



BLUEPRINT FOR SUCCESS

NORTON SOUND HEALTH CORPORATION STRATEGIC PLAN

PREPARED BY



TABLE OF CONTENTS

STRATEGIC PLANNING BLUEPRINT FOR SUCCESS

Executive Summary.....	3
History.....	4
What is a Strategic Plan?.....	6
Components of a Strategic Plan.....	7
Vision Statement.....	8
Mission Statement.....	10
BHS Philosophy Statement.....	11
Core Values.....	12
SWOT Analysis.....	14
Strategic Goals.....	19
Action Planning Process.....	21
Implementation.....	29
Measurement.....	30
Communication of Plan.....	31
Acknowledgment Signature.....	32

NORTON SOUND HEALTH CORPORATION

EXECUTIVE SUMMARY

Norton Sound Health Corporation (NSHC) partnered with Native Eco Solutions and Soaring Bird Solutions to facilitate a Strategic Planning workshop consisting of two sessions. This 2-day workshop was conducted with the Norton Sound Health Corporation (NSHC) Leadership team as attendees. The meetings were held on November 13 and 14, 2023, at BHS Offices in Nome, AK.

These strategic planning sessions were designed to achieve the following visionary goals:

- Conduct a SWOT analysis to identify Norton Sound Health Corporation (NSHC)'s strengths, weaknesses, opportunities, and threats collectively.
- Create/update mission and vision statements
- Identify the core values of the leadership and employees
- Develop long and short-term goals

Before the strategic planning sessions, a self-assessment survey was sent to Norton Sound Health Corporation (NSHC) leadership to identify performance improvement opportunities and areas for growth. The findings were compiled and used to prepare the strategic planning sessions and shape the agenda for participation.

Norton Sound Health Corporation (NSHC) leadership updated Norton Sound Health Corporation (NSHC)'s Mission Statement, Vision Statements, and Core Values to reflect the current company goals and set the course for the future of Norton Sound Health Corporation (NSHC).



NORTON SOUND HEALTH CORPORATION

HISTORY



NORTON SOUND
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In 1969, the Alaska Federation of Natives (AFN) sought a demonstration project to give Alaska Natives greater power in health care decisions. Norton Sound was selected for development of a model for community-based health care services as an alternative to regional, hospital-based care. Norton Sound Health Corporation (Norton Sound Health Corporation (NSHC)) was incorporated November 27, 1970. The first board had just three directors: William Takak of Shaktoolik, president; Winfred James of Gambell, treasurer; and Dorothy Isabell of Teller, secretary.

That first Norton Sound Health Corporation (NSHC) Board of Directors faced a formidable task: Bring health care services to a remote area with limited resources. At the time, Northwest Alaskans had little access to health care, and getting medical treatment often meant traveling long distances to regional hospitals. One of the first initiatives Norton Sound Health Corporation (NSHC) launched was the health aide program, established in 1971. While health aides continue to be the backbone of the Norton Sound Health Corporation (NSHC) organization today, more than 40 years later, Norton Sound Health Corporation (NSHC)'s services have expanded to include clinic travel clerks, village-based counselors, patient benefit coordinators, dental health therapists and nurse practitioners in all the villages served.

At its first meeting in November 1970, the Norton Sound Health Corporation (NSHC) Board of Directors established its highest goal: provide a "comprehensive and quality inpatient facility in Nome." That year, Norton Sound Health Corporation (NSHC) opened its first office in the basement of Maynard-McDougall Memorial Hospital in Nome, with a budget of \$143,000. Six years later, Norton Sound Health Corporation (NSHC) purchased the hospital, and in 1978 Norton Sound Regional Hospital opened in Nome. It was quickly followed by Unalakleet's sub-regional health clinic, staffed by a physician assistant and community health aides serving four villages.

In 1975, Norton Sound Health Corporation (NSHC) became the first Native health corporation to become independent of AFN and contract directly with the Indian Health Service. The following year, the board assumed responsibility for regional environmental health services through assignment of a federal Public Health Service sanitarian.

NORTON SOUND HEALTH CORPORATION

HISTORY (CONTINUED)



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Over the years, Norton Sound Health Corporation (NSHC)'s board focused on expanding patient care in the Bering Strait region of Alaska, adding basic services in 15 villages throughout the Norton Sound area as well as specialty clinics in Nome. Areas of specialty care include the Infant Learning Program, In-Home Care for patients with developmental disabilities, the Injury Prevention Program, WIC, the "Waiting Place" home for expectant mothers and the Chronic Care Active Management and Prevention Program (CAMP), established to focus on lifestyle changes including diabetes prevention and smoking cessation.

The board's hard work has resulted in milestones such as the purchase and installation of a CT scanner and cancer treatment chair, both of which have reduced the need for Norton Sound Health Corporation (NSHC) patients to travel to Anchorage for treatment.

In 2008, the Board of Directors adopted the motto "Patient First" to reflect Norton Sound Health Corporation (NSHC)'s commitment to making quality patient services our highest priority. In October of that year, Norton Sound Health Corporation (NSHC) opened The Patient Hostel, a 38-bed facility that offers patients a quiet, comfortable place to stay while receiving treatment in Nome. In its first year of operation, more than 1,400 patients lodged at The Patient Hostel.

Another milestone was reached in 2009, when Indian Health Services awarded Norton Sound Health Corporation (NSHC) full funding to complete a new hospital building in Nome. Construction began in October 2009 and was completed in 2012. The first patients were seen at the new Norton Sound Regional Hospital and Quyanna Care Center in 2013.

NORTON SOUND HEALTH CORPORATION

WHAT IS A STRATEGIC PLAN?

A strategic plan is an organization's **Blueprint for Success**. The plan should be an extension of its vision statement and align with the mission statement. It is the process of identifying how to deploy time, energy, and resources to support the organization's future-facing direction.

Through the process of strategic planning, the aim is to define the strategy, or direction, and allocate the necessary resources to pursue these courses of action. KPIs (**Key Performance Indicators**) are used to measure the implementation of the strategy.

Key Takeaway Points about a Strategic Plan:

- Evaluates *WHERE* the organization currently stands in regard to working toward goals.
- Determines *WHERE* an organization is going by answering the questions:
 - *WHAT* is our purpose?
 - *WHAT* do we set out to achieve?
- Identifies *HOW* an organization is going to achieve stated goals.
- Outlines *WHAT* needs to be done by *WHO* and by *WHEN*?
- Provides both direction and flexibility to reach achievement.

Below is the continuous improvement cycle which signifies the framework used for strategic planning and execution.



"In the face of uncertainties, planning defines the particular place you want to be and how you intend to get there."

Peter Drucker

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COMPONENTS OF A STRATEGIC PLAN

Below are the core components of a Strategic Plan. The framework of the two-day workshop was formulated based on these strategic planning fundamentals:

Vision - What does success for the organization and community look like?

Mission - Why does the organization exist?

SWOT Analysis – What are our strengths, weaknesses, opportunities and threats?

Core Values – What are our ethical standards?

Goals – How do we achieve the Vision and Mission?

Objectives – Strategies to accomplish stated goals

Action Steps – Specific steps to implement your Objectives

Measures – How you track progress and make adjustments?



AN OVERVIEW

VISION STATEMENT

The vision statement gives the organization direction. It is the future of the organization, which then provides the purpose.

The vision statement is about what you want to become in the future. It should be aspirational.

Vision statement questions look like this:

- What are our hopes and dreams?
- What problem are we solving for the greater good?
- Who and what are we inspiring to change?

Benefits of a Vision Statement

- Inspiration
 - Brand recognition
 - Respect
 - Growth
-

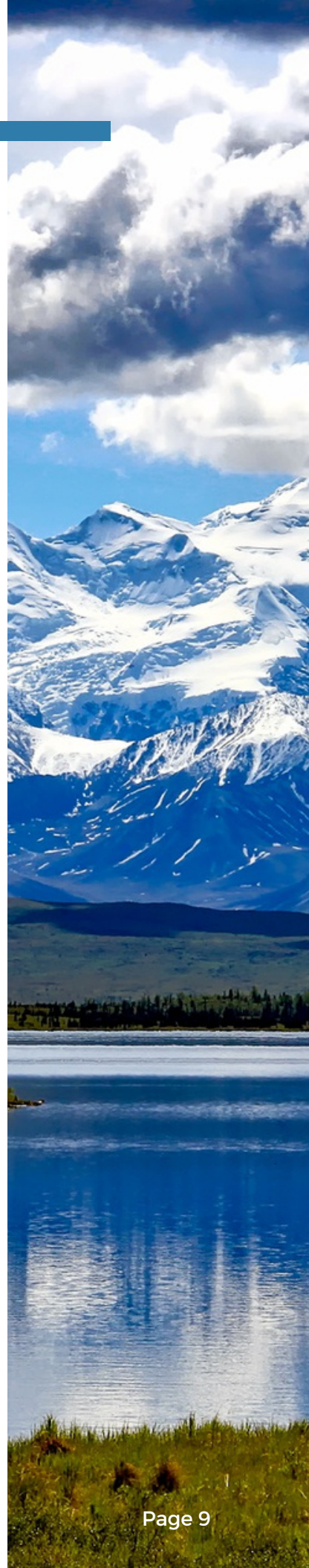
LET'S CONTINUE TO PAVE THE WAY FOR THE FUTURE GENERATIONS.

NORTON SOUND HEALTH
CORPORATION

VISION STATEMENT

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Our vision is to support the region's communities in sustaining wellness in mind, body, and spirit.

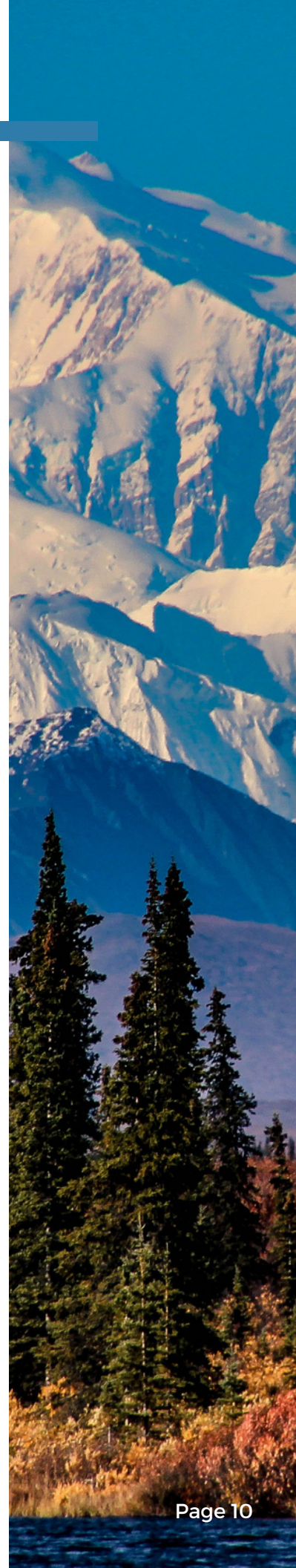


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MISSION STATEMENT

“

Guided by our region’s cultural values, we provide quality behavioral health services and support lasting wellness within our communities.



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BHS PHILOSOPHY STATEMENT

Behavioral Health Services (BHS) embraces a holistic approach to the individual, family, and community.

Quality of life as defined by the context and culture of the client is the ultimate goal. BHS adheres to the “first do no harm” principle.

We openly foster supportive and therapeutic relationships with those seeking or needing help. Norton Sound Health Corporation (NSHC)

The delivery of services is structured to respond to the spectrum of the client's life without fragmentation or disruptive duplication.

BHS is an integrated care model delivery system that is driven by the unique set of needs and concerns as defined by the client.

Using cross-training and client collaboration, BHS staff members address the client in an individualized and respectful manner that preserves dignity and contributes to a positive self-image.

BHS strives to provide services in a manner that is effectively communicated to each client based on his/her specific needs.

The multi-disciplinary approach of professionals and staff members combined with different education, theoretical and experiential foundations enhance the services offered.

BHS will maintain an appropriately sized staff as part of its Strategic Plan effectively addressing the needs of the region as determined by observation, interaction, and client/stakeholder feedback.

Facilitation of honest and understandable communication with BHS and between client, staff, and other community resources is paramount.

By combining institutional skill and knowledge with the inherent strengths and wisdom of the client and culture, BHS demonstrates interdependency, cultural sensitivity and incorporation, respectful relationships, professional humility and teachability, and creative responsiveness. Norton Sound Health Corporation (NSHC)

WHO WE ARE

CORE VALUES

What are Organizational Core Values?

Core values are the criteria that you use to make decisions within your organization.

- Ethical standards for the organization
- Developed to set the foundation for the organizational culture
- Defines how leaders are to conduct themselves
- Intended to set the tone for leadership and flow throughout the organization
- Align with the vision and mission statement

Benefits of Core Values

- Company reputation
- Metric for employee behavior
- Company culture

When leadership doesn't match the core values, stated or implied, the results can be high team member turnover, low employee satisfaction rates and low team member morale.



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CORE VALUES

- Integrity
- Cultural sensitivity and respect for traditional values
- Always learning and improving
- Compassion
- Teamwork
- Pride
- Humility
- Respect
- Person-centered
- Listening and understanding
- Accountability
- Open communication
- Unity and honesty

AN OVERVIEW

SWOT ANALYSIS

The primary objective of a **SWOT** analysis is to help organizations develop a full awareness of all the factors involved in making business decisions.

- **Strengths:** Characteristics of the organization that gives it an advantage relative to others.
- **Weaknesses:** Characteristics that place the organization at a disadvantage relative to others.
- **Opportunities:** Elements in the environment that the organization could maneuver to its advantage.
- **Threats:** Elements in the environment that could cause trouble for the organization.



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SWOT ANALYSIS

A thorough SWOT Analysis was conducted and the group collaboratively identified the following strengths, weaknesses, opportunities, and threats.

STRENGTHS

- Longevity of employees
- Engagement with stakeholders
- No idea is too big to consider – open-mindedness
- Strong relationship with tribal behavioral health groups
- Advocate beyond our region
- Commitment – invested within the region and the work they do
- Cultural arts + native connections + IÑUA – cultural connectivity is a huge positive
- Incorporation of culture in services
- Director lives in and comes from a village – understanding of rural component

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SWOT ANALYSIS

WEAKNESSES

- Teamwork amongst depts and breaking bad habits
- Lack of SUD treatment facilities within our region
- Lack of housing
- Lack of SMI facility/housing
- Lack of expensive technology to streamline processes
- Providers working full-time providing on-call – causes burnout
- Limited providers and staff
- Lack of communication within depts, hospitals, external/internal
- Improve training for new staff
- Leadership
- Knowledge leaves with staff for when they leave the dept
- Sterile work setting
- Setting is very “hospital” like and not very “homey”
- Lack of liaison with villages
- Lack of residential facilities
- Lack of staff

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SWOT ANALYSIS

OPPORTUNITIES

- Bigger spaces, need to hold activities/events/classes
- Revisiting goals at day shelter
- More advertising of services
- Collabs with doctors, police, clinicians, acute care – total care
- Cultural orientation for staff
- Prevention stuff
- Cross-training of different roles
- In-house treatment program – resi facility
- Employee wellness
- Empowering communities to do prevention activities
- Larger spaces for VBCs – village base counselor
- Crisis response for villages
- More transparency of expectations from leadership regarding goals
- Education side of prevention
- Need more prevention events
- Bring art back

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SWOT ANALYSIS

THREATS

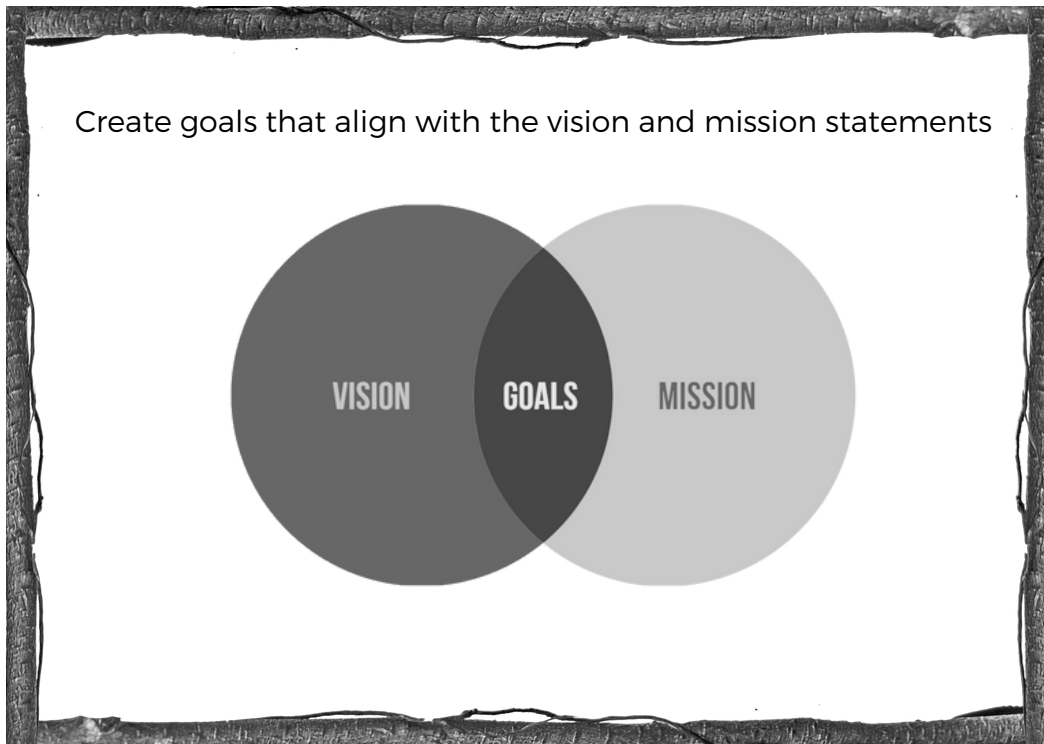
- Substance use for staff (THC)
- Neglect – self-care, overall, not taking care of ourselves/families
- Resistance – to change within and external BHS, engaging with BH (fear, shame, etc)
- Weather – prevents crisis response, technology,
- Resources – personnel, lack of residential treatment, psychiatric unit,
- No indigenous clinicians
- Due to state/federal regulations, impacts ability to have cultural relevant treatment – systems approach (systems are colonial)
- Treatment has to be “evidence based” per funding source
- High turnover
- Poor communication
- Lack of cultural awareness
- Funding – Lot of money coming in with lots of strings attached, depend on grants a lot,
- Housing
- Politics – villages make it difficult to provide services
- Inability to work outside parameters of federal medical model – Funding sources limits services
- Getting services quicker do to state/federal requirements
- So many documents/paperwork – gets in the way of treating people
- Service large area/population of tribes – leaving out certain cultural groups
- Climate change – lack of fish, food security,
- Certain areas struggle with basic needs, hard to get people in to get services when they’re struggling with running water, food, etc.
- Lack of internet, cell service, data

AN OVERVIEW OF THE PROCESS

STRATEGIC GOALS PLANNING PROCESS

After the internal assessment of the organization which included the vision statement, mission statement, core values, and SWOT analysis, the Leadership Team worked together to establish strategic goals.

The vision and mission statements as well as core values helped to shape the identified strategic goals. The following diagram shows how to identify goals in alignment with the vision and mission statements.



IDENTIFIED

STRATEGIC GOALS

The Leadership Team worked together to establish six strategic planning goals.

Goal 1 - Develop Recruitment/Retention Strategies For Staffing

Goal 2 - Explore Revenue Opportunities

Goal 3 - Improve Internal/External Communications

Goal 4 - Improve accessibility and remove barriers to programs.

Goal 5 - Grow Cultural Arts program

Goal 6 - Initiate PHP (Partial Hospitalization Program) program

Goal 7 - Explore accessibility to bigger spaces (storage, shelter, meeting spaces, etc.)

Goal 8 - Develop marketing plan to increase awareness of BHS to reduce mental health stigma

“A goal should scare you a little and excite you A LOT.”

Joe Vitale

ACTION PLANNING PROCESS



GOAL 1 - DEVELOP RECRUITMENT/RETENTION STRATEGIES FOR STAFFING

OBJECTIVES		RESPONSIBLE PARTY	TIMELINE FOR STRATEGY	TIMELINE FOR IMPLEMENTATION
1.1	<p>Create a sustainable work force</p> <ul style="list-style-type: none"> • Create a plan to reduce barriers in hiring Alaska Native candidates. (target youth) 	Admin Director and Clinical Director	6-12 Months	Immediately following plan and ongoing
1.2	<p>Help staff maintain a work life balance.</p> <ul style="list-style-type: none"> • Create a plan to reduce burnout of employees 	Leadership Team	6 Months	Immediately following plan and ongoing
1.3	<p>Cross train staff for continuity</p> <ul style="list-style-type: none"> • Develop SOPs for inter department and cross department training 	Supervisor team	12 Months	Immediately following plan and ongoing

ACTION PLANNING PROCESS



GOAL 2 - EXPLORE REVENUE OPPORTUNITIES

OBJECTIVES		RESPONSIBLE PARTY	TIMELINE FOR STRATEGY	TIMELINE FOR IMPLEMENTATION
2.1	<p>Enroll Medicaid across the region</p> <ul style="list-style-type: none"> Partner with Norton Sound Health Corporation (NSHC) to hold a Medicaid drive at each village 	Admin Director (LEAD), VBC/CA Supervisors, Asst. Admin Director	3 Months	2 Years
2.2	<p>Train staff on documentation (timeliness, accuracy)</p> <ul style="list-style-type: none"> Create training materials 	Clinical Director, QA/PI	12 Months	2 Years
2.3	<p>Increase services within villages</p> <p>Create a plan:</p> <ul style="list-style-type: none"> Increase individual and group sessions Increase cultural art classes Invest in technology Increase access to services through telehealth Increase billable services as certifications go up Develop partnerships with local entities 	Clinical Director (LEAD), VBC/CA Supervisors, Cultural Arts Instructors, Prevention team	18 Months	2 Years

ACTION PLANNING PROCESS



GOAL 3 - IMPROVE INTERNAL/EXTERNAL COMMUNICATIONS

OBJECTIVES		RESPONSIBLE PARTY	TIMELINES FOR STRATEGY	TIMELINE FOR IMPLEMENTATION
3.1	Create a plan to: <ul style="list-style-type: none"> Educate all Norton Sound Health Corporation (NSHC) new employees about BHS during onboarding process Update employees on BHS changes 	QA/PI	6 Months	12 Months
3.2	Create a strategic plan for prevention team	Prevention Team	6 Months	Immediately following and ongoing
3.3	Coordinate communication training for all employees	QA/PI	3-6 Months	Immediately following and ongoing

ACTION PLANNING PROCESS



GOAL 4 - IMPROVE ACCESSIBILITY AND REMOVE BARRIERS TO PROGRAMS

	OBJECTIVES	RESPONSIBLE PARTY	TIMELINE FOR STRATEGY	TIMELINE FOR IMPLEMENTATION
4.1	Develop collaborative programs for suicide prevention	INUA outreach coordinator (LEAD), Prevention team, VBC supervisors,	6 Months	Immediately following and ongoing
4.2	Develop and grow a DV prevention and support program <ul style="list-style-type: none"> Review and approve the curriculum Develop screen tool for potential clients Evaluate locations for program Develop relationship with tribes who have victim coordinators and Tribal Family Coordinator 	Clinical Director, PC Cares, School counselors, Tribes, HAT	12 Months	Immediately following and ongoing
4.3	Ensure that all services are culturally sensitive and trauma informed Create a policy for cultural and trauma education and training for staff <ul style="list-style-type: none"> All BHS employees to participate in two culturally relevant training programs All BHS employees to participate in work force assessment Invite elders to participate in training and programs 	Admin Director	6 Months	Immediately following and ongoing
4.4	Develop culturally specific program curriculum for clients	Clinical Director (LEAD), VBC Supervisors	12 Months	Immediately following and ongoing

ACTION PLANNING PROCESS



GOAL 5 - GROW CULTURAL ARTS PROGRAM

OBJECTIVES		RESPONSIBLE PARTY	TIMELINE FOR STRATEGY	TIMELINE FOR IMPLEMENTATION
5.1	Develop cultural youth program <ul style="list-style-type: none"> • Life skills • Culture/traditional values 	Native Connections and INUA	9-12 Months	Immediately following and annually
5.2	Develop program to support bilingual/bicultural instructors	Native Connection, INUA, Cultural Arts, SAPTA	9-12 Months	Immediately following and annually

ACTION PLANNING PROCESS



GOAL 6 - INITIATE PHP (PARTIAL HOSPITALIZATION PROGRAM) PROGRAM

OBJECTIVES		RESPONSIBLE PARTY	TIMELINE FOR STRATEGY	TIMELINE FOR IMPLEMENTATION
6.1	Identify state requirements for program	Admin Director (LEAD), Clinical Director (LEAD), QA/PI, Asst. Admin Director	12 - 24 Months	Immediately following and ongoing
6.2	Identify billing requirements	Admin Director (LEAD), Clinical Director (LEAD), QA/PI, Asst. Admin Director	12 - 24 Months	Immediately following and ongoing
6.3	Identify housing	Admin Director (LEAD), Clinical Director (LEAD), QA/PI, Asst. Admin Director	12 - 24 Months	Immediately following and ongoing
6.4	Develop policies and procedures	Admin Director (LEAD), Clinical Director (LEAD), QA/PI, Asst. Admin Director	12 - 24 Months	Immediately following and ongoing

ACTION PLANNING PROCESS



GOAL 7 - EXPLORE ACCESSIBILITY TO BIGGER SPACES (STORAGE, SHELTER, MEETING SPACES, ETC.)

OBJECTIVE		RESPONSIBLE PARTY	TIMELINE FOR STRATEGY	TIMELINE FOR IMPLEMENTATION
7.1	Work with prevention and VBCs to explore alternative options for space	Asst. Admin Director	6 Months	

ACTION PLANNING PROCESS



GOAL 8 - DEVELOP MARKETING PLAN TO INCREASE AWARENESS OF BHS TO REDUCE MENTAL HEALTH STIGMA

	OBJECTIVE	RESPONSIBLE PARTY	TIMELINE FOR STRATEGY	TIMELINE FOR IMPLEMENTATION
8.1	Create a plan to educate stakeholders on services and capabilities <ul style="list-style-type: none"> • Building relationship/networking with Norton Sound Health Corporation (NSHC) • Strengthen relationship/networking with Norton Sound Health Corporation (NSHC) with schools 	Admin Director (LEAD), Clinical Director, Asst. Admin Director, QA/PI, Native Connections, PR	3-6 Months	Immediately following and annually

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IMPLEMENTATION

The group established deadlines for developing the strategy and the implementation of each goal.

When a task or a project is given a deadline, it means that it's expected to be completed by that time. Deadlines provide a clear expectation of what's to be delivered, and when it should be delivered by. This allows employees to take control of their work and implement deadlines in their time management skills. It allows for time constraints to be evaluated, as well.

As a deadline approaches, the average person becomes more motivated to complete the work associated with it. When a task or a project has an endpoint, it becomes easier to track it. It also makes it far easier to assign urgency to it.

NORTON SOUND HEALTH CORPORATION **MEASUREMENT**

How do you know you have achieved your goals? You'll know when you've achieved your goals when you see the results that you desired. Achieving a goal means that you reached a specific result related to that goal.

It is the recommendation of Native Eco Solutions and Soaring Bird Solutions that a follow-up strategy session is conducted. This session would focus on measuring the progress of the stated goals.

At a minimum, there should be a follow-up session conducted in 9 to 12 months to evaluate the performance and completion of strategic goals and objectives identified as well as set new ones.

“When it is obvious that the goals cannot be reached, don't adjust the goals, adjust the action steps.”

Confucius

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COMMUNICATION OF PLAN

This Blueprint for Success document will be sent to the Norton Sound Health Corporation (NSHC) Leadership team for review. Recommendations for changes will be sent to Native Eco Solutions. Once changes have been made, the Blueprint for Success will be sent back to the Leadership Team for final approval and adoption.

Leadership will determine whether it is beneficial to have all applicable leaders sign the acknowledgment form as a gesture of consensus in adopting the Blueprint for Success. Dissemination of the Blueprint for Success will be determined by Leadership.

NORTON SOUND HEALTH CORPORATION

Hereby signing this acknowledgment page solidifies your commitment and dedication to review and monitor the Strategic Plan to improve the strategy and operations of the Program.

Signature _____ Date _____

Signature _____ Date _____

Signature _____ Date _____

Signature _____ Date _____

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