

2008 Annual Report
Chugachmiut



We are motivated to serve our beneficiaries

We serve with integrity

We recognize the importance of our people

We strive for excellence



mission

Chugachmiut is the tribal consortium created to promote self-determination to the seven Native communities of the Chugach Region. We provide health and social services, education and training, and technical assistance to the Chugach Native people in a way which is acceptable to Native cultural values and tradition in order to enhance the well-being of our people by continuing to strengthen the tribes and increase self-determination opportunities for community operated tribal programs.

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from the executive director

Steven Tyler, the lead singer of the rock group Aerosmith, once said: “Life’s a journey, not a destination.” I think I know what he means—that we should have a life that we enjoy. That means plan your life, have suitable goals you are passionate about, and enjoy the journey while you pursue your goals. One goal I hope we can all agree on is to have good health while we are on our journey. This was what the board of directors talked about during its recent retreat where they focused on the health care strategic plan for the region.

Good health depends on following four pieces of advice:

- Eat a healthy diet
- Exercise regularly
- Don’t smoke or chew tobacco
- Use alcohol and legal drugs in moderation or not at all

Many chronic health care conditions can be avoided by following this advice. And that is

what we hope to focus on: helping our patients with nutritional information, leading an active life featuring regular exercise, smoking cessation and moderating or eliminating alcohol and medication use.

For our patients who already have a chronic disease, we would like to help them restore their health to the extent they are able to. By going back to good nutrition, exercise, drinking water as our primary beverage, and reducing anxiety, stress and anger, we have a chance to return to better health. And better health will help us enjoy life’s journey more.

Of course, delivery of medical care is our top priority, but as we achieve better health, the costs for our medical care will go down.

Please consider joining us on a journey of better health. If you have ideas or suggestions on how we can help our tribal members lead healthy lives, please let us know.

Patrick M. Anderson

health

In August of 2008, a Health Services Division Director was hired and the division reorganization which had been introduced and initiated by the Chugachmiut Executive Director continues to progress.

A full time physician and physician assistant were hired to provide regional primary care services, daily radio medical traffic, and clinical oversight for Community Health Aide/Practitioners (CHA/Ps), along with clinical training, staff development and consultation. A pool of itinerant mid-level providers assist with regional coverage and primary care services. Health administrative assistants in each community work closely with all providers and are under the direction of the regional office manager.

The Community Health Aide Program (CHAP) standardized certification and credentialing procedures to improve efficiency in submittal of these materials to the state CHAP Board. We have 100% current certification of all CHA/Ps.

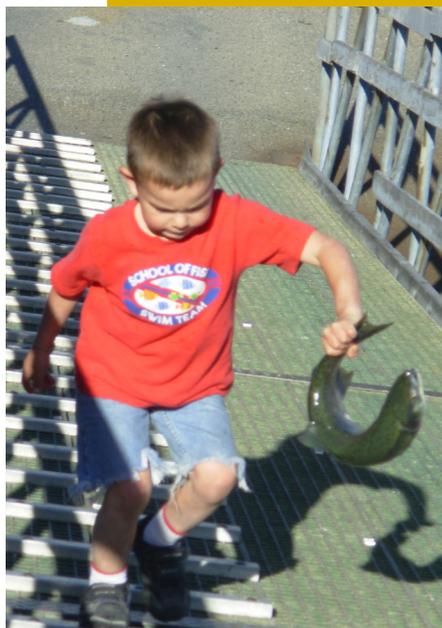
Pharmacy, with support from the health administrative assistant, established a third party billing procedure for interface with Indian Health Services in Albuquerque, ANMC, Medicaid, Blue Cross/Blue Shield, and Medicare. The pharmacist provides consultation, patient and provider education and oversight of village based pharmacy services.

With the unexpected resignation of our full time dentist, the Division Director and dental staff conducted an in-depth analysis of the dental needs for our region. The outcome of the analysis resulted in the hiring of two well-qualified itinerant dentists and one itinerant dental hygienist, augmenting the existing staff of a part time hygienist, dental assistant and a regional office manager.

We began participating in the Indian Health Service Innovations in Planned Care (IPC) II. Seward staff are responsible for communicating process improvement ideas, progress, recognition and other updates. Measures which are required for process improvement and reporting under the program include: intake screening, blood pressure control, percentage of patients that have an identified primary care provider, and number of patients in the micro system (those eligible to receive care from the Health Services Division).

The Health Division and Community Family Services Division are collaborating with the Alaska Mental Health Trust Authority (AMHTA), the University of Washington, (UW) Rasmussen Foundation and tribal organizations to increase and enhance depression and substance abuse screening in primary care settings in Alaska.

A work team began gathering information on options for Electronic Health Records which will be compatible with RPMS. The team will implement a system in 2009.



community and family

The Community and Family Services Division completed a number of large, three year grants in Fiscal Year 2008. The Language and Culture Project completed all of its goals to develop an Alutiiq language curriculum for students from preschool to eighth grades. The highlight of 2008 was the Immersion Camp held in Port Graham. During the five full days, the event provided serious discussions related to the *Sugcestun* language and culture and included opportunities for all participants to take part in subsistence activities, dancing, native foods preparation, presentations, panel discussions by local experts and plenty of local wonderful food.

The project will continue, in a modified capacity, with various historical projects including the recording of Elders and their stories.

The Positive Relationship Pathways project worked the past three years to strengthen family ties by providing workshops, counseling, advice and participating in community events. Project staff were regular visitors to all seven communities conducting outreach to help bring the stability of strong families to the region.

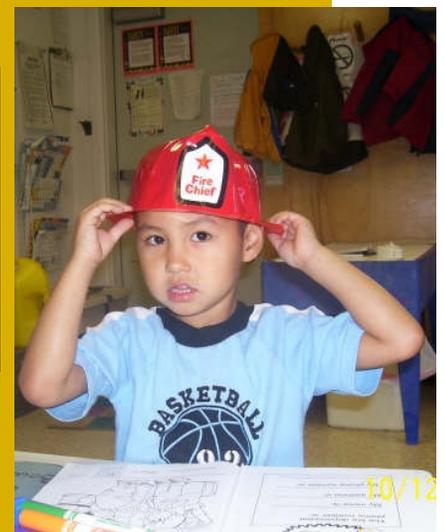
The Wise Fathers, Well Families project focused on fatherhood and its importance to not only the family but the community. The program worked in conjunction with other regional providers including Head

Start, *Llanegarwic*, Alaska Federation of Natives and tribal entities to help give fathers the tools to succeed and provide for their families.

Head Start has been serving the early education needs of the Chugach region for over 15 years, helping prepare pre-school children for a lifetime of learning. Full enrollment and a waiting list attest to the importance and success of the program. An important aspect of its success is the collaboration with other programs including health, dental, Fatherhood, Behavioral Health and the Language and Culture program.

The Behavioral Health Department continued to provide direct counseling services to five communities of the region while initiating such new programs as anger management and self expression for children, and traditional approaches to wellness. In addition, Port Graham and Seward have been chosen as pilot project sites to introduce depression and substance abuse screening as part of routine medical exams. The groundwork began in 2008 while the program will not be fully implemented until mid 2009.

The division also provides employment and training, higher education and vocational scholarships, elder services, general assistance and child care services to the people of the region. Our goal is strong, healthy families and stable communities.





enterprise and trust

This division is moving to form business structures that will allow Chugachmiut to administer for-profit small disadvantaged businesses. In 2008 we started two Limited Liability Companies (LLC): Katalla Information Services, LLC, and Nuchek Resources, LLC. These are currently “shelf” companies as we have yet to develop an Operating Agreement for either company. Chugachmiut is continuing to explore business development opportunities with and for its Tribal entities that could enter U. S. Small Business Administration small disadvantage businesses 8(a) business development program.

We continue to explore alternative and renewable energy sources for our communities. Port Graham Village Council’s Woody Biomass Feasibility Study attracted interest from the Alaska Energy Authority, the U.S. Department of Energy Tribal Energy Program and the Office of Indian Energy and Economic Development. Port Graham also expressed interest in a biomass heat and power plant for which the Enterprise Division developed a proposal this past year and is currently developing other proposals that lead to development of this project.

Chugachmiut’s U.S. Department of Agriculture grant to conduct a workforce needs assessment of the small remote communities in the Chugach Region is currently being developed by Northern Economics. Chugachmiut’s project manager will conduct surveys in our communities. A similar project funded U. S. Economic Development Administration was completed in 2008.

Chugach Alaska Corporation funded a one-year regional economic development intern position to help Chugachmiut with its economic development efforts.

Nanwalek and Port Graham completed the second phase of a U. S. Bureau of Indian Affairs sponsored Integrated Resource Management Plan (IRMP) project. The first phase was completed September 2006.

The Realty Department under manager Sabrina Savo continues to administer trust procedures for our Native allotment owners. In 2008, the department worked with North Pacific Rim Housing Authority on a proposed State of Alaska funded airport project for Port Graham and, possibly, Nanwalek as a joint airport. Additionally, we worked extensively with Nanwalek IRA Council on their IRR Roads project to gain access across Native allotments to English Bay Corporation lands and Native allotment lands in the English Bay River Valley.

State funding for the Village Public Safety Officer (VPSO) program returned after five years. Chugachmiut’s Regional Safety and Emergency Response Coordinator began working on reinstating and rebuilding that program for the Chugach Region. In addition, he continues to provide training and coordination for the region’s EMT and ETT services and coordinate disaster planning and communication for our four remote villages.

The Forestry department continued with its successful wild land fire crew management. The Denali and Yukon crews are state Type 21A wild land fire crews that fight fires throughout Alaska and the western United States. When not on a fire, the crews work to keep fire vulnerable areas free of materials that pose fire hazards, known as hazard fuel reduction (HFR). We also conduct HFR work in the Port Graham, Nanwalek, and lower Kenai Peninsula area using a small village based forest crew based in Nanwalek.



self governance and human resources

This division competed for and received funds for two replacement Housing Improvement Programs in Port Graham. Chugachmiut contracted with North Pacific Rim Housing Authority to construct the homes. They were completed by November, 2008 and are quite beautiful and very energy efficient.

Through the application of Lean management principles the grants team worked with program managers throughout the organization and developed a system for flow of grant activities from inception to closeout, which also included grant deployment and management. Using the improved system Chugachmiut obtained an Administration of Native Americans Social and Economic Development Strategies grant to conduct a comprehensive health & human services survey in FY 2009. The survey will measure beneficiary satisfaction and give them the opportunity to help Chugachmiut develop a strategy for future and existing services.

The Human Resources (HR) department successfully completed a massive recruitment and medical credentialing effort to replace the entire medical staff in the Health Operations division. This effort included not only recruitment and hiring, but included placing temporary staff during the recruitment period. Under the

HR Director's guidance, a "Core Skills Training Team" was assembled. The team developed and unveiled plans for a program to ensure all employees are trained in corporate-wide standard work processes. Implementation will begin in 2009. The team also participated in and evaluated the True Colors training program "Keys to Successful Leadership." Other programs offered by True Colors will be evaluated as extensive employee communications workshops are planned for 2009. Human Resources staff worked tirelessly to adapt payroll processes to recently installed Microsoft Dynamics. Spreadsheets and codes were developed to ensure a successful transfer of all payroll functions to the new software.

The communications department redesigned and launched a new Chugachmiut website and Intranet to replace the shared drive. Under the Communication Manager's direction and guidance a "Communications team" developed and unveiled a Healthy Messages poster series featuring people from the region and specific healthy messages. The aim is to tailor health information to the region without inundating the villages with generic posters and materials. The department also published its first calendar: "Celebrating Wellness One Day at a Time." It features messages and helpful hints encouraging people to strive for living a healthy lifestyle each day.

finance and administration

This division worked hard for most of 2008 planning for and implementing a new organizational software system. The system will act as an accounting and program management tool, enabling program managers to control costs and monitor performance from anywhere in the system. The migration will improve our ability to extract and analyze financial and non financial information that will serve as basis for our operational key metrics.

Implementation of the new system was an efficient and structured process thanks to the groundwork laid by the division in mapping and establishing its daily work processes.

Our Lean Initiative took on two major projects in 2008: a company-wide program management kaizen, and a 5S+2 kaizen of the entire Anchorage office. Program managers, division directors and grant writers met for a week to map and streamline the life of a grant or program, including inception, application, awards notification, implementation, management and

closeout. Current and future personnel now have all the tools required to serve the region in a world class manner.

In addition, all Anchorage personnel participated in a 5S+2, a complete and thorough “cleaning” and elimination of all unnecessary materials including excess files, office products, machinery and furniture. This is an integral and ongoing step in keeping a Lean workplace efficient and reliable.

Records and Information made great strides in 2008 towards Chugachmiut’s goal of having 100% of its information centrally located. The year began with implementation of the Central File Program where all program and organizational information is readily available and completely secure. With policies and procedures in place, the department was able to meet with half of our program managers to map out and implement a filing system for each. As more programs are represented in central records, the department will continue to assess and improve the system.



financial summary

Revenues	2008	2007
Federal compacts, grants and contracts	12,578,720	14,822,185
Federal grants passed through the		
State of Alaska	202,001	—
State of Alaska	452,224	468,009
Other local sources	142,342	250,258
Net patient service revenue	423,027	347,072
Leased space income	166,650	155,426
Interest income	31,597	179,592
Loss on disposal of equipment	—	(41,492)
Other revenues	17,060	78,058
Total revenues	14,013,621	15,540,841
Expenditures	2008	2007
Clinical care	2,238,356	1,958,054
Community health	6,155,395	7,953,444
Tribal development and operations	1,677,494	2,048,293
IHS operations	433,538	226,777
Forestry and fire management	2,059,346	1,547,408
Education and training	1,154,659	929,075
General and administrative expenses, net of indirect cost recovery	838,474	808,401
Total expenditures	14,557,262	15,471,452



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Susan LaBelle

Community and Family Services

Charles Sink

Enterprise and Trust

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