



**KODIAK AREA NATIVE ASSOCIATION**  
**2022-2023 ANNUAL REPORT**





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# BOARD OF DIRECTORS





**Loretta Nelson**  
*Chair*

Native Village of Afognak



**Phyllis Amodo**  
*Vice Chair*

Kaguyak Village



**Cheryl Christofferson**  
*Secretary*

Gwangkuta Suuget, At Large



**Jeannine "JJ" Marsh**  
*Treasurer*

Sun'aq Tribe of Kodiak



**Larry Chichenoff**  
*Director*

Native Village of Ouzinkie



**Desiree Eluska**  
*Director*

Native Village of Akhiok



**Chrislyn Hoen**  
*Director*

Tangirnaq Native Village



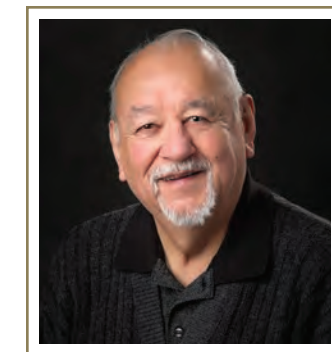
**Stella Krumrey**  
*Director*

Alutiiq Tribe of Old Harbor



**Nancy Nelson**  
*Director*

Native Village of Port Lions



**Alex Panamaroff, Jr.**  
*Director*

Native Village of Larsen Bay

# LETTER FROM THE CHIEF EXECUTIVE OFFICER





## Cama'i,

In the past year, KANA has continued to invest in the tools, programs, and staff needed to elevate the quality of life of the people we serve. As we reach the close of our 57th year of operations in 2023, I would like to celebrate some recent milestones in our delivery of healthcare, social services, and community support to our region.

The Behavioral Health Peer Support Program has brought new resources for patients seeking help with sobriety, substance use conditions, and living self-directed lives. Peer Support Specialists bring a cultural focus to recovery, integrating tradition and wellness.

The reaccreditation of our Child Advocacy Center is a continuing testament to our commitment to safeguard children who have encountered abuse or neglect. The CAC brings together a multi-disciplinary team of community resources to advocate for and deliver coordinated care and support to our most vulnerable children.

By establishing a new KANA office in Anchorage, co-located with Koniag, Inc. and the Koniag Education Foundation, we have been able to bring additional support and resources to our local Beneficiaries even when they are traveling off-island. This new location empowers

our Anchorage-based staff and Patient Advocates, and promotes collaboration between KANA and our partners when delivering services for Beneficiaries.

The Cama'i Home Visiting Program continues to be a pivotal source of assistance for parents and children, helping families to thrive and children to flourish in a nurturing environment. The introduction of the Elder Services Program has brought even more resources to families, offering comprehensive and culturally sensitive care and enrichment to our esteemed Elders. Programs like Cama'i Home Visiting and Elder Services represent KANA's holistic community support strategy, honoring cultural heritage while delivering services.

In conclusion, I extend my sincerest appreciation to our employees, partners, and stakeholders who inspire us daily. The stories shared in this report reflect the remarkable journey we are collectively undertaking. Rooted in the cultural heritage of the Sugpiaq Alutiiq people, and united by our shared mission to elevate the quality of life of the people we serve, the possibilities before us are limitless.

Quyanaa,

**Mike Pfeffer**

Chief Executive Officer  
Kodiak Area Native Association





# IMAGINE THE IMPACT



## MISSION

*To Elevate the Quality of Life  
of the People We Serve*

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## CORE VALUES

*Sugpiaq Alutiiq Values of  
Courtesy, Caring, Respect,  
Sharing and Pride*

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## VISION

*Strengthen Our People,  
Villages and Communities*



# STRATEGIC PLAN 2023-2027

## Long-Term Goals

## Objectives

### FINANCIAL STEWARDSHIP

Ensure that KANA is stable, growing, and self-sustaining.

Balance financial resilience with achieving our mission.

- ▶ Ensure that KANA maintains a diversified financial portfolio
- ▶ Increase revenues to continue to fund operations
- ▶ Use debt effectively

### OPERATIONS & PROGRAM EXCELLENCE

Deliver high-quality, comprehensive care and services that meet the needs of our Beneficiaries and the community.

Maintain accreditations and compliance.

- ▶ Increase services available in Kodiak
- ▶ Improve coordination of care between KANA, ANTHC, and SCF at ANMC, including Village Clinics, CAC, and Eldercare
- ▶ Develop partnerships with Tribes and other community organizations to address critical community needs
- ▶ Expand services to meet community needs

### ORGANIZATIONAL CAPABILITY

Ensure that KANA has the staff, facilities, tools, systems, and processes it needs to deliver on its mission.

Make KANA a great place to work where team members have meaningful work, strong support, and opportunities for growth.

- ▶ Ensure that KANA has effective physical spaces to support our work
- ▶ Ensure that KANA can attract and retain staff, and maintains appropriate staffing to deliver our mission
- ▶ Integrate Health, Wellness, and Community Services
- ▶ Continue to improve KANA's processes and practices
- ▶ Continue Board development and education

### CUSTOMER SERVICE

Listen to our community and provide outstanding service with courtesy, caring, respect, sharing, and pride.

- ▶ Ensure that Beneficiaries and the community are aware of KANA services and how to access them
- ▶ Create a welcoming and positive client experience
- ▶ Deliver services in a culturally appropriate manner
- ▶ Continue to improve KANA's internal and external communications

# AWARDS & RECOGNITIONS





## David McElwain

### Receives Village Public Safety Officer (VPSO) Certification



This year the Village Public Safety Office of Standards and Certification staff implemented a new process to include villages in celebrating the significant milestone when a VPSO achieves certification. Becoming a certified VPSO is a major accomplishment, indicating the successful completion of all required training and one year of active service.

On May 12th, Port Lions VPSO David McElwain was recognized at a ceremony in Port Lions, where he received his VPSO Certificate. David later joined KANA staff in Kodiak to celebrate his achievement with applause from our entire team. State VPSO Director Joel Hard praised David for embodying the very best of the program.

“We are incredibly proud of David. He exemplifies what the VPSO program can and should be. While not every community can have a David, we are committed to striving for that level of excellence in every village in Alaska.”

The VPSO program plays a vital role in providing public safety support to rural Alaskan communities. VPSOs are often the first to respond to calls for assistance from community members, exemplifying their commitment to serving as responders in the Last Frontier.

We extend our gratitude to David for answering the call to serve our community. This outstanding accomplishment deserves all the recognition and appreciation.





**Kelly Slaven**



**Sarah Haggard**

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## Health Center Super Stars

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We are thrilled to announce the well-deserved recognition of two exceptional members of our team, Kelly Slaven and Sarah Haggard, as Alaska Primary Care Association Health Center Super Stars.

Kelly Slaven, our Patient Experience Director, was recognized for her outstanding dedication in guiding and supporting patients during their healthcare visits to Anchorage. With her compassionate approach, she ensures that our patients receive the best care while navigating the Anchorage healthcare systems. Her commitment to enhancing the patient experience is truly commendable.

Sarah Haggard, our Revenue Cycle Director, was recognized for her role overseeing the intricate operations of our revenue cycle functions while prioritizing customer service, quality improvement, and responsible stewardship. Her dedication ensures that our revenue cycle operates efficiently, contributing to optimal reimbursement without compromising patient satisfaction or care.

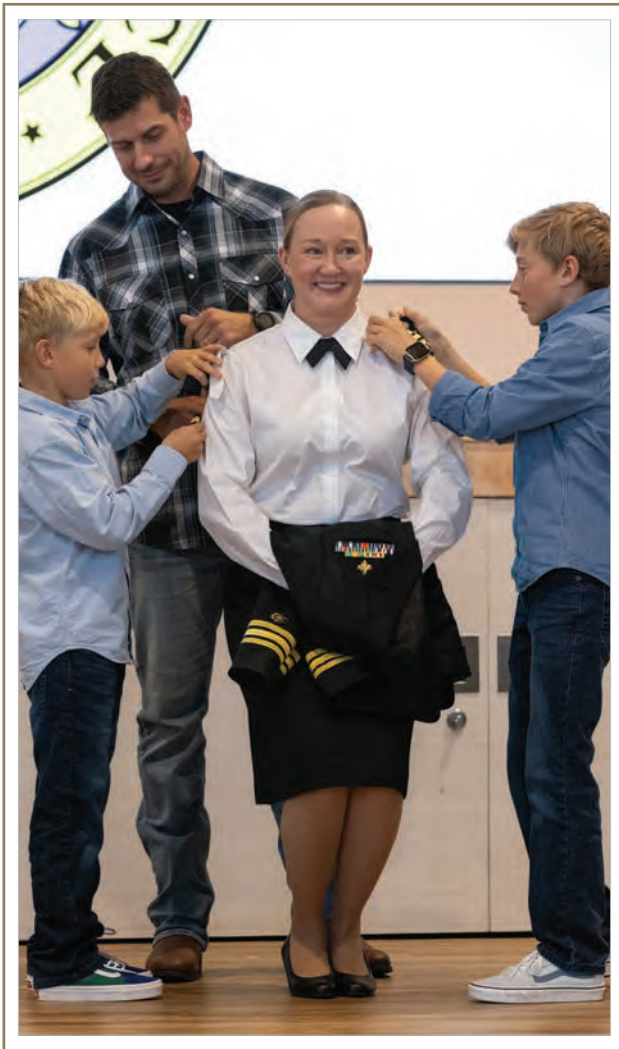
Kelly and Sarah's leadership, dedication, and tireless efforts consistently elevate the quality of life of the people we serve.

We extend our appreciation for their outstanding contributions and their commitment to excellence in healthcare for our communities.





# Ashley Frost, United States Public Health Service Commissioned Corps Commander



Late this summer we celebrated the remarkable achievement of Ashley Frost, KANA's Lab Director, who was promoted to Commander in the U.S. Public Health Service (USPHS) Commissioned Corps. On August 25th, Ashley was pinned by her loving family, marking a significant milestone in her 13-year **tenure with the USPHS**.

Ashley's role as KANA's Lab Director showcases her commitment to maintaining the highest laboratory standards. She bears the responsibility of overseeing the laboratory's overall operations, always aligning with KANA's mission, policies, and procedures. Ashley's leadership ensures strict compliance with the

standards of the Clinical Laboratory Improvement Amendments (CLIA), Centers for Medicare and Medicaid Services (CMS), and the laboratory profession's best practices. Her dedication has been instrumental in fostering a quality system approach to laboratory testing, consistently delivering precise and dependable patient test results.

This recognition of Ashley's promotion to Commander reflects her strong determination to improve the overall health and well-being of the community we serve. We are honored to have her as part of our team, and we extend our sincere congratulations on this remarkable achievement.



# FOSTERING LEADERSHIP: EMPOWERING OUR OWN

As we mark our 57th year of service, we are pleased to introduce KANA's Executive Leadership team; comprised by a diverse group of talented individuals. Each with their own unique story of growth, a strong sense of service to the Sugpiaq Alutiiq people, and responsibly stewarding the lands of the Koniag Region.

Join us as we recognize this newly established team. We do so with pride in their accomplishments, with a humble acknowledgement that they are a vital part of a greater whole - our organization, our people, and our shared journey towards a brighter future.



**Karissa Stoecker** is the Vice President of Health Services for KANA. In this role she serves to oversee and support the administrative and programmatic development and delivery of health care services. Karissa has been with KANA since 2016 serving previously as the Revenue Cycle Director before transitioning into her current role.

Prior to joining KANA, Karissa worked in various health and social service roles including medical private practice, victim advocacy and state government assistance programs.

Karissa has a Bachelor's degree in Anthropology from Macalester College and obtained a Master of Health Administration degree from Saint Joseph's University (Philadelphia).

Karissa is an enrolled Tribal citizen of the Central Council of the Tlingit and Haida Indian Tribes of Alaska and a descendent of the Oglala Lakota.

She is happy to be raising her family in the home and lands of the Sugpiaq Alutiiq people.



**Nichole Pruitt** serves as the Vice President of Public Affairs at KANA where she oversees the Communications and Grants departments. In her role, Nichole strategically manages the organization's reputation and provides leadership, planning, and guidance for its comprehensive grant-seeking efforts.

As a member of the Executive Leadership team, Nichole actively participates in the strategic planning and goal-setting process that shapes the organization's mission fulfillment. Additionally, she represents KANA and the Koniag region on various Boards and committees including the Alaska Native Health Board and Alaska Federation of Natives.

Nichole's career at KANA spans several positions, beginning with her role as the Front Desk Receptionist in 2010. Over the years, she has held positions in Administration, Finance, and Grants, showcasing her versatile expertise and experience.

Nichole was born and raised in Kodiak and is an enrolled Tribal citizen of the Central Council of the Tlingit and Haida Indian Tribes of Alaska.



**Margie Nelson** is the Vice President of Administration at KANA where she oversees critical functions including Human Resources, Payroll and Benefits, Information Technology, and Finance. Her career at KANA began as a summer intern while pursuing studies at UAA, evolving over 20+ years across various roles. Throughout her time with KANA, she discovered a passion for fostering opportunities for people and communities. In 2016, Margie left her position as Senior Vice President of Administration to pursue other opportunities, and has since rejoined the organization.

Her diverse experience, exposure to different departments, and collaboration with numerous leaders honed her self-awareness, business etiquette, and a great network. Margie's leadership style is marked by insight, support, integrity, and honesty. She strives to exemplify self-investment and accountability and leads by example. Engaged in multiple roles including Native Village of Port Lions Tribal Council member and Alaska Pacific University Board of Trustee, she has committed herself to advancing health and social services in the Kodiak Region.



**Greg Zadina** is the Vice President of Strategy at KANA, leading developmental initiatives from concept to completion. His role encompasses forward-thinking growth, crafting sustainable programs and services that meet Beneficiary, organization, and community needs. Greg's career at KANA began in 2015 as the Employment, Training, and Support Services Manager, then serving as the Business Development Director before being promoted to his current role. He brings 15 years of non-profit experience and a background in Psychology and Applied Behavior Analysis, offering a unique perspective of organizational assessment and needs.

Greg strives to embody authenticity, adaptability, and honesty in leadership, centered on family and human-centric design and employment. Beyond work, he dedicates time to his family, nurturing their passion for outdoor activities. Greg's enthusiasm for KANA's mission drives his vision for addressing community needs. His forward-looking perspective on the organization's future fuels his commitment to ensuring a positive path for KANA and the communities it serves.



**Arwen Botz** KANA's Vice President of Community Services, spearheads the organization's diverse non-health services. She seeks to streamline operations, reduce internal barriers, and eliminate duplications across departments. While not being a Kodiak native, Arwen and her husband, tightly woven into the commercial fishing community, have made the Emerald Isle their home for over a decade, finding it to be a supportive environment for their family.

Arwen's journey at KANA began in 2013 as a Developmental Specialist within the Infant Learning Program (ILP). As her responsibilities expanded, she transitioned into the role of ILP Coordinator and subsequently became the Manager of the newly established Child and Family Services department. Her involvement in statewide Early Childhood initiatives and the Chiniak Advisory School Board highlights her commitment to the broader community.

Arwen's leadership style prioritizes listening, team understanding, and advocating for their well-being. Her role on the Executive Leadership team reflects her capacity to consider the impacts of decisions on staff and clients. Foreseeing a thriving future for Kodiak, she envisions a nurturing environment where families can flourish.







**Jennifer Caskey** joined KANA in June 2018. In her role as Chief of Staff, she collaborates closely with the KANA Board of Directors, Chief Executive Officer, and Executive Leadership team, while also overseeing administrative support staff and handling various special projects.

Jennifer's educational background is an Associate's and Bachelor's degrees in Business and Financial Services earned from San Diego State University. She also holds an Executive Masters of Business Administration and Strategic Leadership along with the Alaska Native Leadership Executive Program certificate from Alaska Pacific University.

Beyond her professional endeavors, Jennifer enjoys her role as a mother and finds joy in supporting her family and community. She actively engages with Kodiak 4-H, Kodiak Baptist Mission, and offers her support to the Kodiak High School Hockey team, demonstrating her commitment to the well-being and growth of those around her.



**Elise Pletnikoff, MD**, Sun'aq/Unangan, is a board-certified Family Medicine Physician and serves as the Chief Medical Officer at KANA. Her educational journey was driven by the goal of caring for Native people and rural Alaskans. Dr. Pletnikoff pursued her medical degree at the University of Washington School of Medicine from 2006-2010, with a focus on Indigenous Health and Rural and Underserved Health. She went on to complete her residency at the Swedish Cherry Hill Seattle Indian Health Board Family Medicine Residency from 2010-2013, with a focus on the health of Native and Rural populations.

Returning to her hometown of Kodiak in 2013, Dr. Pletnikoff embraced her role in patient care at KANA. She cares for patients of all ages including newborns, children, pregnant women, adolescents, adults, Elders, and those at end of life. She greatly enjoys meeting her community members through KANA, and has special interests in the health of Native people and traditionally marginalized populations. Building long-term, trust-based care relationships with her patients remains a priority. Dr. Pletnikoff enjoys medical education, and is always interested in keeping up with new developments in the medical field. In her free time, she enjoys subsistence gathering and playing outside with her two daughters and partner.



# PROGRAMS & SERVICES HIGHLIGHTS



## Child Advocacy Center Receives Reaccreditation

KANA's Child Advocacy Center (CAC) was awarded reaccreditation by the National Children's Alliance (NCA) following an extensive application and site review process earlier this year. This is a significant achievement and reflects our continued commitment to providing high-quality services to children in our community who have experienced abuse or neglect. Our Child Advocacy Center has been providing services to child abuse victims and their families for over ten years, and we continue to be committed to ensuring that every child who comes through our doors receives the care and support they need to heal.

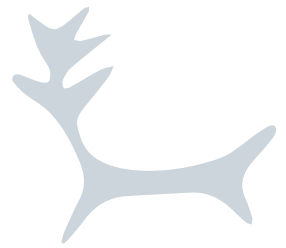
The CAC multidisciplinary team is made up of professionals who work together to investigate and respond to cases of child abuse and neglect. Accreditation by the NCA is a rigorous process that requires CACs to meet strict standards of service provision, including meeting the needs of child victims and their families, providing a coordinated response to child abuse cases, and employing evidence-based practices. The standards and their accompanying criteria ensure that children and families in our community receive effective, efficient, relevant and compassionate services.





## Building Resilient, Thriving Communities

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This summer we had the pleasure of being part of the Tribal and Community Engagement meetings with FEMA in the City of Kodiak and Ouzinkie. It was an incredible gathering that brought together partners who share a common vision including the Native Village of Ouzinkie, City of Ouzinkie, Ouzinkie Native Corporation, Koniag, KANA, and dedicated community members. This event is just one example of the power of collaboration and the barriers that can be overcome when we work together.

Quyanaasinaq (thank you very much) to our Elders who shared their wisdom and provided invaluable feedback throughout the week. Their insight serves as a guiding light as we strive to

shape a better future for our community and our people.

We were fortunate enough to experience the Cultural Presentation and dance performance by the Ouzinkie Alutiiq Dance Group, which beautifully honored the rich heritage of the Native Village of Ouzinkie. The vibrant expressions of our traditions not only showcased the essence of our community's spirit but also served as a tribute to our ancestors.

Partnerships are the foundation of progress and empowerment. Together, we can achieve extraordinary things and build resilient, thriving communities.

# Introducing Cultural Peer Support

Recognizing the critical importance of mental health and well-being, we have recently added Cultural Peer Support Specialists and a Peer Support Supervisor to our team to enhance our commitment to providing comprehensive care and support to those we serve.

The Peer Support Program is a culturally driven program for Kodiak area residents who are seeking assistance in their recovery journey. This program is staffed with Cultural Peer Support Specialists who are trained and have lived experience with substance use disorders or mental health challenges. The Cultural Peer Support Specialists are trained to align with the White Bison's Wellbriety Movements curriculum. They provide waitlist support, in-clinic services, call-based assistance, and village-based services. The Peer Support Program hosts an event called, "Island Strong" every Monday at 11 am for all Kodiak area residents to have a common Zoom space to lean on and support each other in recovery. Village travel is a priority to ensure services and care are available to our remote residents to provide needs assessments and build connections as we establish a new support service. Behavioral Health Services play a vital role in promoting and maintaining holistic well-being. We understand that mental health is an integral part of one's overall health, and we are dedicated to ensuring that our services cater to the diverse needs of individuals seeking support and guidance.

We are committed to breaking down barriers and promoting access to high-quality Behavioral Health Services, and we firmly believe that everyone deserves compassionate care and support, regardless of their background or circumstances.



# First Responders - Last Frontier

The Village Public Safety Officer (VPSO) Program is rooted in providing the public with support in safety services while eliminating delays caused by weather or distance. Their motto is "First Responders - Last Frontier" and these officers live up to this motto every day.

Our VPSOs complete all trainings and active service requirements in order to serve our communities to provide diverse public safety services that improve the safety and prosperity in our rural communities. KANA VPSOs are posted in the Native Villages of Akhiok, Larsen Bay, Old Harbor, Ouzinkie, and Port Lions. They

are trained and understand the unique characteristics faced by each of our communities. Every VPSO serves as the Fire Chief of their respective village.

Tim Brady, VPSO Coordinator, says that, "a safe community is a healthy community." Our VPSOs ensure the health of their respective communities by providing emergency medical response, search and rescue operations, fire prevention and suppression, disaster preparedness and response, public safety education and community policing.

This summer we had the privilege of hosting VPSO

Coordinators from all corners of the state. From August 8th to the 10th, leaders gathered in Kodiak, culminating with a visit to USCG Base Kodiak. During this visit, coordinators had the unique opportunity to tour air assets that are frequently deployed in support of our Village Public Safety Officers for Medevac operations and Search and Rescue missions. These quarterly meetings provide VPSO leaders an opportunity to come together in different communities to collaborate together as a program, and gauge an understanding of each community's differences.



# Supporting Parents and Strong Families

Hour for parents to support each other to holding Play Groups for children and parents to learn from, and lean on, one another. They host family friendly nature walks to encourage community members to enjoy the beautiful environment around them, and also support Parents as Teachers, an initiative that offers support for parenting. Parents as Teachers works with Ages and Stages curriculum to track milestones, encourage healthy eating habits, establish developmentally appropriate play, and support medical and dental needs. Cama'i Home Visitors offers personal visits, group connections and provides child and caregiver support. They have also partnered with Elder Services to encourage cross generational interaction between Elders and children. Together the two programs host Elder Story-time and creative workshops: dandelion jam and bread making, beading, and arts and crafts. Elder Story-time is an event where one Elder from the community volunteers to read children a story at the Kodiak Public Library. Events such as these combine the two generations for one common goal: joyful unity.



Our Cama'i Home Visiting program is a resource network for Alaska Native and American Indian parents. Cama'i Home Visitors offer a multitude of valuable resources for parents and children. This program provides the information and encouragement parents need to support their children in early developmental stages. From hosting Coffee

Like many of our programs, Elder Services and Cama'i Home Visiting work closely together to support all members of the community. By combining the congregations of these two programs for events, members are encouraged to enjoy each other's company despite their age differences.



# Enhancing Elder Care

KANA's dedication to our Elders is reaching new heights as we expand our Elder Services program, in alignment with our holistic community support strategy. This expansion demonstrates our commitment to honoring cultural heritage while delivering comprehensive and culturally sensitive support for our valued Elder Beneficiaries

In the latter part of 2020, we conducted an Elder Needs Assessment to gauge the demand for an Elder services program. This program was specifically designed to provide in-home support, allowing Elders to maintain their residences on Kodiak Island. The insights obtained from this assessment were crucial in influencing the development and enhancement of our services dedicated to Elders in our region. This assessment marked a significant step forward in understanding our community's needs, revealing gaps in current services and resources across physical, social, emotional, and cultural domains.

From the foundation of this needs assessment emerged an Elder Services Director, who joined our team to lay the groundwork and systems essential for the implementation of a dynamic and effective Elder Services Program. Cassie Keplinger, Elder Services Director, rejoined KANA and has focused her efforts on soliciting input and feedback to ensure our services resonate with cultural appropriateness while effectively addressing the needs of our Elders. With



cultural values and traditions as guiding lights, the program's development has been underway, aimed at fostering social and emotional well-being and preserving the rich cultural identity of our Elders.

Cassie shared her insights, saying, 'Elders have approached us seeking assistance beyond just medical or behavioral health. There was a gap, and we intend to fill it. Some Elders require home health care or chore services, while others lack the resources for necessary aid despite not being covered by Medicaid. Our role is to bridge these gaps.'

Cassie and Elder Services Coordinator Penny Boschee are weaving a network of resources spanning Kodiak City and the villages, ensuring that our Elder Beneficiaries access the comprehensive support they deserve, encompassing tasks from household maintenance to comprehensive estate and advance directive planning through Alaska Legal Services.

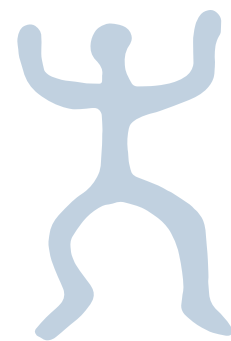
Recognizing the vital role nutrition plays, our long-term aspiration is to establish regular congregated lunches within each village. Cassie conveyed, 'Our goal is to have dedicated cooks and support personnel in each community.' Penny, meanwhile, curates grocery shipments to complement the available food resources within the villages, ensuring our Elders' nutritional needs are met.



# ANCHORAGE OFFICE







## Elevating Care Through Partnership

We are pleased to announce the opening of our new office located in Anchorage, made possible through our partnership with Koniag and Koniag Education Foundation. This development represents a significant step in our ongoing effort to improve services for our Beneficiaries.

The new Anchorage office will provide a dedicated workspace for our Anchorage-based staff, improving their efficiency and effectiveness. Additionally, it will offer increased support to patients who travel to Anchorage for services, ensuring easier access to care.

Co-locating with Koniag and Koniag Education Foundation will foster collaboration and resource-sharing, ultimately enhancing the quality of services we provide to our Beneficiaries. This strategic partnership highlights our strong commitment to improving the well-being of our local communities, whether on or off the island. Together with our partners, we look forward to a future filled with better healthcare and opportunities for our people.

# 2023 SERVICE AWARDS

## Honoring Years of Service

We take pride in recognizing our staff who have served for 5, 10, 15, and 20 years to the Sugpiaq Alutiiq people and the Koniag Region. Their commitment to serve our community

is an inspiration to us all. We look forward to their continued efforts in pursuit of our shared vision to: strengthen our people, villages and communities.

### 20 Years



Martha Keegan

### 15 Years



Hope Howell



Julie Kaiser

### 10 Years



Arwen Botz



Marnie Kilborn



Jason Kochne



Damiana Ode



Elise Pletnikoff

# 5 Years



Sam Booch



Stephanie Brenteson



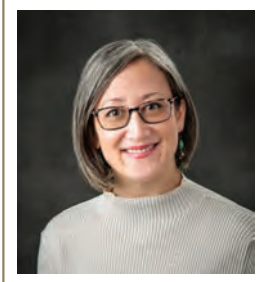
Jennifer Caskey



Melissa Cook



Ralph Dahlstrom



Tina Ennenga



Richele Ferris



Ashley Frost



Hannah Gordon



Hope Livingston



Kris Luckenbach



Samantha Marlar-Enbom



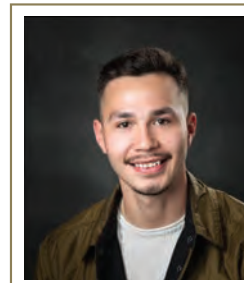
April Madrid



Michelle McClure



Kareasa McElwain



Trevor Phillips



Shanna Rockenbach



Adrianna Sala



Juvy Small



Alison Starr



Kylee Yavorsky

# PATIENT EXPERIENCE



The KANA Patient Experience Survey is a comprehensive Health Department survey that focuses on: access to care, communications between KANA and patients, patients' experience with staff, fees, facilities and overall experience.

To access the Patient Experience Survey: visit our website, request a paper survey from the clinic, or access it through the KANA Encounter Survey.

The KANA Encounter Survey is pushed to patients following their most recent visit at KANA through text/email, and has questions tailored specifically to each Health Department Program.



## Total Surveys Submitted:

FY21	(Patient Experience 477 + Encounter 984)	TOTAL: 1,461
FY22	(Patient Experience 543 + Encounter 1,519)	TOTAL: 2,062
FY23	(Patient Experience 536 + Encounter 1,680)	TOTAL: 2,216

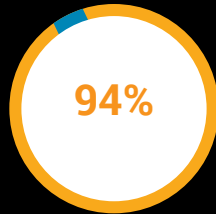
FY23 Patient Experience information represents data from October 1, 2022 through September 7, 2023 for each fiscal year.

## “ Patient Comments:

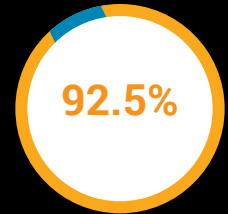
- ▶ *"I have 'the FEAR' of anything 'Dental', (I've been completely avoiding the Dentist for 30 years) but the KANA dentist and assistant were so thoroughly informative and patient with me, I felt nearly at ease!"*
- ▶ *"KANA and my provider have met and exceeded my expectations. Staff have been friendly as well as professional in all my dealings."*
- ▶ *"I love KANA and how they treat veterans. It's a great organization and I'm grateful for it."*
- ▶ *"Great service at KANA, thank you for taking care of me and my family."*
- ▶ *"The staff are great and the care is better than any I have received in the lower 48"*
- ▶ *"Having the KANA Advocate was wonderful she went out of her way to help my daughter when she was having medical issues! I am proud of KANA for implementing this service! Very thankful to the amazing ladies in Anchorage who show compassion for others!"*
- ▶ *"I am thankful that KANA is in Kodiak and provides care to the villages and remote citizens"*
- ▶ *"The entire staff I interact with are courteous, caring, understanding, helpful, respectful, and amazing. Best people I ever interacted with and very professional."*



Cumulative  
KANA Encounter  
Rating



Cumulative  
KANA Experience  
Rating




### Encounter Survey Ratings by Population



### Encounter Survey Ratings by Department



### How Patients Rate Their KANA Experience:

-  Overall experience and quality of care at KANA: 95%
-  Access to care at KANA: 92%
-  Quality of communication from KANA: 92%
-  Quality of KANA staff: 95%
-  Fees for services at KANA: 88%
-  Facilities: 97%

### Net Promoter Score:

The Net Promoter Score (NPS) is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, service, or product to friends and family. KANA implemented the NPS into our Patient Experience Survey in January of 2023.

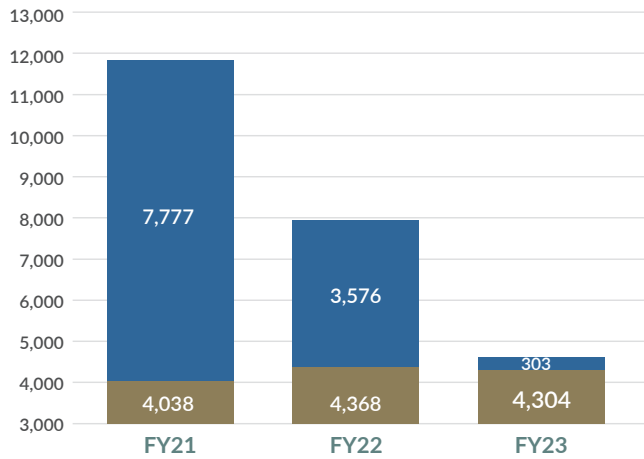


# PATIENT ACCESS





## Total Patients

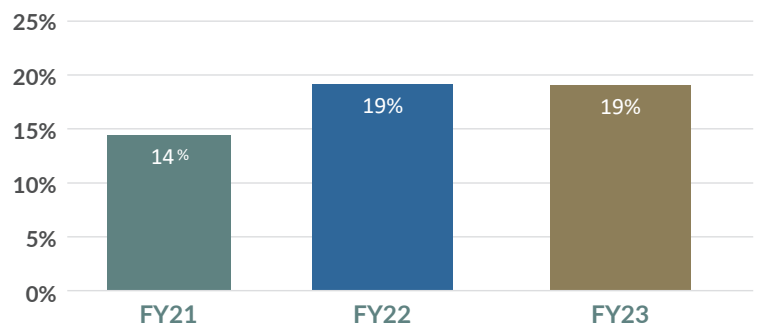


- Patients seen only for COVID-19 Testing/Immunization or other Ancillary Medical Encounters.
- Medical, Dental, Behavioral Health and Wellness Patients.

A patient is defined as someone who was seen at KANA for Medical, Dental, Behavioral Health, or Wellness. Patients who were seen at KANA only for ancillary medical encounters such as COVID-19 Testing, Immunizations-only visits, Laboratory visits, and Nurse-only visits are indicated in blue.

No Show rates include all Medical, Dental, Behavioral Health, or Wellness appointments excluding ancillary medical encounters.

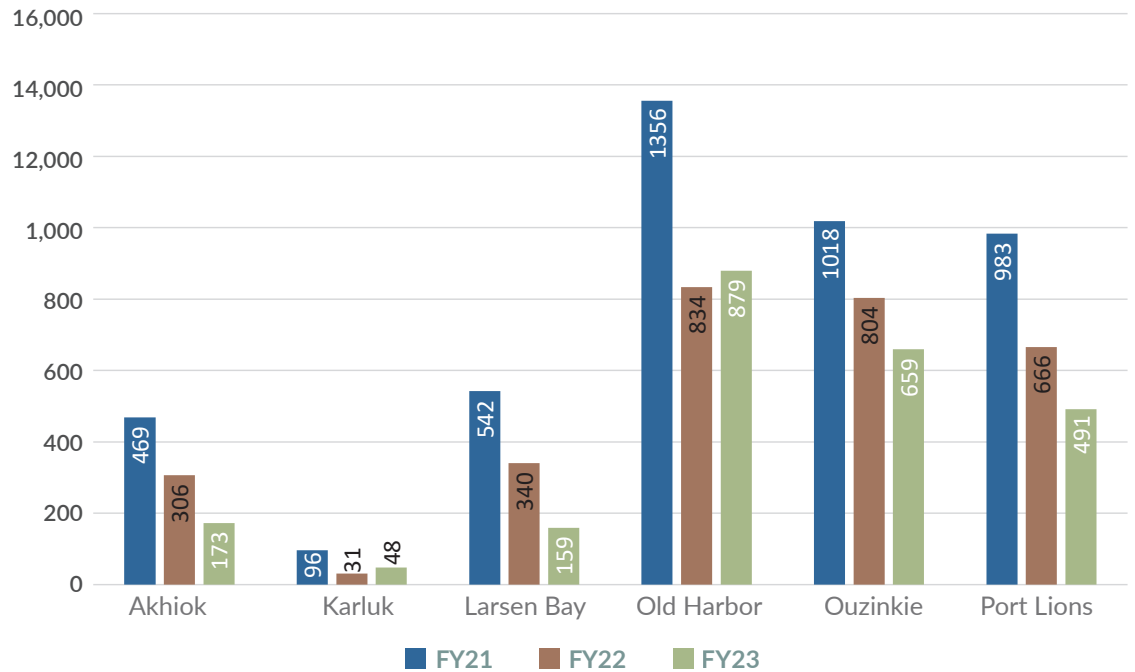
## No Show Rates Excluding Ancillary Medical Encounters



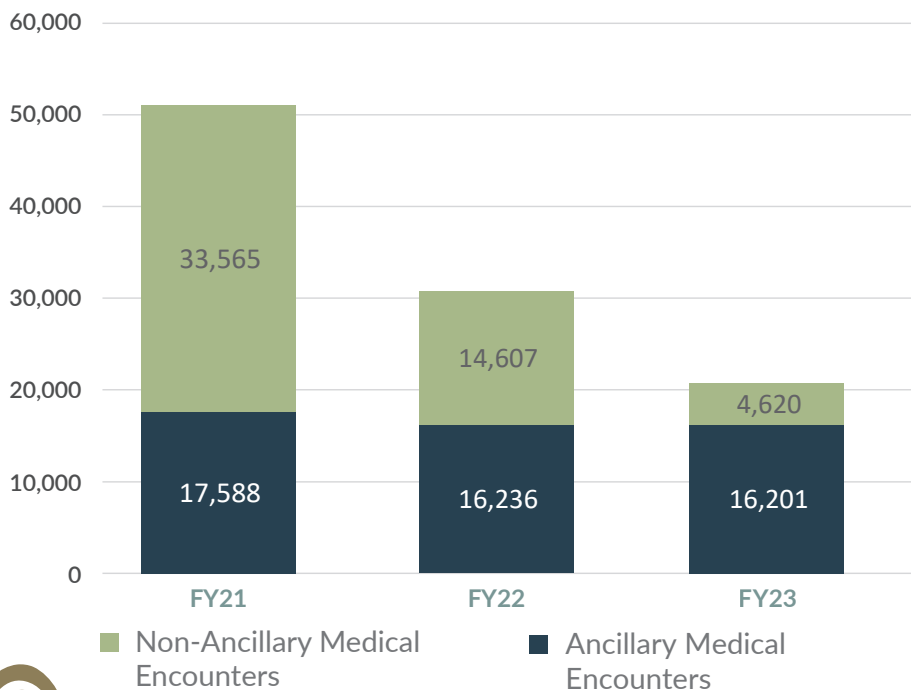
Patient access information represents data from October through August for each fiscal year.

# Annual Visits by Village

Total Village Visits include Medical, Dental, Behavioral Health, and ancillary medical encounters such as COVID-19 Testing and Immunization services.



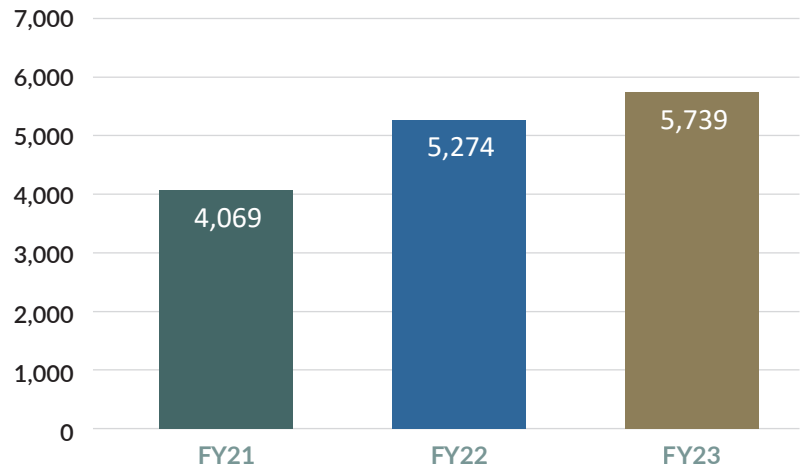
# Medical Visits



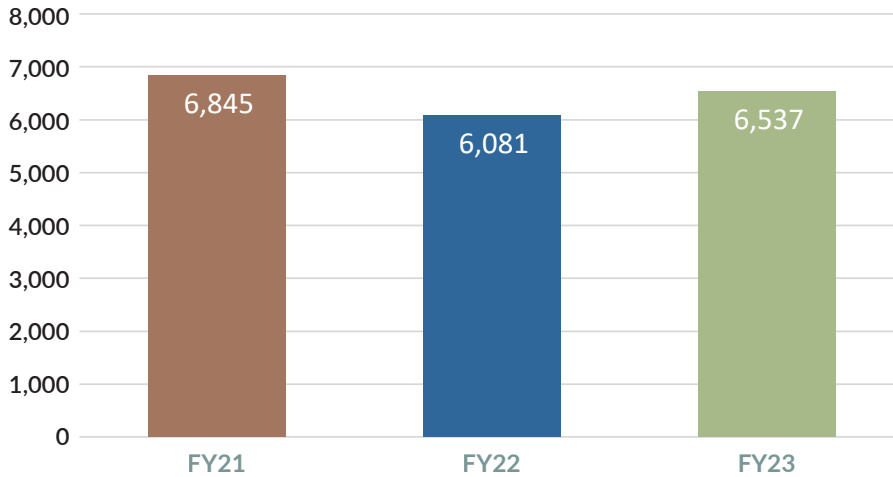
Medical visits include primary care, physical therapy, and patients seen by KANA Providers at Providence Kodiak Island Medical Center. Ancillary medical encounters such as COVID-19 testing, immunizations-only visits, laboratory visits, and nurse-only visits are also indicated in the Ancillary Medical Encounters.

## Dental Visits

Dental services include services provided by dentists, hygienists, DHATs, orthodontists, and oral surgeons.



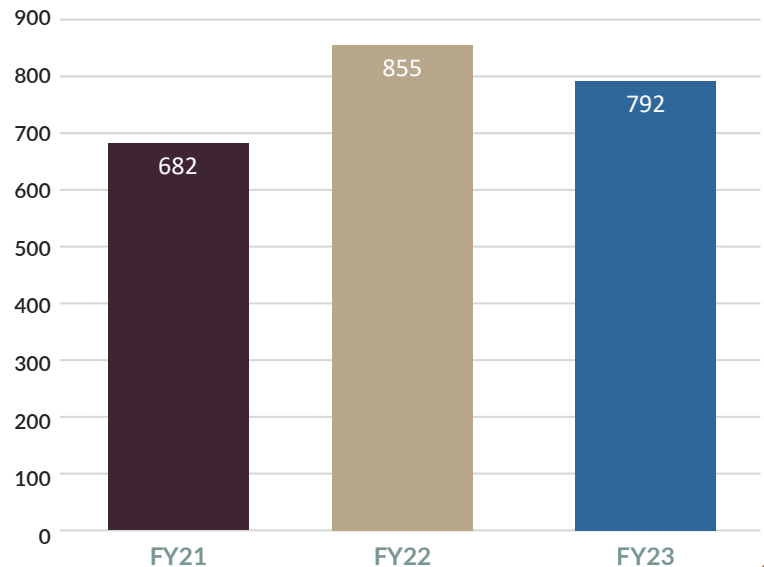
## Behavioral Health Visits



Behavioral Health visits includes all visits with behavioral health providers and the substance use disorder program including group visits.

## Specialty Clinic Visits

Specialty Clinics include services such as cardiology, ENT, diabetes, orthopedics, optometry, and more. The Alaska Native Medical Center and Southcentral Foundation are the specialty providers that offer services in-person at Kodiak clinics or via telehealth to help ensure patient access to higher levels of specialty care while they are still close to home.



# Financial Statements

## Statement of Financial Position

Year Ended September 30, 2022 (with comparative totals for 2021)

	2022	2021
<b>Assets</b>		
<b>Current Assets:</b>		
Cash and cash equivalents	\$ 50,515,123	\$ 45,732,820
Investments	14,320,715	15,557,705
Receivables:		
Grants	3,381,437	3,977,153
Patient accounts, net of allowance for contractual of \$543,183 in 2022 and \$574,398 in 2021	1,777,482	2,212,557
Other	1,677,172	1,092,389
Prepaid expenses	181,209	223,026
<b>Total Current Assets</b>	<b>\$ 71,853,138</b>	<b>\$ 68,795,650</b>
Investments in joint ventures	\$ 2,041,237	\$ 1,717,546
Note receivable and other long-term assets	31,500	262,727
Property and equipment, net of Accumulated Depreciation	42,222,706	25,318,854
Goodwill, net of Accumulated Amortization	330,000	385,000
<b>Total Assets</b>	<b>\$ 116,478,581</b>	<b>\$ 96,479,777</b>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities:</b>		
Accounts payable	\$ 1,322,364	\$ 1,189,472
Accrued compensation and related liabilities	1,818,440	2,212,904
Accrued interest payable	14,688	-
Funds held for others	6,021,815	6,053,003
Deferred revenue	14,986,525	16,778,461
<b>Total Current Liabilities</b>	<b>\$ 24,163,832</b>	<b>\$ 26,233,840</b>
Long-term liabilities - line of credit payable	\$ 12,610,239	
<b>Total Liabilities</b>	<b>\$ 36,774,071</b>	<b>\$ 26,233,840</b>
<b>Net Assets</b>		
With donor restrictions	4,353,189	4,558,773
Without donor restrictions	\$ 75,351,321	\$ 65,687,164
<b>Total Net Assets</b>	<b>\$ 79,704,510</b>	<b>\$ 70,245,937</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 116,478,581</b>	<b>\$ 96,479,777</b>

# Statement of Activities

Year Ended September 30, 2022 (with comparative totals for 2021)



	2022	2021
<b>Revenues</b>		
Grants and contracts	\$ 32,645,878	\$ 30,888,555
Net patient service revenue	17,413,862	14,189,898
Contracted service revenue	595,906	472,215
Investment income (loss)	(636,487)	35,773
Earnings from joint ventures	434,759	432,896
Rental income	319,534	315,154
Other	284,854	2,103,784
<b>Total Revenues</b>	<b>\$ 51,058,306</b>	<b>\$ 48,438,275</b>
<b>Expenses</b>		
Program services:		
Health services	\$ 32,724,438	\$ 29,432,252
Community services	6,399,225	5,325,028
Realty	1,126,504	1,019,420
<b>Total Program Services</b>	<b>\$ 40,250,167</b>	<b>\$ 35,776,700</b>
Supporting services:		
General and administrative, net of indirect cost recovery	\$ 810,716	\$ 609,703
Special and restricted general fund projects	538,850	302,392
<b>Total Supporting Services</b>	<b>\$ 1,349,566</b>	<b>\$ 912,095</b>
<b>Total Expenses</b>	<b>\$ 41,599,733</b>	<b>\$ 36,688,795</b>
<b>Change in net assets</b>	<b>\$ 9,458,573</b>	<b>\$ 11,749,480</b>
<b>Net Assets, beginning of year</b>	<b>70,245,937</b>	<b>58,496,457</b>
<b>Net Assets, end of year</b>	<b>\$ 79,704,510</b>	<b>\$ 70,245,937</b>

# Statement of Cash Flows

Year Ended September 30, 2022 (with comparative totals for 2021)

	2022	2021
<b>Cash Flows from Operating Activities</b>		
Change in Net Assets	\$ 9,458,573	\$ 11,749,480
Adjustments to Reconcile change in Net Assets to Net Cash from operating activities:		
Depreciation	\$ 1,745,490	\$ 1,424,557
Amortization	55,000	55,000
Contributed Capital from Grants	(18,576,598)	(6,896,204)
Change in fair value of Interest Rate Swap agreement	-	(1,591)
Unrealized (gain) loss on investments	3,546,338	1,070,757
Equity in earnings of Joint Ventures in excess of distributions	(434,759)	(83,973)
(Increase) decrease in Assets:		
Patient Accounts	435,075	(742,367)
Grants and Other Receivables	10,933	670,036
Prepaid Expenses	41,817	(89,122)
Increase (decrease) in Liabilities:		
Accounts Payable	132,892	111,754
Accrued Compensation and related liabilities	(394,464)	554,887
Accrued Interest Payable	14,688	(4,020)
Funds Held for Others	(31,188)	6,053,003
Deferred Revenue	(1,791,936)	12,211,609
<b>Net Cash from Operating Activities</b>	<b>\$ (5,788,139)</b>	<b>\$ 26,083,806</b>
<b>Cash Flows from Investing Activities</b>		
Purchase of Property and Equipment	\$ (18,649,342)	\$ (7,296,998)
Proceeds from payments on Notes Receivable	231,227	125,896
Proceeds from joint venture distributions	111,068	-
Proceeds from sale of Investments	171,599	-
Purchase of Investments	(2,480,947)	(9,380,430)
<b>Net Cash from Investing Activities</b>	<b>\$ (20,616,395)</b>	<b>\$ (16,551,532)</b>
<b>Cash Flows from Financing Activities</b>		
Contributed Capital from Grants	\$ 18,576,598	\$ 6,896,204
Proceeds from new borrowings	\$ 12,610,239	\$ -
Principal payments on Long-term Debt	-	(3,207,861)
<b>Net Cash from Financing Activities</b>	<b>\$ 31,186,837</b>	<b>\$ 3,688,343</b>
<b>Net Increase in Cash and Cash Equivalents</b>	<b>\$ 4,782,303</b>	<b>\$ 13,220,617</b>
<b>Cash and Cash Equivalents, Beginning of Year</b>	<b>\$ 45,732,820</b>	<b>\$ 32,512,203</b>
<b>Cash and Cash Equivalents, End of Year</b>	<b>\$ 50,515,123</b>	<b>\$ 45,732,820</b>
Supplemental disclosure of cash flow information:		
Cash paid during the year for interest	34,619	80,671

# Statement of Functional Expenses

Year Ended September 30, 2022 (with comparative totals for 2019-2021)

	2019	2020	2021	2022
Personnel	\$ 16,876,896	\$ 18,200,947	\$ 22,055,715	\$ 22,861,696
IPA/MOA	\$ 845,085	\$ 688,015	\$ 571,489	\$ 597,619
Contract services	\$ 3,731,165	\$ 3,535,163	\$ 4,434,937	\$ 6,481,758
Travel and training	\$ 2,200,325	\$ 1,254,631	\$ 1,231,081	\$ 1,752,213
Beneficiary assistance	\$ 759,652	\$ 783,238	\$ 890,357	\$ 930,925
Facilities	\$ 1,521,695	\$ 1,212,148	\$ 1,421,281	\$ 1,546,841
Supplies	\$ 1,916,831	\$ 2,688,779	\$ 2,850,713	\$ 3,550,212
Other expenses	\$ 1,289,092	\$ 1,417,705	\$ 1,753,665	\$ 2,077,979
Depreciation, Amortization	\$ 1,304,173	\$ 1,366,591	\$ 1,479,557	\$ 1,800,490
<b>Total</b>	<b>\$ 30,444,914</b>	<b>\$ 31,147,217</b>	<b>\$ 36,688,795</b>	<b>\$ 41,599,733</b>

## Ratios

Year Ended September 30, 2022 (with comparative totals for 2019-2021)

	2019	2020	2021	2022
Current Ratio	3.68	5.42	2.62	2.97
Days Cash on Hand	300	398	474	463
Personnel Percent of Total	58.2%	60.6%	61.7%	56.4%
Operating Expenses per Day	\$ 79,838	\$ 81,368	\$ 96,464	\$ 109,039

### Current Ratio = Current Assets divided by Current Liabilities

This ratio measures the ability to pay back short-term liabilities (debt and payables) with short-term assets (cash, cash equivalents, unrestricted investments). The higher the ratio, the more capable a company is of paying its obligations. A ratio under 1.00 suggests that the company would be unable to pay off its obligations if they came due at that point.

### Days Cash on Hand = Cash and Cash Equivalents divided by Operating Expense Per Day

Measures how long, in days, an organization could meet operating expenses without receiving new income. Many organizations typically strive to maintain at least 90 days cash on hand.

### Personnel Percent of Total = Total wages, taxes and benefits divided by total expenses

Percentage of costs for staffing.

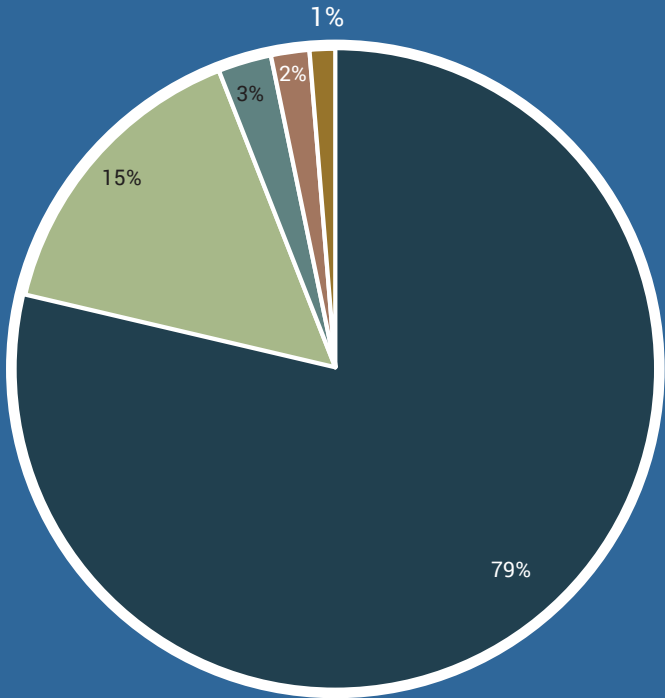
### Operating Expense Per Day = Total expenses before depreciation and Amortization divided by 365

This describes the amount an organization spends per day, on average, to conduct activities.

# Financial Summary

Year Ended September 30, 2022

KANA raises funds through investment earnings, joint ventures, patient service revenue, and rental income in order to provide the highest level of services for our Beneficiaries.

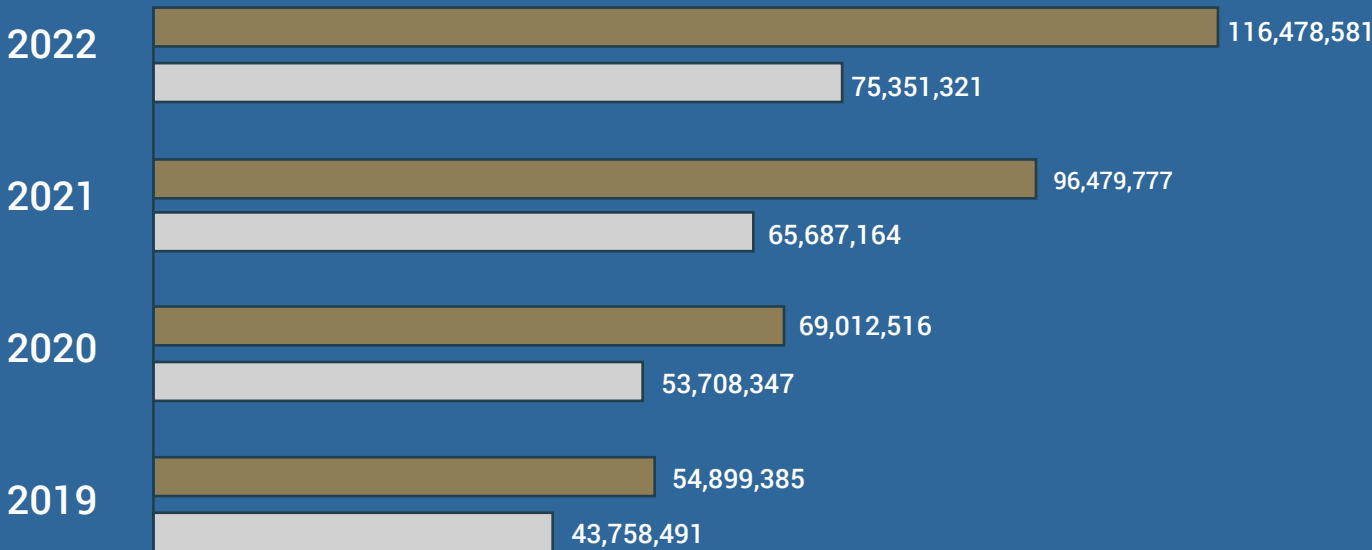


## 2022 FUNCTIONAL EXPENSES

- Health Services \$32,724,438
- Community Services \$6,399,225
- Realty \$1,126,504
- General and Administrative \$810,716
- Special Projects \$538,850

## Assets & Beneficiaries' Equity

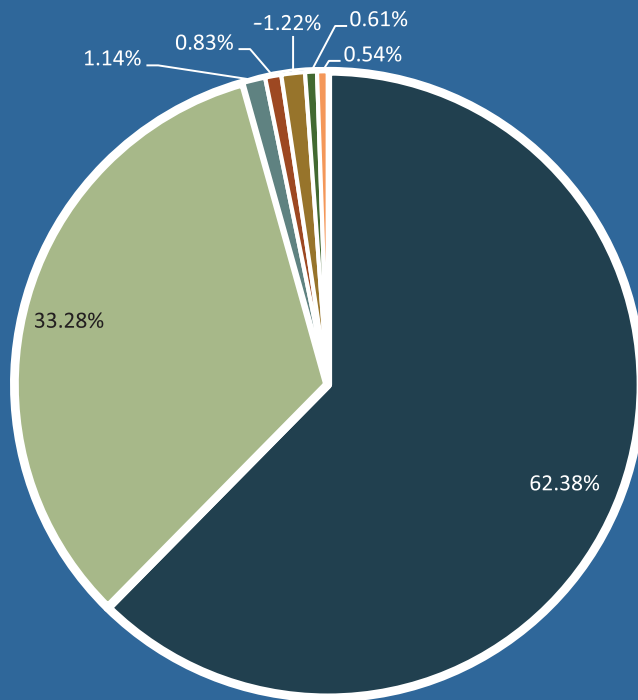
■ Total Assets ■ Beneficiaries' Equity





# Financial Summary

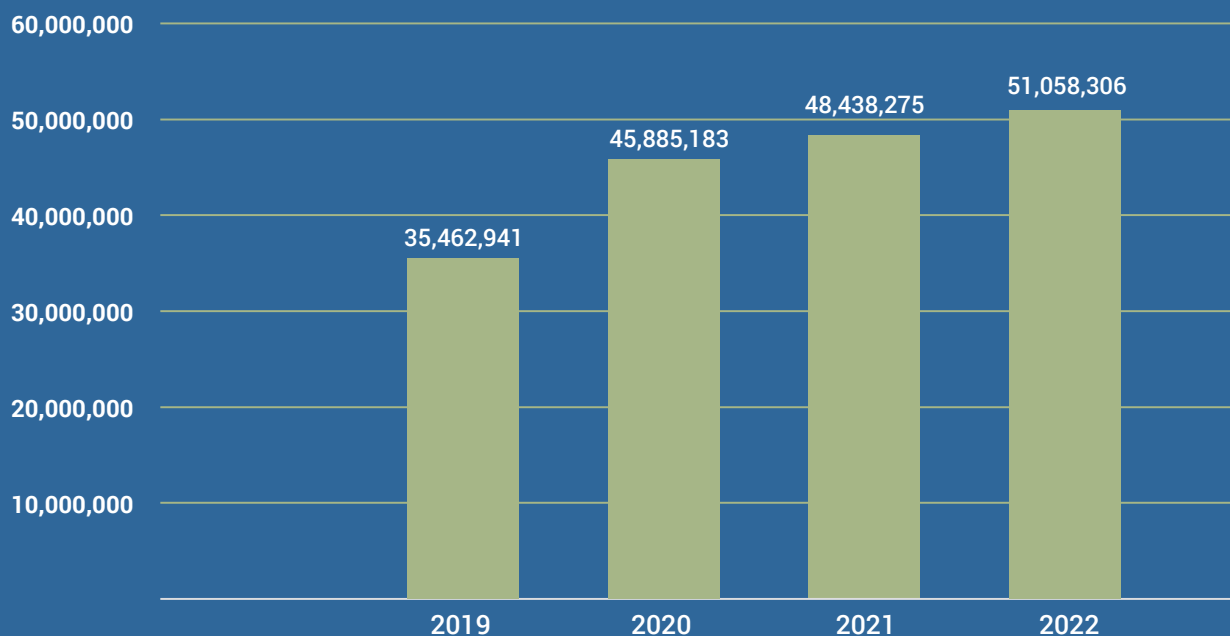
Year Ended September 30, 2022



## 2022 REVENUE

- Compacts, Grants and Contracts \$32,645,878
- Net Patient Service Revenue \$17,413,862
- Contracted Service Revenue \$595,906
- Earnings from Joint Ventures \$434,759
- Investment Income (loss) (\$636,487)
- Rental Income \$319,534
- Other \$284,854

## KANA Total Revenue By Fiscal Year







**Quyanaa to Kris Luckenbach of Kris Luck Photography for his scenic photography contributions to this year's Annual Report. His talent behind the lens has allowed us to showcase the beauty of our ancestral lands, and we are honored to feature his work.**



Quyanaa to Hanna Agasuuq Sholl of Fine Arts by Hanna Sholl for her exceptional artwork contributions to this year's Annual Report. Hanna's dedication to honoring her Sugpiaq/Alutiig heritage while bridging tradition and modernity is evident in her work, and we are privileged to feature it.



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