

	Goal	Objective	Measure	Baseline and Targets				
				Baseline	80%	100%	120%	Measure Direction
Empower the Workforce	Employees choose ANTHC because it offers a fulfilling and rewarding career	Evolve culture to empower colleagues	<b>1) Percent Alaska Native/American Indian (AN/AI) Employees</b>	35% (Aug2023 FYTD)	30%	33%	35%	Up
		Consistently and visibly invest in workforce development, reward high performance, and support strong succession planning	<b>2) Employee Engagement Survey</b>	3.93 (FY23 Survey Results)	3.83	3.88	3.93	Up
	<b>3) Percent AN/AI Employees in Leadership Positions</b>		36% (Aug2023 FYTD)	32%	34%	36%	Up	
	<b>4) Workforce Development and Succession Planning</b>		Implementation Measure	80%	100%	120%	Up	
	<b>5) Employee Communications and Resources</b>		Implementation Measure	80%	100%	120%	Up	
	Employees have the tools and resources to be effective	Invest in strategies that systematically address deficiencies felt by ANTHC employees	<b>6) Clinical and Professional Workstations</b>	New Measure	1,000	1,250	1,500	Up
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	<b>7) Electronic Health Record Strategy</b>	Implementation Measure	80%	100%	120%	Up
		Enhance referral management, scheduling/patient access, and care management	<b>8) Patient Travel and Housing</b>	Implementation Measure	80%	100%	120%	Up
		Develop program / service line plans for key specialties (in person and telehealth), incorporating the diverse needs of each region and THO	<b>9) Days to Patient Seen for Urgent Referrals</b>	18 Days (9/20/23)	20	18	16	Down
	<b>10) Strategic Business Assessments</b>		New Measure	4	5	6	Up	
	Invest purposefully in infrastructure to improve public health	Advance Department of Environmental Health and Engineering (DEHE) projects and investment milestones based on community needs	<b>11) First Service Community Projects</b>	New Measure	20	22	24	Up
		Align health education, food security, and training initiatives with the strategic direction	<b>12) Statewide Tribal Public Health Assessment</b>	Implementation Measure	80%	100%	120%	Up
Achieve Performance Excellence	Establish core metrics to measure and monitor ANTHC's progress towards performance excellence	Establish baseline performance and define metrics to track performance against quadruple aim (quality, access, cost, service) and strategic direction ("View 2025" and beyond)	<b>13) Establish Revenue Cycle Scorecard</b>	Implementation Measure	80%	100%	120%	Up
			<b>14) Establish Operational Scorecard</b>	Implementation Measure	80%	100%	120%	Up
			<b>15) Establish Medicaid Redetermination Scorecard</b>	Implementation Measure	80%	100%	120%	Up
			<b>16) Establish Margin Management Scorecard</b>	Implementation Measure	80%	100%	120%	Up
	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	<b>17) Emergency Services Expansion</b>	Implementation Measure	80%	100%	120%	Up
			<b>18) Skilled Nursing Facility</b>	Implementation Measure	80%	100%	120%	Up
			<b>19) Master Site Facilities Plan</b>	Implementation Measure	80%	100%	120%	Up
		Accelerate efforts to improve patient access, quality, and experience, including behavioral health services	<b>20) HCAHPS Recommend the Hospital</b>	64% (7/1/22-6/30/23)	60%	62%	64%	Up
			<b>21) HCAHPS Communication with Nurses</b>	73% (7/1/22-6/30/23)	69%	71%	73%	Up
	Achieve sustainable financial health allowing for critical investments to be made	Meet key financial performance indicators critical to ensuring overall financial health	<b>22) Specialty Clinic Visits</b>	112,386 (7/1/22-6/30/23)	112,386	118,005	123,625	Up
			<b>23) Surgical Cases</b>	18,256 (7/1/22-6/30/23)	18,256	19,169	20,082	Up
<b>24) Operating Margin</b>			-3.2% (FY23 Projected, Aug2023)	-3.2%	-2.6%	-2.0%	Up	
<b>25) Net AR Days</b>			63.3 Days (Aug2023 FYTD)	61.3	59.3	57.3	Down	
		<b>26) Discharged Not Final Billed (DNFB)</b>	21.5 Days (Aug2023 FYTD)	19.5	17.5	16.5	Down	
		<b>27) Margin Management</b>	\$12.6M (FY23 Projected, Aug2023)	\$34M	\$40M	\$46M	Up	