alaska Food Handler Card training. Topics included essentials of safe food handling – such as hand washing, using thermometers to check refrigerators as well as cooked foods, cooling temperatures and the “Danger Zone” (135°F to 41° F), sanitizing of surfaces and dishes, and avoiding cross-contamination. Participants aced the presentation quiz! The training also provided guidelines for safe use of donated, traditional foods.

We continue to encourage our tribal members to apply for vacant Elder Nutrition cook and substitute cook positions. The program plans to contract with tribal councils to help fill these vacancies in the future.

Our longest-serving elder cook is Bessie Solomon of Grayling. She has been working for over 22 years.

CHILD CARE ASSISTANCE

Child Care Assistance (CCA) provides assistance for income-eligible families engaging in school, work, treatment programs, or subsistence activities in rural villages. Child care assistance supports state-licensed, tribally-licensed, and relative providers bringing income to rural villages and providing support for families.

Throughout 2018, CCA staff met with the state licensing office to learn more about licensing rural homes through the state; we presented what we learned at the Education Summit. Child Care is actively working towards increasing the number of licensed homes and centers in villages, which would create more job opportunities and income in our rural service areas.

CCA supported 20 relative and tribally-licensed providers in 11 rural villages throughout 2018. Grant funds also help support the local Tribal Workforce Development Specialist in each village. We provided more than 25 relative providers with infant and toddler CPR/First Aid training in Fairbanks, and we are working on getting the same training out in the rural areas we serve.

In 2019, CCA hopes to help license more homes in rural areas to provide stable and quality child care, and to incorporate our traditional activities and languages into the child care curriculum.

*Allakaket Culture Camp
July 2018*



Tribal Client Services

CLIENT DEVELOPMENT

VOCATIONAL REHABILITATION, DEVELOPMENTAL DISABILITIES, INFANT LEARNING PROGRAM

Tribal Vocational Rehabilitation (TVR) programs are designed to assist people with disabilities over age 18 to return to the workforce by exploring careers, attending school, or participating in subsistence activities and the sustenance of their communities. The Community Developmental Disability Grant, or Developmental Disabilities (DD), provides services to children and adults in rural locations throughout the TCC region who have been diagnosed with an intellectual developmental disability before age 22. The Infant Learning Program (ILP) is a family-centered program for children from birth to three years old who may have developmental disabilities, delays, or challenges; the child's family and a TCC developmental specialist work together to create a plan for services.

The new ILP coordinator visited more than 15 village homes to provide screenings, assessments, and ILP early intervention services; the program provided assessments and services to 13 children. ILP collaborated with Council of Athabascan Tribal Governments (CATG) family home visitors and staff from Venetie, Arctic Village, and Fort Yukon. DD program staff assisted nearly 30 families with transitioning from state- to Medicaid-funded services. Assistance was provided in 22 villages and in Fairbanks; staff also hosted a day camp in June, staffed an FASD awareness table at Chief Peter John Tribal Building in September, and submitted an article to The Council newsletter. TVR staff travelled to no fewer than eight homes for outreach and existing clients, and assisted 19 individuals with disabilities in obtaining employment, self-employment, or subsistence outcomes.

ATHABASCAN SELF-SUFFICIENCY ASSISTANCE PROGRAM, GENERAL ASSISTANCE, BURIAL ASSISTANCE, AND EMERGENCY ASSISTANCE

Athabascan Self-Sufficiency Assistance Program (ASAP) provides temporary financial support and other services to low income-families taking care of relative children under age 19 that are attending school. General Assistance provides financial assistance during employment off-season months to people without children who live in rural communities. For both programs, applicants must be tribally enrolled or eligible for enrollment. In addition, Burial Assistance helps with funeral costs up to \$2500 (\$400 of which can be used for potlatch supplies), and Emergency Assistance provides \$1000 per household toward flood, fire or natural disaster damage.

ASAP is seeking to partner with Women and Children's Center for Inner Healing (WCCIH), Turning Point counseling services, Division of Public Assistance, and others to expand offerings. ASAP served six clients with workforce skills under the subsidized employment program; Emergency Assistance helped seven clients. Two tribal Workforce Development Specialist (TWDS) Family Services trainings were held in Fairbanks for all TWDSs, at the November training, Native American Motivational Speaker Chance Rush spoke to the importance of the work that TWDSs do in their villages. Sixty six Temporary Assistance for Needy Families (TANF) recipients attended training and received supplies towards gaining employment. Our new General Assistance hire has helped us achieve on-time monthly disbursement of client benefits and timely application processing; moving forward, we seek to focus efforts with long-time General Assistance recipients towards guidance for employment, GED help, and other supports to help those individuals towards being self-sufficient.



CHILD PROTECTION

TCC Child Protection Program provides protection and welfare services to the families in our region who have children in tribal or state custody. We work with tribally licensed foster homes throughout the TCC region, as well as Casey Family Programs, Office of Children's Services, and Alaska Center for Resource Families. We also work closely with the region's tribal courts and assist tribes and Tribal Family Youth Specialist (TFYS) staff with home visits, referrals, and identifying services for parents and families.

At Child Welfare Tribal Caucus meetings and negotiations with the state in 2018, we continued to develop the scope of what child protection work tribes will take on throughout the state. We held a foster parent appreciation event, sponsored by Casey Family Programs, at which 30 families listened to talks on trauma-informed care, nutrition, and self-care. Families were fed and went home with blankets and certificates.

The annual gift drive for children in foster care was a success, distributing Christmas presents to more than 80 children on behalf of all the TCC employees. Casey Family Services continues to support TCC with travel and training costs for our Tribal Workforce Development Specialist (TWDS) positions and Fairbanks positions.

Moving forward, we hope to increase our rate of reimbursements from the Title IV-E Maintenance Program. To strengthen our partnerships, we are also exploring ways in which collaborative training could be supported between TCC Child Protection staff, local OCS staff, TFYS staff, and tribal court judges and council members.

*Every year, TCC Employees purchase
christmas gifts for more than 80 children
in foster care.*

Tribal Client Services

CLIENT DEVELOPMENT

EMERGING LEADERS

TCC's Emerging Leaders project seeks to formalize a leadership development framework for youth and young adults ages 14 to 21, including naming 12 youth ages 18 to 21 as Emerging Leaders. This leadership group is modeled after the TCC Executive Board. Outcomes support the long-term goal of youth engaging in local and regional decision-making, fostering the next generation of leaders.

Emerging Leaders attended the 2018 TCC Annual Convention in March, Denakkanaaga in June, ILEAD Youth Summit in July in Montana, two TCC Culture Camps during the summer, the Education Summit in August, and the UAF Tribal Management training on November 12, 2018. Three Emerging Leaders also attended the ANA grantee meeting in Washington, D.C. in November.

All Emerging Leaders attended a three-day, two-credit Tribal Youth Leadership class through UAF, except the two Emerging Leaders who attend college out of state. Six village chiefs spoke; many other tribal leaders and guests attended the reception dinner, with traditional songs and dancing after. In January 2019, Emerging Leaders met with TCC Chief and Chairman Victor Joseph for a talking session.

Recruitment for the next youth delegates, leaders, and mentors took place most recently in Tanacross, Dot Lake, Tok, and Northway. We received five mentor commitments and a lot of youth interest. The Emerging Leaders developed a survey for village youth; all data should be in by mid-February. Importantly, the survey asks whether a teen center exists in the respondent's village, and if not, what spaces may be available for establishing one.



*Nikolai Culture camp
March 2018*

ENERGY ASSISTANCE

The Energy Assistance (EA) program helps pay a portion of home heating expenses and some weatherization needs for non-Native and/or Native residents in 37 villages in the Interior. The program runs from October 1st through April 30th each year.

In 2018, EA was awarded the FY18 Low Income Home Energy Assistance Program (LIHEAP) grant in the amount of \$1,794,334. The program provided energy assistance benefits to 949 households, and assisted 916 households with an energy assistance supplement in September.

Through the weatherization program, EA clients were also provided with 10 doors, eight five-gallon buckets of Perma-Chink, two woodstove doors, 17 Toyostoves, one wood stove, one water heater, and enough windows for 12 homes. Four households were assisted with crisis payments.

In addition to hosting an OJT employee in May and June 2018, a full-time program assistant was hired and started working on September 24, 2018. EA presented a power point presentation at Family Services Training in May 2018, as well as the TWDS training in November 2018. Staff anticipate attending the FY19 LIHEAP Conference in May, 2019.

HEAD START- PRENATAL TO FIVE

The Prenatal to Five Head Start program fosters school-readiness in children 0 to 5 as well as expecting families. The program focuses on individual learning styles while exploring Athabascan culture, creative arts, literacy, language development and communication, science, math, physical health and development, and social skills. With the community, we develop family-focused, Athabascan values-driven social activities. We also collaborate with local health and other service providers to ensure access to services. We are funded to serve 229 children and expectant families throughout the TCC region; we currently work in 17 villages and provide 22 different programs, both home-based and center-based.

In 2018, 18 village-based staff completed coursework towards Childhood Development Associate (CDA) certificates; five staff took classes towards CDA renewal or Associate of Arts (AA) degrees in Early Childhood Education. Two lead educators graduated, one with an Associate of Applied Science (AAS) in Early Childhood Education, the other with an AA in General Studies. Twenty-four village-based staff attended 5 days of pre-service training in Fairbanks. In 2018 we hired a Family Advocate to serve the Yukon-Koyukuk sub-region from Galena, and a Family Visitor was hired to work with the prenatal-to-three population in Tanacross.

We are currently on a chronic under-enrollment plan; an updated community assessment, due to be aggregated in March, will help ensure we are currently providing services in villages that need them most. If there is a reduction in the number of funded slots due to under-enrollment, there may be a reduction in services and staff.

*We currently employ
52 Head Start staff, seven of whom
are based in Fairbanks.*

Tribal Client Services

NATURAL RESOURCES

WILDLIFE AND PARKS

TCC's Wildlife & Parks (W&P) program oversees fishing, hunting, trapping, and gathering activity within the region. Our efforts can be classified into four categories: tribal sovereign recognition rights to hunt, fish, trap, and gather; TCC representation; tribal advocacy; and program-specific projects, capacity building, cooperative fish and wildlife management efforts, and assessing impacts of climate change to these dynamic systems.

The W&P director is at the beginning of his third and final term with the Alaska Board of Fish, working closely with state and federal partners. In 2018, we supported TCC efforts on summer fishery advocacy in collaboration with the Yukon River Inter-Tribal Fish Commission and the Alaska Department of Fish and Game. Our staff worked with consultants on expending the remaining Department of Commerce federal fishery disaster funds and research initiatives, initially received in 2014. For 2019, we are working to order more fish nets for our fishers to meet constantly changing regulations.

The National Science Foundation (NSF) project with the University of Alaska (UA) was funded to assess hunting, fishing, and trapping; climate change impacts to our tribes during their events around harvesting and gathering activities in Interior Alaska. We are working with Kansas and Nebraska Universities and other partners to continue our work and apply for more NSF funding in 2019.

The Hunting and Fishing Task Force continues to advocate for tribes on hunting, fishing, and trapping issues. We provide trainings to tribal members to advocate on proposals or regulations that affect these activities.

REALTY

The Realty program oversees approximately 9,700 landowning clients, 2,700 Native allotments and 500 Native restricted townsites. We provide our landowners with full spectrum real estate services on their restricted lands. We oversee the probate of estates involving these restricted lands for every deceased landowner in our region, and work to recover Native allotments – and all eligible lands – that are subject to dispute.

Our allotment recovery efforts have brought 362 acres into restricted status, recover land that tribal members were previously denied. We hope to recover 48,000 acres total. The State of Alaska Department of Natural Resources has agreed to re-convey 26 allotment parcels in the Tanana Valley State Forest. A bill is in Congress to expand the Veterans Allotment applications to encompass 1964 to 1975, the length of the Vietnam War. Many of our Native veterans were unable to apply for allotments while serving.

In 2018, we hosted two successful will projects to combat fractionation, or the increase in landowners for a given property with each passing generation. Fractionation impacts our workload, and we are taking steps such as adopting appointment-based services. We began the work necessary to establish a conservation option for our landowners and tribes to preserve Native lands for traditional use.

Archaeology activities continue to include field and laboratory projects such as analysis of silver salmon remains from Rampart, and contributions to an article on the Tochak McGrath family (between 800-1000 years old) that for the first time reports Ancient Athabascan as among worldwide human populations.

YUKON RIVER INTER-TRIBAL FISH COMMISSION

The Yukon River Inter-Tribal Fish Commission (Fish Commission) was founded on tribal unity for the health and well-being of tribal members, future generations, and all Alaskans and Canadians who rely upon the health of the Yukon River fisheries. The Fish Commission is committed to conserving, restoring, and providing for tribal use of fisheries based on Indigenous knowledge systems, scientific principles, and sound management. We work closely with the Hunting and Fishing Task Force and the Wildlife and Parks program.

In 2018, we increased engagement at several relevant fisheries meetings, including the Yukon River Panel in April to caucus with Yukon First Nations and learn more about the transboundary process. In addition, the Commission met with lower river representatives from Yukon Delta Fisheries Development Association to find common ground on potentially contentious Board of Fisheries (BOF) proposals, suggesting alternate language that both groups supported; the BOF recognized the work of the Commission when the proposals passed. We also drafted and advocated for critical fisheries regulations adopted by the BOF in March, and an emergency petition adopted in July, for Yukon River tribes that improved their ability to meet subsistence needs.

The vast majority of funding for the Fish Commission is used for travel to advocate in person at relevant fisheries workshops and meetings. These efforts make it possible for the Commission to achieve consensus on proposed regulations that may otherwise divide the tribes. General operations are on track to be fully funded through FY19. The Director is seeking outside funding from private foundations to continue Commission support beyond FY 2019.

In 2018, 5 regulatory proposals were unanimously supported and unanimously passed by the Board of Fisheries.

*Ruby Culture camp
July 2018*



Tribal Client Services

ENERGY

The Energy program supports and assists rural communities with their high cost of energy challenges. Our long-term vision is to help each of our communities improve their energy sustainability, mainly through the reduction of reliance on imported diesel for heating and electricity via technical assistance, project management assistance, grant writing, and project implementation. Energy managed Chalkyitsik's \$253,000 generator replacement and power plant rebuild project. We also facilitated the community's bulk fuel cleaning project to clean out all three of their bulk fuel tanks.

We worked with entities including the Volkswagen (VW) Settlement to put together a \$745,000 generator change-out project in Beaver and Stevens Village. These were the only tribes in Alaska to receive VW Settlement funds; we pushed the VW Trust to change the allocation formula, making the process more equitable for Alaskan tribes. We also worked with Senator Dan Sullivan's office and the EPA on efforts to reduce the negative impacts of higher diesel emissions regulations on clinics and villages.

We moved forward or completed at least eight additional village-specific projects, including work in Galena, Holy Cross, Hughes, Huslia, Koyukuk, Northway, Ruby, and Tanacross. We received a \$780,000 USDA High Energy Cost Grant and awarded a contract to ANTHC to complete the work. We assisted the Health program with the installation of more than 20 backup generators at rural clinics across the TCC region. Energy has secured funding for one additional staff member through 2021. Finally, work continues to develop an outline for an Interior Alaskan energy cooperative.

CADASTRAL SURVEY

Cadastral Survey provides professional land-survey services to both government and private clients. Focusing on the survey of tribal land boundaries throughout the Interior, the program has 25 years of experience performing GPS control surveys; Native allotment surveys; ANCSA 12(a), 12(b), and 14(c) selection surveys; and the survey of subdivisions both in villages and at remote locations. We also assist with 14(c) maps of boundaries, village expansion projects, and general land planning.

Cadastral continued working with the Newtok Village Council on the Mertarvik Quarry Road project in 2018. We worked this summer with the Forestry program to install forest inventory plots on Native allotments in Eagle, Circle, Chalkyitsik, and Fort Yukon. We also worked with Archaeology to survey an easement to protect a culturally rich area on the bank of the Yukon River below Eagle. Finally, we worked with Realty to mark out a new Native allotment along the Tanana River above Manley Hot Springs. Forestry, Archaeology, and Realty covered all wages and benefits for our employee on these projects.

In 2018, requests for plot plan surveys from Fairbanks realtors increased 85% from last year; local survey projects generated \$50,990. We also received many requests from individuals in villages for surveys to aid in subdividing land; currently we are unable to provide this service for free, but can offer a reduced fee (no profit will be made).

Cadastral seeks to continue our involvement surveying the Public Land Survey System in order to identify Native lands within Alaska to satisfy ANCSA.

NATURAL RESOURCES



FORESTRY

The 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.

In 2018, TCC Region Native Allotment Continuous Forest Inventory (CFI) plots were installed on Native allotments over 31 days of field work in the Upper Yukon area, one of eight forest management subunits in our region. This BIA-affiliated project updates our forest inventory and monitors change. Forestry is assisting Cultural Resources with a geodatabase for Native place name data. Our work on the Northway Contaminant Database Project with the U.S. Fish and Wildlife Service resulted in a geodatabase hosted by TCC; it allows quick access to information on contaminated sites. Forestry is helping Ambler create a woody biomass harvest plan, and assisting with long-term harvest planning for the woody biomass project in Galena. In April 2018, we assisted Nulato in submitting a proposal for a new portable sawmill. BIA-funded hazardous fuel reduction work in Tetlin is nearing completion at this writing.

In 2018, the U.S. Department of Defense announced security clearances are now required of all AFS firefighters for access to AFS headquarters on Fort Wainwright. Forestry helped village firefighters navigate the short-notice clearance process. Medical examinations in villages now replace the Health Screening Questionnaire (HSQ) to establish eligibility for firefighting. We are excited to share that TCC has been selected by the Intertribal Timber Council (ITC) to host the National Indian Timber Symposium in 2020.

The 2018 fire season saw roughly 406,000 acres burned statewide. The TCC Fire Crew was deployed for about 25 days in Alaska, and later in the season deployed a total of 78 days to Idaho, Nevada, Montana, Wyoming, and Colorado.



Health

Services

Last Tetlin Culture Camp
June 2018





*Allakaket Culture Camp
July 2018*

Executive Director of Health Services

Dear Tribal Members,

First of all, I would like to say thank you to the TCC Regional Health Board members for their continued guidance, feedback, and advocacy. They have continued to guide us to further improve our health care system. This fall we were saddened by the sudden loss of Christine Refridi, who has represented the Yukon Flats subregion since 2011. Christine was a very active and engaged Health Board member, known for her pointed questions and in-depth review of all new and revised Health policies. We are thankful for all the guidance Christine has provided over the years.



2018 marked another year of accomplishments, new initiatives, and working through challenges.

Behavioral Health Services successfully passed accreditation review and received another 3-year accreditation through CARF. We received new grants to address opioid addictions and to expand services for youth and young adults with serious mental diseases and their families.

At the direction of the board, we created and filled a patient navigator position at ANMC to assist patients in Anchorage. The newly-created cancer case manager position was filled, and the dental health aide therapists moved out to Galena and Tok. We also started a travel department, taking over Medicaid travel from the state; several challenges still exist with travel that we are working through. Medical Services transitioned to a new, modern electronic health record (EHR), athenahealth. Lab, Radiology, and Pharmacy moved to new electronic systems as well. Optimization will continue in 2019. The new records allow us to pull better reports with more meaningful data that will help us improve further.

The Health needs assessment, which helps project service needs over the next 10 to 15 years, was finalized; we are working on the next steps for future expansions at CAIHC. Design of the new subregional clinic in Tok is underway, with construction planned to start summer 2019. We are working with Manley and Evansville on new clinics for their communities. Several village clinic upgrades will be conducted in 2019 in collaboration with the tribes, prior to the August AAAHC accreditation survey for medical services. Financially, Health Services continued to stay within budget in 2018, and we are actively reviewing state budget impacts on services for 2019-2020.

And last but not least, we are excited about Ch'eghwtsen', the guiding principles and values that will guide us through these challenging times in a changing world. Thank you for your continued support.

Ana Basee,

Jacoline Bergstrom

Health Services

CHIEF ANDREW ISAAC HEALTH CENTER

CHIEF ANDREW ISAAC HEALTH CENTER – ADMINISTRATION

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, complimentary medicine, orthopedics, pediatrics, obstetrics, gynecology, WIC, women's health, laboratory, radiology, dental, optometry, and pharmacy.

In 2018, staff met with the Innova Group, who performed the analysis to determine future service and building expansion for CAIHC, Tok, and potentially other facilities. New Athena electronic health records went live, as did Orchard lab software, Konica Minolta radiology software, and ScriptPro pharmacy software. We began partnership discussions with Alaska Native Medical Center (ANMC) regarding sharing of specialty providers and expanding services in the Interior.

Quarterly meetings with Foundation Health Partners leadership were initiated to discuss potential partnerships and areas for improvement. Athena optimization work began and continues.

In 2018 we continued to build our capacity to provide health care that meets and exceeds our communities' needs. The CAIHC leadership team attended the Institute for Healthcare Improvement Leadership Alliance meeting. A staff member attended the Baldrige Examiner Training Experience, and a team visited the Adventist Health Castle hospital, a recent Malcolm Baldrige Award winner, to learn more about their model of care delivery.

After evaluation of staffing patterns, it was decided to shift the ratio of physicians to midlevel providers to 3:2 through attrition. CAIHC leadership is also working on a plan to increase same-day access on the care teams, reducing the need to be seen in urgent care.

EYE CLINIC

The Eye Clinic works to provide our patients with high quality comprehensive eye care services. We deliver exceptional eye care including ocular health exams, glasses and contact lens fittings, and ocular disease management.

In 2018, we made several gains. We put in place new optical check-in software and switched from paper records to Athena. We archived the vast majority of our paper charts. We requested, purchased, and received new advanced optical coherence tomography (OCT) for imaging of the eye, and staff training was completed. We hired new optical manager and an apprentice optician; relatedly, we worked on the apprentice optician program with three staff members. Providers saw 2,371 patients, and our Optical staff saw 2,937 patients at CAIHC.

As always, we strived to provide patients with high quality comprehensive eye care services. This entails delivery of exceptional eye care including ocular health exams, glasses and contact lens fittings, and ocular disease management. We continue to work on the Health Services goal of expanding current medical services to meet needs. We have been working on increasing support staff so that we can fully open doctor's schedules to provide more appointments and timely services to patients.

In 2018, staff attended conferences in Orlando, Chicago, Denver, and Anchorage.

- We have a new Eye Clinic director, but are still seeking support staff, including a billing and insurance specialist and an additional receptionist. An optometric technician would help us reach our strategic plan goal of expanding services by expanding doctors' scheduling capacity for patients.



DENTAL SERVICES

TCC's Dental Services is the oral health service provider of choice for Native beneficiaries throughout the Interior of Alaska.

During FY 2018, we performed 125 weeks of provider field travel. We worked to update electronic dental records in order to keep them compliant with the switch to new electronic medical records. We continue updating electronic dental records as part of the Medical services transition to the athenahealth record system. These efforts are ongoing. We worked on correcting multiple errors in the patient database that were introduced as part of the Medical Services transition. Additionally the implementation of electronic prescribing through Dentrix has been challenging, but we are making slow, steady progress.

Preceptoring of our three DHAT students concluded in 2018. Last year saw us occupied with the training of various professional students, preparing for placement of DHATs into their respective subregional clinics, and reorganization of dental field gear in preparation for the next season's village travel.

There were a total of 17,232 patient encounters for all quarters. In the fourth quarter of FY 2018, dental exam wait times were six months for children and one month for adults.

We were able to continue to advance several of our initiatives from our strategic plan in 2018. In addition to achievements listed above, including bringing the CAIHC total dental operatories to 30, we were able to add a second prosthodontist to our team. Our pediatric dentist continues her residency training; she has been selected as chief resident for her final year.

In FY 2018, we hired 5 dental assistant trainees and 5 dental assistants. All clinic positions are currently filled.

PURCHASED/REFERRED CARE

Purchased/Referred Care (PRC) is a referral care system that is funded yearly through congressional appropriations. PRC pays for authorized services that are not available within Chief Andrew Isaac Health Center (CAIHC) or the Alaska Native Medical Center system. Federal requirements for us of these funds are the following: Certificate of Indian Blood from a federally recognized tribe must be on file; must reside within the TCC region, and must be screened by Alternate Resources and have applied for those resources if eligible.

PRC staff members met with the director of Health along with the developer of the Utah Navajo Health Service's PRC database, which interfaces with the athenahealth system. A full demonstration of their PRC database was provided, and many features we observed can be implemented here at TCC PRC to improve our operations.

Staff also met with Pediatrics and the Eye Clinic to review the referral process. Pediatric department will now be able to perform eye referrals for children from newborn to one year old.

We continue to engage in several ongoing projects, including scanning existing paper claims to save space and comply with HIPAA; at this writing, only one year of records remain to scan. In addition, we are cross-training within the department to minimize service delays when PRC is short-staffed.

PRC stayed within budget in FY 2018. Staff are working with Fairbanks Memorial Hospital (FMH) to audit the FMH bad debt collections report to identify how many of these claims can be reversed for payment by PRC.

Health Services

CHIEF ANDREW ISAAC HEALTH CENTER

LABORATORY SERVICES

Chief Andrew Isaac Health Center (CAIHC) Laboratory provides diagnostic testing services for the TCC region, including all laboratory testing not able to be performed in the subregions and village clinics. What we are unable to process is sent to Quest Diagnostics, the state lab, or to the Fairbanks Memorial Hospital (FMH) lab. We also provide material support – as well as technical support to address compliance, training, and lab testing concerns – for TCC’s subregional and village clinics.

FY 2018 saw several changes and improvements to operations. A new Lab director started in April. Strep A tests are now being run on the Cepheid analyzer, which will eliminate the need for reflex testing. Validation studies are underway with the new BioRad Evolis analyzer to bring hepatitis testing in-house. Revalidation is taking place in order to bring additional testing in-house for HIV, hepatitis B, hepatitis C, and syphilis. The recent study of FMH microbiology specimen turnaround time revealed concerns around delays and quality; 100% of microbiology and clinical lab testing has been moved to Quest Lab for improved quality.

Upper Tanana Health Clinic (UTHC)-S (Tok) laboratory inspection for COLA accreditation took place in 2018. There were 20 findings that were identified for areas of improvement. Two of the findings were considered major. A detailed plan to address the findings was developed and has been implemented. Monthly Lab director visits and bi-weekly attendance on UTHC operations calls helped us address related Lab operational concerns, and by the end of 2018, we achieved compliance with documentation requirements.

BIOMEDICAL EQUIPMENT SUPPORT

Biomedical Equipment Support repairs and maintains about \$7 million in medical equipment. We provide operator training and assist in the selection of new equipment purchases.

In 2018, the last five dental rooms were installed at CAIHC. It took several months to stock them with items such as computers, X-ray sensors, hand-pieces, and sharps containers, but now they are enjoying heavy use. We installed a new X-ray machine at the Upper Tanana Health Center. In Tok we installed computed radiography plates, a new technology which reduces patient exposure to radiation by half, and also improves the images. The cost was \$12,000.

We acquired three electrocardiographs, worth \$15,000 each, from government surplus for use at CAIHC. We also acquired three \$50,000 diagnostic ultrasound machines; this purchase included nine probes that are worth about \$10,000 each. We also received a stretcher that has been relocated to Tok.

We installed a dental panoramic X-ray machine in Galena. This was another government surplus acquisition, and is worth about \$40,000. We installed a new dental suction pump, also in Galena, so all three rooms can be in operation at once. We continue to work on getting an accurate inventory of all medical equipment with purchase prices. Currently there are 3077 active medical devices and 99% of them are priced. The total for all items priced is \$9,534,976.

Looking forward, we will finish training the two new technicians on x-ray repairs, and are excited to be better positioned to keep current with all travel now that we have three technicians.



PHARMACY

Chief Andrew Isaac Health Center (CAIHC) Pharmacy provides pharmaceutical services in a safe, cost-effective, timely, and friendly manner for all patients receiving prescriptions through TCC's Health Services Department.

Since the first of the year, CAIHC has undertaken several major projects and changes. Most notably, we went to a new pharmacy processing system (ScriptPro PMS), a new pharmacy accounts receivable system (ScriptPro TPMS), and a new electronic health record (athenahealth). These new systems have brought both positive and negative changes. They are easier for providers to navigate, and patients have positive feedback for the pharmacy system's smartphone app and web-based refill system. However, the new systems are not as consolidated as the old system; prescription processing has slowed, and some issues persist with reconciliation of patient prescription records between systems.

CAIHC Pharmacy continues to expand our telepharmacy presence in the region. In 2018, we added Galena and Circle to the list of 22 other clinics where we provide telepharmacy. Due to the increased demands of the additional subregional and village clinics that are now live with telepharmacy (particularly Tok and Galena), we now have two full-time village health pharmacists.

Pharmacy prescription volume in 2018 was high, as usual. We averaged slightly over 720 prescriptions per day that we were open, for a total of 177,409 prescriptions in 2018. Village pharmacy filled over 10,700 prescriptions from village clinics, and an additional 15,800 prescriptions in our subregional clinics. In 2018, we mailed out 21,417 prescriptions in 11,648 parcels directly to patients in our rural areas.

*Total prescription
volume for 2018
was 177,409.*

MATERIALS MANAGEMENT

Materials Management is responsible for maintaining a stock of medical supplies used daily in Chief Andrew Isaac Medical Center (CAIMC) in direct support for the everyday care of beneficiaries.

In 2018 we continued working with Medical Billing. We reviewed products to assist in tracking stocked medical supplies, helped with billing to recover lost revenue, and researched pricing on supplies for input into the Athena system. We are actively seeking better ways to track inventory ordering and issuing to staff. Improvements in these areas will help reduce overstock, and possibly also reduce the current cost of tracking what is being used by whom in the clinic.

Moving forward into 2019, our goals continue to center around helping Billing to recover lost revenue to inefficiently-tracked medical supplies. In the shorter term, at this writing we are completing an Request For Proposals for linen services, as well as writing a Materials Management Policy.



Health Services

CHIEF ANDREW ISAAC HEALTH CENTER

MEDICAL SERVICES

TCC's Medical Services provides services for the medical needs of qualified patients, including Indian Health Service (IHS) defined beneficiaries at all locations, veterans eligible for Veteran's Administration benefits assigned to CAIHC, and a limited set of non-beneficiaries located at or associated with village sites.

Medical care is provided by three primary care teams: Team Deneege, Team Teekona, and Team Tudi. Each team is composed of physicians, physician assistants, and nurse practitioners in Fairbanks. Additional primary care providers are located at the subregional sites in Galena, Nenana, Tanana, and Tok. Primary care providers oversee the community health aides in the village settings through daily telephone contact and periodic village travel.

This year Medical Services engaged in the athenahealth clinical build and implementation. We also enhanced coordination and partnership with Alaska Native Medical Center (ANMC) and Fairbanks Memorial Hospital (FMH). ANMC cardiology providers started field clinics at Chief Andrew Isaac Health Center (CAIHC). We held a cancer panel at TCC Convention, initiated back up provider coverage for Tok, continued to formalize end-of-life services in the village program, and recruited several new providers. We made progress on improving relationships with several community providers who share in community calls for Obstetric and Pediatric services.

Quality measures in the athenahealth system are still being populated. Azara, a data software that works with modern electronic health records (EHRs) was recently installed to pull data out of athenahealth and create multiple reports. A work group consisting of Quality Management, Medical Services, and Administration staff is creating a list of measures that will help improve performance across departments.

NURSING SERVICES

The nursing department at Chief Andrew Isaac Health Center (CAIHC) strives to provide quality care to our patients by employing the highest level of credentialed employees, and who are dedicated to our patient's specific needs and cultures.

In 2018, the new Infection Control and Employee Health RN program coordinator came onboard and immediately began providing valuable guidance. Recommendations include redesigning health screening and immunization procedures in order to improve TCC's ability to comply with regulatory and accreditation guidelines, proactively addressing infectious disease concerns, and identifying areas of needed improvement in sterile processing and implementing best practices

Nursing played an integral role in the implementation of athenahealth. A new cancer care RN case manager position has been filled and will provide enhanced case management and navigation. In addition, 2018 saw the hiring of CAIHC's first medical social worker. We also filled the position for psychiatric RN case manager and established a Nurse Practice Council, which uses evidence-based practices to improve workplace culture. Annual patient care skills check-offs and competency verifications for CMAs and LPNs were completed in a skills fair that featured education stations for each target skill.

The TCC Immunizations Program was reviewed by the Alaska Vaccine Assessment Program (AVAP). Ours is one of the largest immunizations programs in Alaska in terms of the volume of vaccines distributed and the number of secondary sites (village clinics) served.

The Nursing department is working on providing a pathway to increase leadership from within by providing opportunities for staff to attend trainings and participate in quality improvement projects.

WOMEN, INFANT, AND CHILDREN (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 works cooperatively with the team members of the CAIHC Specialty Clinic, serving families from the Fairbanks North Star Borough and 48 Interior villages.

In 2018 we served more than 370 rural clients, more than 630 Fairbanks clients, and visited seven village communities: Nenana, Healy, Minto, Venetie, Galena, Tok, and Tanana, and attended health fairs at the TCC Convention, Nenana, Tok, Healy, the CAIHC School Fair, and Farmers Market WIC Outreach. Our nutrition theme was “Iron hemoglobin screening for participants.” We presented a panel discussion at FMH Infant Services, and distributed two monthly newsletters to 250 WIC families (one newsletter for those families who purchase goods in-store, and another for those families who receive a WIC food box).

We produced a fun holiday booklet full of holiday activity ideas, loaned 34 electric breast pumps to TCC WIC participants, and provided 23 rural participants with a Personal Nursing System electric breast pump. We continued individual phone contact as our secondary nutrition education method.

Breastfeeding education and WIC education were both provided by WIC staff during the Pregnancy Centering program. A staff member successfully completed her Competent Professional Authority (CPA) program and received certification. Finally, the state is providing funding for one CPA to enroll in Lactation Resources Lactation Educator Certification. Moving forward, we hope to meet our goal of visiting 15 villages this fiscal year.

RADIOLOGY / IMAGING SERVICES

Radiology Services provides medical diagnostic imaging, including digital plain imaging, mammography with tomosynthesis, ultrasonography, bone densitometry, and retinal scanning. Radiology also provides assistance to subregional imaging sites, ensuring images are performed and interpreted in accordance with TCC policies and procedures.

Last year, radiology purchased a new picture archiving and communication system (PACS) to enable integration with athenahealth, our new electronic health record system. The system was rolled out in anticipation of Athena Integration and, to date, 500 studies have been archived in the system, with 1,320 patients and 45,000 images being placed in the new PACS.

A radiologist interpretation contract was awarded to Radiology Consultants Inc. (RCI). This group has proposed interpretation of all TCC studies in-house at Chief Andrew Isaac Health Center (CAIHC). All ultrasound and mammography studies are now read by radiology consultants. RCI provided 1,343 readings with an average turnaround time of 46 minutes. They also began interpreting plain digital radiology. The first full month of using RCI saved nearly \$3,000 in read costs as compared to Alaska Native Medical Center (ANMC)’s teleradiology system.

Mammography received their annual FDA inspection to ensure compliance with the Mammography Quality Standards Act. Mammography was found to be in full compliance; we hope to gain full FDA certification in the near future. Migration of old studies to the new system is ongoing. Currently one to two months of images are migrated per day, due to image size. All images have been migrated from the legacy RPMS system. A new contract with Cimarron is anticipated to migrate all prior reports into the PACS.

Health Services

BEHAVIORAL HEALTH

The Behavioral Health division provides integrated mental health and substance use services through a wide practice including prevention, outreach, residential care and outpatient services.

While Behavioral Health came up just shy of its revenue goal of \$5.2 million, we continue to increase our third party revenue year over year. 2018 saw the near-completion of a three-phased hiring plan; in addition to new staff, we are currently developing programs and evaluating curricula to further develop staffing capacity.

In August of 2018 we passed our second accreditation survey for CARF. We have improved significantly since our first survey; this survey highlighted the high level of compassion and dedication of our staff and board members, as well as our commitment to strengthening our cultures. We can still improve use of and fidelity to evidence-based practices.

We continue to struggle with underuse of the Old Minto Family Recovery Camp, often falling short of the target 85% use rate. We reduced some barriers to access but rates of use are still low, so we are now looking at what external factors may be affecting utilization.

Changes to our comprehensive assessment process, such as requesting some documentation from clients before their first appointment, has been helping us meet the new 72-hour documentation requirement for Alaska Medicaid billing.

In August 2018, Behavioral Health was awarded a 5-year SAMHSA Healthy Transitions grant, which aims to improve access to mental health treatment and support services for youth and young adults experiencing significant distress. We were also awarded a 2-year SAMHSA Tribal Opioid Response grant.

OFFICE OF ENVIRONMENTAL HEALTH

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 with the overall goal of protecting public health. OEH staff travel extensively and provide both routine and project-related environmental health services as well as training. Our customers include Tribal Councils, village sanitation utility owners and operators, and TCC partner programs.

In 2018, the OEH director travelled with TCC administration, the Health and Human Services (HHS) secretary, and HHS's Tribal Advisory Committee to seven villages to demonstrate sanitation conditions in rural Alaska.

We conducted planning and organizing work for TCC's emergency preparedness and village natural disaster responses for both breakup flooding and wildfires. This included a table-top exercise and a meeting between the president of TCC and the director of the Alaska Division of Homeland Security and Emergency Management. We provided bed bug awareness training for all Client Development staff.

The OEH director remains a Steering Committee member for the Alaska Department of Environmental Conservation's Water and Sewer Challenge. We also coordinated with the Bureau of Indian Affairs (BIA) and outside agencies to offer a Qualified Sampler course (environmental sampling techniques) for the first time.

We presented a USDA workshop on sustainable utility management, and offered on-site utility management training for tribal leadership and management. Finally, we coordinated a pilot project with Alaska Native Tribal Health Consortium (ANTHC) for deployment of Portable Alternative Sanitation Systems (PASS), low water-use household plumbing systems that may improve sanitation in rural communities.

WELLNESS AND PREVENTION

The Division of Wellness and Prevention's goal is to enhance the health and safety of the people we serve within the TCC region. Our goal is to help support and sustain communities through health and wellness education and outreach.

Allakaket hired a Community Health Representative (CHR), a position that had been vacant for five years. All CHRs participated in their subregional culture camps and have created prevention activities tailored to their communities, such as community gardens, family game nights, and peer-to-peer youth advocacy.

The Circles of Care grant-funded program had a no-cost extension that ended in January of 2018. The grant closed with a Wellness Week in Galena for youth and the community, focusing on coping skills, suicide prevention, and alcohol and substance abuse talking circles.

Towards our Reclaiming Our People initiative, we created a Grief and Trauma Recovery presentation and related training activities for communities who need crisis support. It has already been implemented in several communities, as well as at Denakkanaaga. Our "Coping with Grief During the Holidays" PSA video has, at this writing, accumulated 2,600 views and 67 shares.

We collaborated with the Nulato Wellness Coalition to create a PSA for young adult binge drinking prevention. For Health and Safety, we are partnering with Graf Rheenerhanjii (the adolescent treatment facility) and Housing First for local TCC presentations on healing circles, as well as development outreach for Sources of Strength mentoring. A new Health and Safety Educator position was created, as well as a new Meth Prevention PSA, which has garnered 8,300 views and 280 shares.

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. We provide diabetes education through one-on-one sessions, group classes, and community outreach events.

We still oversee the Hozelleeh Denh Fitness Center, which provides a free place to exercise for beneficiaries and TCC employees in Fairbanks. We also manage a Wellness Strategies for Health (WSH) grant through the Alaska Native Tribal Health Consortium (ANTHC) and Centers for Disease Control and Prevention (CDC), which seeks to create a policy, system, or environmental change to address risk factors associated with chronic diseases such as diabetes.

The Prevent T2 Program (DPRP) status changed to a Medicare Diabetes Prevention Program (MDPP) Interim preliminary recognition, and we can now bill for Diabetes Prevention Program (DPP) services per Medicare guidelines. We transitioned to meeting monthly, and continue to submit data to CDC to maintain our status. If pilot testing goes well, we may begin use a new abridged DPP meeting model in rural communities.

Two staff attended the American Public Health Association Annual Convention in Atlanta, GA to present on the WSH grant; the presentation garnered positive feedback. We hosted a dietetic intern from UAA for 3 weeks. We continued regular presentations and support for programs and institutions such as Ralph Perdue Treatment Center, Fairbanks Native Association's senior meals, and Centering Pregnancy; we presented at the Graf Rheeneerhaanjii Center to at-risk youth and were asked to present more regularly.

Health Services

HOUSING FIRST

Housing First is a permanent, supportive housing program serving the chronic inebriate homeless. Housing First programs throughout the nation, including our own, have demonstrated it is easier to work on substance abuse and mental health issues when clients have stable housing.

We maintained about an 80 percent occupancy rate in 2018. This was due to ten units needing extensive plumbing updates and related issues. Nine tenants have now lived here since 2012. Five tenants have maintained long-term sobriety.

All tenants are now enrolled in Medicaid. Most have accessed other appropriate resources. Nine tenants are enrolled into the Alaska Housing Finance Corporation (AHFC) Jump Start program and are taking courses on topics such as computing skills and life skills to become ready for the workforce. Other tenants have secured and maintained employment.

Currently, we have eight full-time and five on-call residential support technicians, one case manager; one facility manager and one director. We also have a TCC Behavioral Health clinician assigned to our program, who provides oversight to behavioral health services.

All full-time residential support technicians have their Counselor Technician Certificate, save one recent hire. Appropriate staff attends an annual Regional Alcohol and Drug Abuse Counselor Training (RADACT) session. Staff also take annual health and customer service-related training.

Long term, our goals include increasing services to tenants, which will increase billing revenue. We would also like expand the program and hire a case manager to work with the 400-strong waitlist population to access services to end their homelessness.

SOBERING CENTER

2018 was the first full year of operation for the Sobering Center, with the first two guests admitted in December 2017. Since then, there have been significant developments and changes.

Peak Sobering Center usage in 2018 was the month of May, with 82 individuals served and 295 check-ins. Usage dropped off over the summer, when staffing challenges forced the Sobering Center to close intermittently. Usage increased after the Sobering Center began 24/7 operations in late October. Overall in 2018, the Sobering Center had 280 unique guests, who were admitted 1867 times.

When the center first opened, guests were routed to the Fairbanks Memorial Hospital (FMH) for medical clearances before coming to the Sobering Center. Staff began performing on-site medical clearances in June, alleviating additional burden from community medical resources.

The Sobering Center began offering Screening, Brief Intervention, and Referral to Treatment (SBIRT) in January of 2018, and conducted 847 by year-end. The SBIRT is an opportunity to engage clients in a brief intervention for substance abuse. Guests are offered a snack or drink as an incentive for participating. Billing for completed SBIRTs is the sole method of generating revenue for the Sobering Center.



WILLOW HOUSE AND BERTHA MOSES PATIENT HOSTEL

Willow House and Bertha Moses Patient Hostel (BMPH) will be merging in 2019, to allow for the use of the hostel building to be converted into an elder facility for independent living. At this writing, contractors are in the process of renovating at Willow House.

During parts of November and January, staffing issues at Willow House and a faulty boiler led to closures of the facility. However, two part-time on-call employees became full time employees in December 2018. There are three full time employees in addition to one manager. In addition, a housekeeper began a six-month position in mid-January. At BMPH, two full time employees and one full time housekeeper are currently employed. Across both facilities, four part-time on-call staff are available, and at this writing we are interviewing for one additional on-call staff member.

Annual trainings were again offered this year in CPR/First Aid/AED, bed bug training, blood-borne pathogens, and customer skills training. In the coming year, we look forward to completing renovations to Willow House to accommodate the merger with BMPH; our goal is to increase the use of Willow House as a medical stay hotel by TCC beneficiaries. We will also seek to optimize our newly implemented hotel software for bookings and financial reconciliation, and create and implement staffing plan that will allow for stable staffing so we can better maintain consistent operations.

COMMUNITY HEALTH AIDE AND COMMUNITY HEALTH CENTER PROGRAMS

The Community Health Aide Program (CHAP) and Community Health Center Program (CHCP) provide clinical staffing, training, supervision, and support to rural medical providers for the purpose of delivering excellent primary and emergency health care services.

In 2018, community health aides and practitioners (CHA/P) provided 4,193 patient visits in village clinics in 2018, and rural mid-level providers and physicians provided 6,652 patient care visits in village clinics.

We implemented the new electronic health record along with new packages for Lab, Radiology and Pharmacy. This was labor-intensive as we redesigned entire work flows for rural clinics. In addition, we assessed ways to help rural providers with the demands of 24/7 calls; we promoted the triage line and use of on-call cell phones in locations where this is feasible.

We participated in the Indian Health Service (HS) CHAP Tribal Advisory Group regarding the nationalization of CHAP. We also moved forward with village clinic accreditation preparedness, and worked with communities for clinic maintenance, renovation, and replacement. In 2019, we'll also focus on preparations for Health Resources and Services Administration (HRSA) visits.

At this writing, 31 of 44 full-time health aide positions are filled, 3 of 6 part-time health aide positions are filled, and we currently employ nine itinerant health aides. We are happy to report that, after 3 years of recruiting efforts, a vacant coordinator instructor position was filled by an experienced physician assistant. In the coming year, we aim to fill all vacancies including health aides, itinerant health aides, a rural medical director, and a regional instructor.

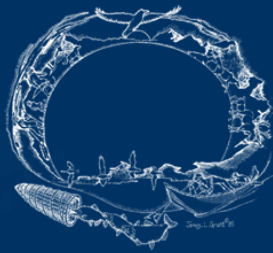
Health aide training included 30 EJT/EMT students, 10 CHP/Preceptorship students, 21 Continuing Education students, and 92 HER students.

Vision

Healthy, Strong, Unified Tribes

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.



Tanana
Chiefs
Conference

RAVEN

Dotron' (Lower Tanana & Upper Kuskokwim) • Yixgitsiy (Deg Xinag & Holikachuk) • Dotson' (Koyukon) • Taatsaa' (Tanacross) • Deetrya' (Gwich'in) • Tatra' (Han) • Tulugaq (Inupiaq)