



# Partnerships

STATE OF ALASKA  
DEPARTMENT OF HEALTH AND SOCIAL SERVICES

Annual Report 2011





State of Alaska

**Department of Health and Social Services**

Fiscal year 2011 Annual Report



Sean Parnell, Governor

William J. Streur, Commissioner



William J. Streur,  
Commissioner

# Health & Social Services

*To promote and protect the  
health and well-being of  
Alaskans*

How can our department's eight divisions overcome the natural tendency of large organizations to operate as stand-alone vertical structures?

The verb used these days in business for that tendency is "to silo."

Vertical thinking doesn't allow staff to see an overall picture of a client's needs. For example: a family is on temporary assistance and food stamps from Public Assistance after dad was laid off. Their disabled child gets help from Senior and Disability Services. Behavioral Health works with the mother's depression. And Juvenile Justice helps transition their teenage boy back into the community after being incarcerated for burglary.

This would not be an unusual circumstance, with each division doing its best to help the family achieve self-sufficiency.

But consider the possibilities of getting this family back on track if these four divisions work together — partner — to help this family stabilize. When that happens, partner becomes an action verb — and we must never forget that for the sake of those we serve.

Only then can we best fulfill our department's mission: To promote and protect the health and well-being of Alaskans.

Sincerely,

William J. Streur

*Partnerships*

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# Table of contents

Commissioner's Message .....	3
Divisions	
Alaska Pioneer Homes .....	6
Behavioral Health .....	7
Office of Children's Services .....	8
Health Care Services .....	9
Juvenile Justice .....	10
Public Assistance .....	11
Public Health .....	12
Senior and Disabilities Services .....	13
Department Organizational Chart .....	14
Financial Report .....	15



David Cote,  
Director

# Alaska Pioneer Homes

*We provide quality assisted  
living in a safe home  
environment.*



As of June 30, 2011, Alaska Pioneer Homes' six facilities were serving approximately 459 seniors and veterans, essentially the same number as fiscal year 2010.

## Accomplishments

- **Waiting list:** 36 more people were on the active waiting list and 235 more people on the inactive, as compared to the same point in time last year.
- **Medication error rate:** Decreased from 0.11% to 0.10%. Approximately 2.2 million medications were dispensed.
- **Fall rate:** The target to reduce the number falls resulting in a major injury (sentinel event injuries) was 0.030%, which is well below the 2.6% target.
- The Palmer home focused on reducing personnel costs by monitoring non-permanent employee expenditures, resulting in another year of reduced non-perm hiring costs.
- The Ketchikan home offers a Respite Program, which allows applicants on the waitlist to stay for 14 days while their primary caregiver receives medical treatment and/or much needed rest.

## Goals

- By fiscal year 2014 have an electronic medical records system in place.
- Add an Advanced Nurse Practitioner to the Anchorage home to prevent elders going to emergency rooms for non-emergency conditions.
- The Palmer home's transition plan calls for four veteran admissions to one nonveteran admission in fiscal year 2012, to work towards a goal of 75% veteran census by 2012.

## Facilities

- The Anchorage home has projects underway to enhance residents' safety and comfort, including an upgraded Code Alert system, allowing security images to monitor the most vulnerable elders.
- The Sitka home accomplished several goals, including ongoing remodeling, consolidating administrative staff and upgrading its boiler system.
- 12 staff and four residents of the Juneau home participated in the Eden Associate Training. The home is close to 100% of its staff trained in the Eden Alternative.

The Division of Behavioral Health is responsible for substance use disorder and mental health services statewide, including the Alaska Psychiatric Institute. In fiscal year 2011, behavioral health treatment and recovery grantees served:

- 4,049 seriously emotionally disturbed children and youth (8.4% increase over fiscal year 2011)
- 7,785 seriously mentally ill adults (3.4% increase over fiscal year 2010)
- 7,038 youth and adults with substance use disorders

Consumers reported 75% to 78% satisfaction with mental health services and 66% to 78% satisfaction with substance abuse services.

### **Domestic violence and sexual assault**

Working with the Council on Domestic Violence and Sexual Assault and the Governor's Choose Respect initiative, the division developed partnerships between the shelter-provider network and the behavioral health system through several collaborative training/planning meetings, four rural primary prevention pilots, and provided trauma-informed training for 600 providers.

### **Community-based emergency services**

A statewide steering committee was formed to evaluate and make recommendations to improve communities' responses to behavioral health emergencies.

### **Suicide prevention**

- Substance abuse, family violence, and mental illness are intertwined with suicide. The yearlong review of substance use and its impacts resulted in selecting youth alcohol use and adult heavy and binge drinking as the most critical substance use challenges for funding under the state's Strategic Prevention Framework State Incentive Grant.
- Community action teams were organized to implement community-driven postvention (taking care of the survivors/the bereaved after a suicide loss) resources and outreach.

### **Integrated regulations**

A substantial regulations overhaul, taking several years to accomplish, integrates service descriptions and provider requirements for community-based mental health services and alcohol and drug treatment services, and makes complementary changes to Medicaid regulations governing the delivery and payment of those services. The regulations should be implemented in 2012.

### **Goals**

The division continues to work toward improving our clients' lives by delivering the right service to the right person at the right time.

Melissa Stone,  
Director



# Behavioral Health



*Partners promoting healthy communities*

*Partnerships*



Christy Lawton,  
Director

# Office of Children's Services

*Safe children, strong  
families*



## Accomplishments

**Federal program improvement plan** The Office of Children's Services has successfully met or exceeded all its established goals, but one, set forth in the federal program improvement plan. The remaining goal is about improving outcomes and services to older youth who need permanent adult connections. Children's Services appreciates the collaboration and support it has received from tribal, state and community stakeholders.

**Tribal collaboration** Together with Alaska's Title IV-B tribal partners, the Court Improvement Project and the Western and Pacific Child Welfare Implementation Center, Children's Services is pleased to be a partner in the Alaska Child Welfare Disproportionality Reduction Project. This project is designed to reduce disproportionality through the use of a family-centered, state-tribal, collaborative approach, where tribes participate in initial decision-making and service delivery of child welfare cases. The project will also build capacity of the tribes to conduct services needed by families to prevent out-of-home placement whenever possible and to promote community-based services when placements are necessary.

**Family contact** Children's Services and partners from the statewide Court Improvement Project are

working collaboratively to implement a redesigned service model for family contact, formerly referred to as family visitation. Through the partnership, staff, legal partners, tribes and caregivers have been trained on best practice related to quality family contact services, and supported at a local level to create teams to help support and sustain the changes. Frequent and meaningful family contact has a direct correlation to a family's overall ability to successfully be reunited.

## Goals

- Continue efforts to reduce the disproportionate number of Alaska Native children in the child welfare system
- Partner with other state and tribal agencies to increase safety for children exposed to domestic violence
- Increase worker retention rates to enhance overall workforce stability
- Enhance the knowledge and understanding around prevention programs and expand the use of the Strengthening Families model statewide

The Division of Health Care Services manages claims processing and policy development for Medicaid, Chronic and Acute Medical Assistance, and Denali KidCare. Medicaid provider enrollment, inspection and licensing of assisted living homes, child residential settings and health facilities also fall under the purview of the division. Several large projects are under way, including the continued development of the Medicaid Management Information System, the computer engine that applies payment rules and processes claims.

## Accomplishments

- \$54,159,338.68 in third-party recoveries in state fiscal year
- \$1.4 million in Medicaid savings realized when the Tribal Programs Unit partnered with Alaska Native Tribal Health Consortium (ANTHC) to correct errant eligibility race codes
- Enrolled 5,000 personal care attendants, enabling claims processing rules to be applied, providing greater ability to manage associated claims
- Revamped utilization and case management programs to enhance promotion of high-quality, cost-effective outcomes and ensure appropriate medical services are provided to recipients
- Certification and Licensing's background check program currently works with over 3,500 providers and facilities, and has processed over 100,000 background checks in the past four years
- Together with tribal partners, analyzed three years of claims payments and processed an additional \$30 plus million in federally supported payments to 14 tribal organizations

- Program Integrity section, working with Senior and Disabilities Services and Behavioral Health, identified approximately \$3.1 million in provider overpayments
- Worked closely with fetal alcohol syndrome disorder providers and the fiscal agent, Affiliated Computer Services, to implement claims processing and ensure access to care for this vulnerable population

## Goals

- Implement HIPAA 5010 code sets in January 2012
- Implement regulatory changes in payment methodology for dialysis services
- Continue readiness activities for International Classification (ICD-10) set
- Continue Health Reform readiness and implementation activities
- Finalize rebasing payment rates for hospitals and nursing facilities

Kimberli Poppe-Smart,  
Director



# Health Care Services



*To provide health coverage  
to Alaskans in need*

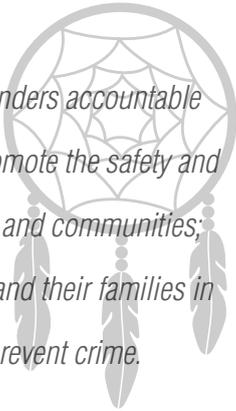
Partnerships



Barbara Henjum,  
Director

# Juvenile Justice

*We hold juvenile offenders accountable for their behavior; promote the safety and restoration of victims and communities; and assist offenders and their families in developing skills to prevent crime.*



Fiscal year 2011 was a year for building and solidifying strong partnerships around Alaska, especially rural communities.

## Accomplishments

### Rural Alaska

The division met with First Alaskans Institute to develop effective strategies to collaborate with rural communities. The division and other state agencies met with community members of Selawik to support efforts towards a healthier community.

### Improved assessment of juveniles

The Alaska Judicial Council and the Institute of Social and Economic Research studied how the division's assessment instrument for juveniles — the Youth Level of Service/Case Management Inventory — reflects the actual recidivism of juveniles who have received division services. The results will inform the division's use of the instrument and the reasons youth reoffend.

### Results-based accountability

The division is using Results-Based Accountability to focus efforts and resources, assess programs, adjust strategies/action plans, and improve outcomes. The five key areas are: (1) Alaska Native recidivism; (2) behavioral health recidivism; (3) substance abuse; (4) education and employment; and (5) overall recidivism. The division has identified potential partners at the

local and statewide level that have a role in addressing these key areas.

### Improved outcomes for Alaska Native youth

A division workgroup is exploring factors leading to high rates of recidivism, and working to develop partnerships and action plans to combat this trend. The division provides opportunities for Native youth to participate in culturally relevant programming, such as traditional fish camps, dance groups, fish and game processing, skin sewing and beading. Native Olympic teams have formed in several facilities and youth have achieved success in regional and state competitions.

## Goals

- Video conferencing systems in locations around the state will facilitate family visits, interviews, meetings, and medical/psychological consultations in remote areas
- A rural specialist position funded by the Alaska Mental Health Trust Authority will establish strong and lasting partnerships with rural communities

The number of people needing help to feed their families continues to grow, and low-income families struggle to meet their health care needs.

## Accomplishments

### Supplemental Nutrition Assistance Program (SNAP)

More than 90,000 Alaskans receive food stamps to supplement their nutritional needs. The U.S. Department of Agriculture awarded Alaska a performance bonus of \$232,898 for being one of the top 10 states with the best SNAP payment accuracy in federal fiscal year 2010 (overlaps state fiscal year 2011).

### Medicaid

While 65,000 households receive Medicaid benefits each month, many Alaska children still have no health care. The division works closely with the Division of Health Care Services, regional health organizations, and others to enroll eligible low-income children and families in Medicaid. These efforts resulted in a performance bonus award of nearly \$5 million from the federal Centers for Medicare and Medicaid Services for increased enrollment in the Children's Health Insurance Program (Denali KidCare) in federal fiscal year 2010 (overlaps state fiscal year 2011).

### Work process improvements

LEAN work process improvements are implemented in all direct service field offices with positive effects on the quality and speed of customer service. All field offices follow new standard operation procedures to manage core work processes, and a statewide team monitors and directs continuous improvement efforts. All of the division's support units, from Program and Policy Development to the Administrative Support Unit, also are applying LEAN management principles to core business processes in an effort improve administrative efficiency and effectiveness.

### Goals

In order to meet the growing demand for assistance and the public's expectations for quality, the division is working continuously to improve operations and services. In the coming year the division will deploy technology to improve work processes, and new work support services will be designed and implemented that better help families with multiple challenges achieve self-sufficiency.

Ron Kreher,  
Director



# Public Assistance



*We promote self sufficiency  
and provide basic living  
expenses to Alaskans in need.*

# Partnerships



Dr. Ward B. Hurlburt,  
Director;  
Chief Medical Officer

# Public Health



*We protect and promote the health of Alaskans.*

## Accomplishments

### Health Impact Assessments

- Published the “HIA Toolkit: Technical Guidance for HIA in Alaska”
- Completed health impact assessments for the Point Thomson Project and the proposed Usibelli coal mine near Sutton

### Tobacco

- Implemented a statewide Alaska Tobacco Quit Line outreach program, which has led to significant reductions in both adult and youth smoking prevalence
- Alaska’s youth smoking prevalence of 16% is currently below the national figure

### Immunization Program

- Increased immunization coverage rates in children aged 19 months to 35 months for the standard series from 56.6% in 2009 to 66.1% in 2010, improving Alaska’s state ranking from 49th to 42nd.
- Increased VacTrAK (Alaska’s Immunization Information System) functionality to meet federal requirements

### Goals

**Obesity:** Undertake the first-ever statewide media campaign targeting childhood obesity, combining TV,

radio and print ads, social marketing, and counter-marketing strategies, such as physical activity challenges. Partner with the Department of Education and Early Development to jointly provide evidence-based physical education curriculum trainings for up to 80 elementary and secondary teachers, and funds to purchase physical education equipment.

**Immunizations:** Work with federal, state and local immunization partners to distribute as many childhood vaccines as possible for use by Alaska providers. Increase use of VacTrAK to enhance vaccine accountability and reduce vaccine wastage by assuring Alaska providers use appropriate vaccine storage and handling techniques. Enhance targeted efforts to increase immunization coverage levels for completion of the basic vaccine series to at least 70% for Alaska children ages 19 months–35 months.

**State Medical Examiner’s Office:** Increase coverage statewide, including standardizing policies, local death scene investigation training, and plans for additional on-site scene investigation.

**Bureau of Vital Statistics:** A new data system, scheduled to go live in June 2013, will allow the bureau to register vital records electronically, eliminating the need to mail paper documents back and forth across the state.

The Division of Senior and Disabilities Services has met all the requirements related to the development and implementation of the Corrective Action Plan required by the Center for Medicare and Medicaid Services.

## Accomplishments

### Traumatic brain injury

The division is the lead agency for establishing a traumatic or acquired brain injury program in Alaska, and is mandated to conduct a comprehensive program of research, planning and services for people with this injury. The division awarded a \$300,000 grant to a community agency to provide case management services to 100 people with traumatic brain injury in Anchorage/Mat-Su and Fairbanks. The division has also started efforts to develop a longitudinal registry to track the status and outcomes of people with traumatic brain injury.

### Aging and Disability Resource Centers

The state administers Aging and Disability Resource Centers (ADRC) grants, which are part of a federal effort to help people more easily access the long-term services and supports available in their communities. ADRC successes in fiscal year 2011 include:

- completion of the five-year strategic plan
- 9,615 people received supports and services

### Goals

- Support the Governor's bill on enhancing Adult Protective Services
- Develop a Provider Portal and Automated Service Plan feature to eliminate paper processes and improve timeliness of service delivery
- Implement Waiver regulations
- Develop Adult Protective Service regulations
- Assess the effectiveness of the current array of Waiver services
- Implement Community First Choice Option, a new program that includes personal care services and a 6-percent federal matching Medicaid increase

Duane Mayes,  
Director



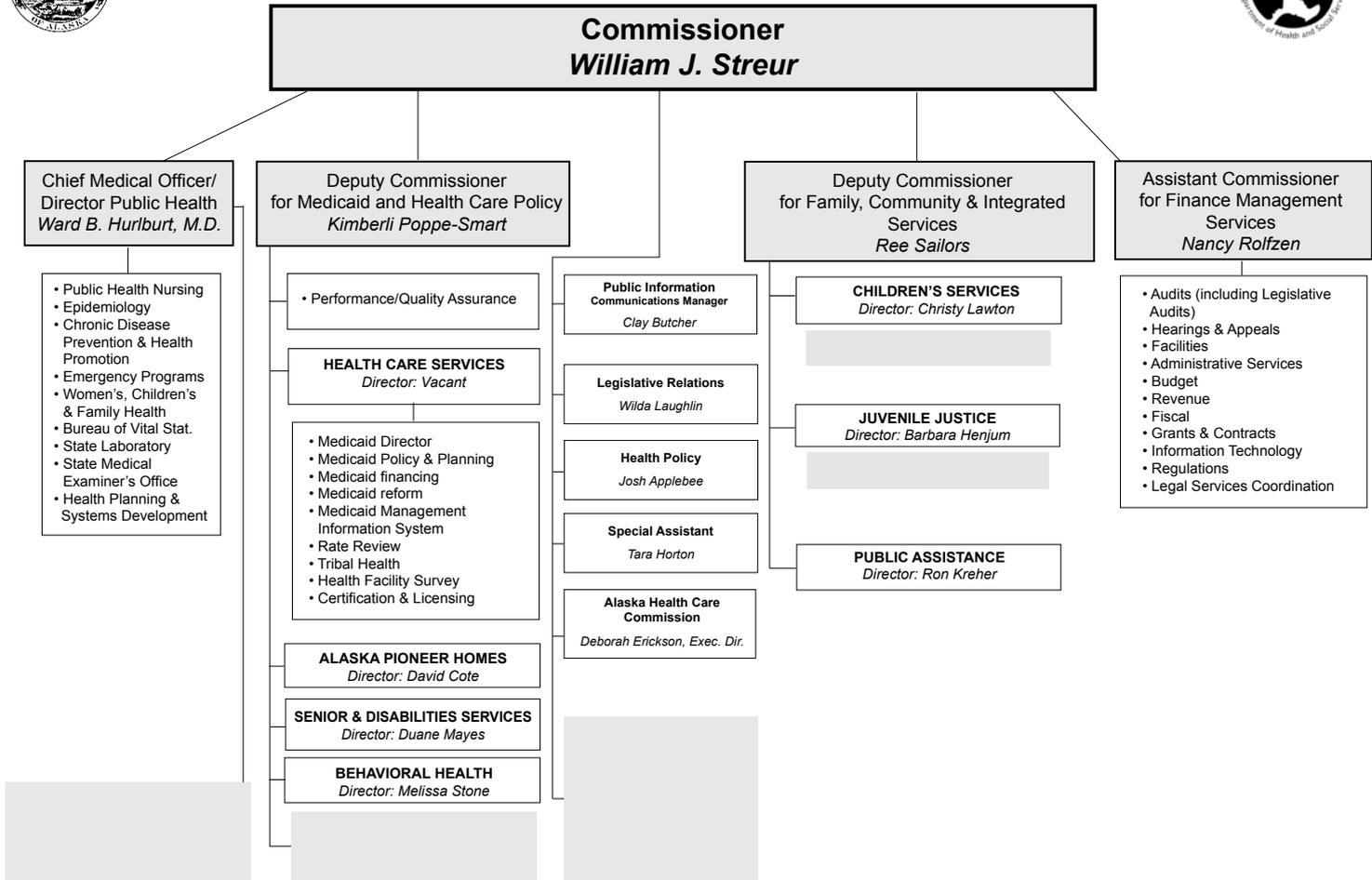
# Senior & Disabilities Services

*We promote health, well-being and safety for individuals with disabilities, seniors and vulnerable adults by facilitating access to quality services and supports that foster independence, personal choice and dignity.*

Partnerships



# Alaska Department of Health and Social Services Organization Chart

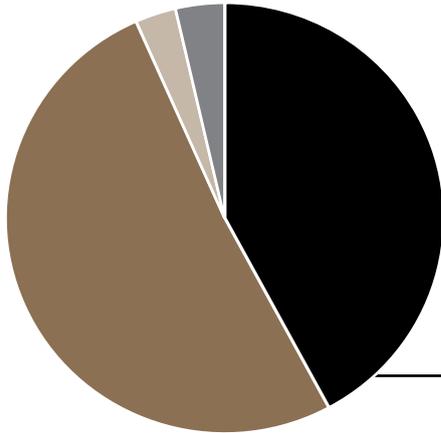
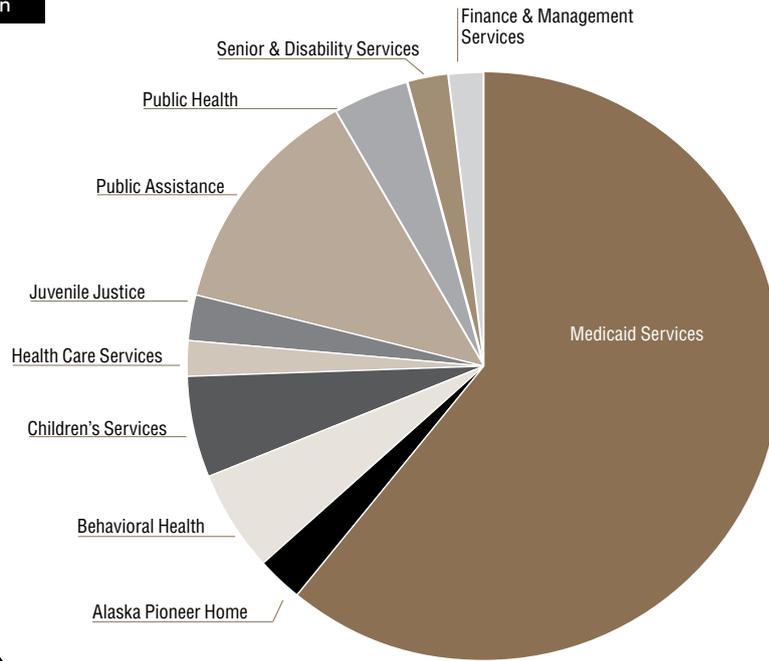


# Financial Report

fiscal year 2011

## Actual Expenditures (total funds) by Division

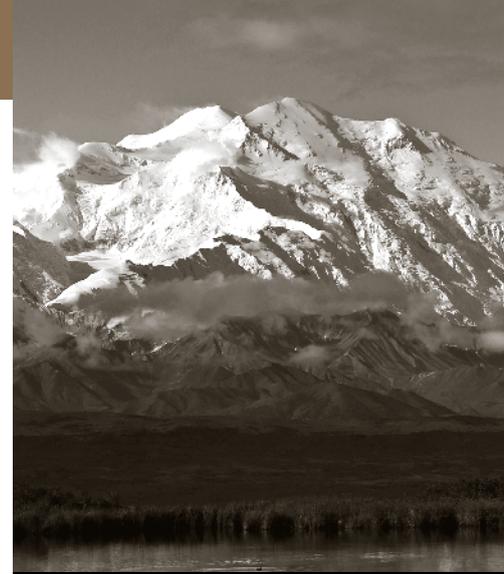
- 60.9% Medicaid Services
- 2.5% Alaska Pioneer Home
- 5.6% Behavioral Health
- 5.5% Children's Services
- 2.0% Health Care Services
- 2.4% Juvenile Justice
- 12.9% Public Assistance
- 4.1% Public Health
- 2.4% Senior & Disabilities Services
- 1.7% Finance & Management



### Actual Expenditure by funding source

50% Federal	1,107,964.90
45% General Funds	998,494.50
2% Designated General (DGF)	50,909.00
3% Other Funds	77,045.90

2,234,414.30



Division	FY10	FY11
Alaska Pioneer Homes	\$56,170.4	56,332.9
Behavioral Health***	265,505.8	125,916.4
Children's Services	125,537.1	122,813.4
Health Care Services*	753,748.9	42,241.2
Juvenile Justice	51,758.5	53,631.3
Public Assistance	271,562.6	288,591.2
Public Health	89,869.2	92,399.5
Senior & Disabilities Svs***	414,655.3	53,948.0
Finance & Management**	37,419.0	38,292.4
Medicaid Services		1,360,248.0

\* Includes Adult Dental

\*\* Includes Human Services Community Matching Grant & Community initiative matching grants

\*\*\* Boards & Commissions added to DBH & SDS

TOTAL \$2,066,226.8 \$2,234,414.3

**Alaska Department of Health & Social Services**

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*Mission . . . to promote and protect the health and well-being of Alaskans*