



# Working Together

## Strategic Plan

Across Alaska, we know that when we work together, we can achieve great things.

ANTHC Strategic View 2025 embraces the spirit of Working Together. Just as the blanket toss jumper flies higher, the kayak moves straighter, the fishing net seems lighter and the bowhead comes in faster, when we work together ANTHC is unified in excellence.

Each team member, department and section will help meet the objectives of our Strategic View 2025 as we find the best ways to focus on our ultimate priority – health and well-being Alaska of Native and American Indian people.



ALASKA NATIVE  
TRIBAL HEALTH  
CONSORTIUM



# Working Together

Strategic View 2025 at a glance

View 2025: As part of a unified healthcare system, ANTHC leads, manages, and facilitates enhanced healthcare coordination among Tribal partners and delivers quality services at the right place in an efficient way that promotes a healthy mind, body, and spirit.

## Empower the Workforce

ANTHC is committed to retaining and rewarding our outstanding employees by fostering cultural and organizational practices that sustain a positive and empowering workplace environment. We will continue to strengthen and sustain physician, advanced practice clinician, administrative and staff leadership, and foster accountability at all levels of the organization. ANTHC will build a positive learning environment that enables staff to proactively meet standards, anticipate change and participate in continuous education.

**GOAL** Employees choose ANTHC because we offer a fulfilling and rewarding career

- Objectives**
1. Evolve culture to empower colleagues
  2. Revise and effectively communicate total benefits package to existing and potential new employees, consistently and visibly investing in development of the workforce



**GOAL** Employees have the tools and resources to be effective

- Objectives**
1. Implement 360-degree organizational feedback process and tools, establishing a culture that encourages achievement and rewards high-level performance
  2. Launch comprehensive career progression/ladders and succession planning models and processes



## Foundational Principles



**VISION**  
Alaska Native people are the healthiest people in the world.



**MISSION**  
Optimizing health and well-being through collaborative partnerships and services.



## Enhance the System of Care

ANTHC is committed to providing improved access to the right care and services at the right time for Alaska's Tribes and communities. This will be achieved by leveraging strategic partnerships, technology and intentional coordination across care settings, geography, and service lines.

**GOAL** Patient care is coordinated across regions, episodes of care, and Tribal partners

**Objectives** 1. Optimize the Electronic Health Record (currently Cerner) to enhance the quadruple aim and to serve as a bridge to participating Tribes and THOs



2. Enhance referral management, scheduling/patient access, and care management
3. Develop program/service line plans for key specialties (in person and telehealth), incorporating the diverse needs of each region and THO

**GOAL** Invest purposefully in infrastructure to improve public health

**Objectives** 1. Prioritize Department of Environmental Health and Engineering (DEHE) projects and investments based on community needs



2. Align health education, food security, and training initiatives with the strategic direction
3. Evaluate needs and role of operating units not fully aligned with strategic objectives



## Achieve Performance Excellence

ANTHC is committed to the provision of high-quality healthcare at all clinical sites and the development of clear, transparent dashboards to measure performance against best practice targets. We will strive to ensure consistently positive patient experiences and a strong process for service recovery as core components of service delivery.

**GOAL** Establish core metrics to measure and monitor ANTHC's progress towards performance excellence

**Objectives** 1. Establish dedicated team to implement and monitor progress of strategic planning



2. Establish baseline performance and define metrics to track performance against quadruple aim (quality, access, cost, service) and strategic direction ("View 2025" and beyond)

**GOAL** Deliver excellent services that improve the health and wellness of the community

**Objectives** 1. Campus modernization: finalize short-term facility plans and develop long-term plans aligned with strategic direction and capital availability



2. Accelerate efforts to improve patient access, quality, and experience, including behavioral health services



### VALUES

- **Self-determination:** We support and promote Tribal Self-determination.
- **Quality:** Our work demonstrates a commitment to excellence, continuous improvement, accuracy and professionalism.
- **Integrity:** We lead by example, communicate honestly and act with respect.
- **Teamwork:** Our collective efforts, talents and knowledge advance ANTHC's vision.

# ABOUT ANTHC STRATEGIC VIEW 2025

Words included throughout this document are defined below to provide context on our strategic view and how we will measure success.



## TERMINOLOGY

**VISION:** An ideal future state that an organization is striving to achieve.

**MISSION:** The reason or purpose for an organization’s existence; what it is established to do.

**VALUES:** The standards that govern individual behavior within the organization..

**FOUNDATIONAL PRINCIPLES:** Collectively, ANTHC’s vision, mission and values are our core beliefs that hold us accountable in our work beyond the strategic goals and objectives. These form the foundation for all that we do, how we act and what inspires us.

**STRATEGIC VIEW 2025:** The collective vision of what we want to strive for in fiscal years 2023, 2024 and 2025. Our strategic themes, goals and objectives support where we want to end up by 2025.

**STRATEGIC THEME:** An area of focus—a broad category of like effort around which goals and objectives can be established.

**GOAL:** ANSWERS THE QUESTION, “WHAT ARE WE TRYING TO ACHIEVE IN THIS AREA OF FOCUS?”

**OBJECTIVE:** A quantifiable measure of a degree to which an objective is met. “How will the results be measured?”

**AIM:** The activities we engage in to achieve an objective – may require financial resources and/or projects with implementation milestones.

## OUR PATH TO STRATEGIC VIEW 2025

With valuable contributions from the ANTHC Board of Directors, executive leadership, Tribes, Tribal health organizations and ANTHC staff, the Strategic View 2025 was created and refined starting in Spring 2021.

### TIMELINE

