



Working Together
Strategic Plan



ANTHC Board of Directors Strategic Plan - FY23 Scorecard

- ✓ On track for meeting target
- ! At risk of not meeting target
- ✗ Attention required

	Goal	Objective	Key Performance Indicator (KPI)	Definition	FY23		
					Target	FYTD Actual	Status
Empower the Workforce	Employees choose ANTHC because it offers a fulfilling and rewarding career	Evolve culture to empower colleagues	Percent Native Employees	Percent of full-time and part-time ANTHC employees who are Alaska Native or American Indian during the reporting period.	40%		
			Employee Engagement Survey	Press Ganey's Engagement Indicator is a composite metric of six (6) items that measure employees' degree of pride in the organization, intent to stay, willingness to recommend, and overall workplace satisfaction.	45 th Percentile		
			ANMC Just Culture Training	Just Culture Implementation-learning culture that balances accountability in patient safety and helps design safe systems of care. Contracting for educational courses and moving forward with training of ANMC leadership. 90% of leadership for each ANMC Division/Department.	90%		
		Revise and effectively communicate total benefits package to existing and potential new employees, consistently and visibly investing in development of the workforce	New Employee Turnover Rate	Percent of "new" (those with 1 year or less employment at ANTHC) full time or part time employees leave the organization.	16%		
	Vacancy Rate		Percent of all budgeted positions that are not filled.	15%			
	Employees have the tools and resources to be effective	Implement 360-degree organizational feedback process and tools, establishing a culture that encourages achievement and rewards high level performance	Base Pay Analysis	Market-aligned base pay adjustment implemented; total compensation tools deployed.	100%		
			360-degree Feedback Implementation	Design and implement comprehensive employee feedback tools and process for select senior leaders as part of ANTHC's professional development strategy.	100%		
		Launch comprehensive career progression/ladders and succession planning models and processes	Percent Native Employees in Leadership Positions	Percent of full-time and part-time ANTHC employees in leadership roles who are Alaska Native or American Indian during the reporting period.	48%		
Talent Review and Succession Planning Implementation			Design and implement comprehensive professional development process and tools for mid-level and senior leaders as part of ANTHC's professional development strategy.	100%			
Enhance the System of Care	Patient care is coordinated across regions, episodes of care, and Tribal partners	Optimize the Electronic Health Record (currently Cerner) to enhance the quadruple aim and to serve as a bridge to participating Tribes and THOs	Electronic Health Record Assessment	Complete the four (4) action items on the Electronic Health Record Assessment plan.	100%		
		Enhance referral management, scheduling/patient access, and care management	Referral Management Standardization	Referral Management standardized processes and tools with coordinated travel and housing for 27 ANTHC clinics.	100%		
		Develop program / service line plans for key specialties (in person and telehealth), incorporating the diverse needs of each region and THO	Service Line Plans Developed	Identify through surveys of Tribal Health Organization five (5) specialties most needed for enhanced service access on a regional basis and develop plans for future expansion of access regionally.	5		
	Invest purposefully in infrastructure to improve public health	Prioritize Department of Environmental Health and Engineering (DEHE) projects and investments based on community needs	Community Project Need Assessment	Percent of community assessments DEHE completed. The assessment will include the community prioritization of Sanitation Deficiency System projects, existing funded projects and newly identified sanitation needs.	80%		
			Create Food Sovereignty Network	Convene and coordinate one (1) statewide meeting on food sovereignty.	Complete		
		Align health education, food security, and training initiatives with the strategic direction	Trainings Hosted by Community Health Services	Number of organized events hosted by Community Health Services focused on imparting public health-related information or instruction (e.g., Alaska Blanket Exercise, ATV Safety, Managing Federal Grants, HIV/STD Prevention Training, etc.)	100		
			Evaluate needs and role of operating units not fully aligned with strategic objectives	Operating Unit Alignment with ANTHC	Key performance indicators will be designed and developed to measure each Operating Unit's degree of alignment with ANTHC.	100%	
Achieve Performance Excellence	Establish core metrics to measure and monitor ANTHC's progress towards performance excellence	Establish dedicated team to implement and monitor progress of strategic planning	Strategic Planning Team Workplan	Complete the actions on the Strategic Planning Team Annual Workplan	100%		
			Key Performance Indicator (KPI) Performance	A work group will form to include Finance and Strategy leaders. This group will develop Key Performance Indicators (KPIs) to track and report financial and non-financial (strategy) metrics that will help achieve the Board's three strategic themes, goals and objectives.	100%		
		Establish baseline performance and define metrics to track performance against quadruple aim (quality, access, cost, service) and strategic direction ("View 2025" and beyond)	Cost Accounting and Cash Flow System	Complete the three (3) FY23 action items on the Cost Accounting and Cash Flow System plan.	100%		
			Safety of Care Pressure Injury Rate	Stage III or IV pressure ulcers or unstageable (secondary diagnosis) per 1,000 discharges among surgical or medical patients ages 18 years and older.	0.59		
			Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Communication with Nurses	Percent of patients who reported that their nurses "Always" communicated well (<i>Nurses treat you with courtesy/respect, Nurses listen carefully to you and Nurses explain in way you understand</i>) on the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey.	78%		
			Facilities Master Plan Emergency Services Expansion	Percent of project complete as defined by milestones met.	100%		
	Deliver excellent services that improve the health and wellness of the community	Campus modernization: finalize short term facility plans and develop long-term plans aligned with strategic direction and capital availability	Operating Cash Flow Margin	Operating margin + interest expense + depreciation expense / total operating revenue	1.0%		
			Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Recommend the Hospital	Percent of patients who reported Yes, they would definitely recommend the hospital (<i>Would you recommend this hospital to your friends and family?</i>) on the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey.	68%		
		Accelerate efforts to improve patient access, quality, and experience, including behavioral health services	Patient Housing Check-in Time	Average number of minutes from patient arrival at Patient Housing to registration complete.	10% reduction of baseline		
			Behavioral Health Wellness Clinic Quality Outcomes	Percentage of discharged Behavioral Health Wellness Clinic clients who have shown clinically significant improvement while in care based on the Reliable Change Index.	31%		
			Behavioral Health Wellness Clinic Growth	Percentage of growth in month over month intake volumes.	5%		