

2023

ANNUAL REPORT



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Our Mission

Akeela builds resiliency and wellness throughout the lifespan of Alaskans.

Our Vision

Recovery and wellness for everyone.



Akeela serves adults and children who have been adversely affected by the repercussions of addiction and/or mental health issues. We are dedicated to a client centered approach, first and foremost. This is demonstrated by our commitment to quality through Joint Commission Accreditation.

Message from the CEO



Dear
 Akeela
 Board of
 Directors,

I am pleased to present the 2023 Annual Report, a year marked by our steadfast resilience, successful emergence from the pandemic, and ongoing dedication to excellence.

Akeela experienced a company-wide network incident earlier this year, and despite the challenges this posed, I am proud to report that our team has been diligently addressing the situation. We are continuing to resolve ongoing network challenges and have negotiated contracts with third party technology vendors to assist us through this process. The result, when all is said and done, will be a fully implemented, cutting-edge, technological system that will enhance our operational capabilities and overall efficiency throughout all of Akeela.

This year has witnessed the official re-emergence of Akeela from the pandemic. We have successfully transitioned back to in-person services, leveraging the lessons learned during the remote work period to enhance our operational efficiency. This return to normalcy reflects the dedication and adaptability of our team in navigating unprecedented circumstances. It is energizing to see faces again, host in-person gatherings (cautiously, of course), as well as the ability to engage in impromptu conversations and brainstorming

sessions; just a few of the many things that were deeply missed when we were all working from home.

Looking ahead, at Akeela our focus is on the future, and in the not-too-distant future, we are about to celebrate our 50th year! As we approach another milestone anniversary, we are proactively preparing for a year-long celebration to commemorate this significant achievement. Our preparation efforts are aiming to ensure a memorable and meaningful calendar of events that reflect our rich history and the contributions of all who have been a part of our journey. I look forward to folding you all into these plans as they evolve.

Continuing to look ahead, we are currently in the midst of developing our strategic plan for 2024/2025, a roadmap that will guide our course over the next two years. This strategic plan is a testament, by our employees and our Board of Directors, to our commitment to innovation, growth, and sustainable success. As we navigate these dynamic times, Akeela remains dedicated to delivering exceptional services, fostering a resilient organizational culture, and positioning ourselves as a leader in Alaska's behavioral health industry.

I extend my gratitude to the entire Akeela team, and to our Board of Directors, for their unwavering commitment and hard work throughout the year. Together, we will continue to navigate challenges, embrace opportunities, and chart a course for the next 50 years!

Warmly,

Dr. Courtney K. Donovan
 Chief Executive Officer



 **AKEELA**

"As we navigate these dynamic times, Akeela remains dedicated to delivering exceptional services, fostering a resilient organizational culture, and positioning ourselves as a leader in Alaska's behavioral health industry."

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Clinical Report



**Deirdre D. Neeley, MA,
 NCC, LPC, CPCS**
Chief Clinical Officer

This year has maintained our focus of rebuilding. Akeela has faced significant challenges this year, yet we continue to persevere as we navigate the challenges.

This year our residential programs saw significant changes due to programming regulations of the Department of Behavioral Health’s ASO. Our residential programs have historically been six months and 12 months long facilities, and all are now 90-day treatment programs as of August 1, 2023. Akeela’s clinical staff persevered through these changes and maintained programming for the care of our clients. Another significant change within our residential programs occurred at our KAR House program in Ketchikan. Due to significant staff and infrastructure challenges, we temporarily paused services to maintain the integrity of the program. Though this temporary closure of the physical building has taken place, the residents of Ketchikan and the Southeast are still able to access residential services with Akeela without delay.

Staffing continues to be an obstacle to overcome and in some of our programs we have adjusted programming to meet the needs of our clients to ensure continuation of care. This year all Southcentral programs’ program manager roles were filled for the first time in two years as was the KAR House program manager role was filled. To strengthen the hiring and on-

boarding process in efforts to hire competent behavioral health providers and retention, CCO Neeley collaborated with Human Resources Manager Tyler Mortensen.

Last year one of the leading goals for 2023 for the clinical department was to hire a training manager. Though we have not crossed the finish line in hiring the training manager, CCO Neeley and SE Regional Clinical Director Christy Hawley, who will be leading the training department, have begun identifying the varying training needs. Senior Clinical Leadership strives to encourage our staff to seek clinical education and attain certifications and licensure in their respective track of care. SC Regional Clinical Director Dr. Nathan Fearington leads our clinical supervision program for all Akeela staff seeking their certifications under chemical dependency technician/counselor. Along with RCD Fearington, the supervision team includes Utilization and Quality Director Joanna Sanchez, MAC, Akeela House PM Judy Tucker, CDCII, and Anchorage Outpatient PM Abad Sanchez, CDCS.

Technology is critical to the services provided by Akeela. This year the agency was the victim of a ransomware attack. This attack significantly impacted services with our outpatient and telehealth services experiencing the full brunt.

The Clinical Leadership team deserves applause as they did not waver, and still are not, in maintaining staff morale and pushing forward despite the continued issues.

Clinical Report

RCD Dr. Nathan Farrington and RCD Christy Hawley deserve a standing ovation for their shouldering of this significant event amongst their many day-to-day responsibilities. Utilization and Quality Director Joanna Sanchez deserves applause for her support of the clinical programs as she continued managing the demands of the ASO ensuring that our clients were able to continue their treatment. It was her work alone that impressed the ASO whose staff expressed their gratitude for Dir. Sanchez education and guidance within the clinical landscape of Alaska.

We look forward to 2024 with hope of the continuation of the goals set forth to re-establish Akeela, Inc. as the prominent behavioral health agency of Alaska.

Program Locations

ANCHORAGE

- Akeela House Recovery Center
- Akeela Outpatient Program
- Transitional Housing
- Stepping Stones Residential Program
- Akeela Women and Families Program
- Family Care Court
- Mental Health Outpatient Services

HOMER

- Alcohol Safety Action and Juvenile Safety Action Programs

KENAI

- Alcohol Safety Action Program

KETCHIKAN

- Outpatient Substance Use Treatment
- KAR House Residential Program
- Gateway Mental Health Services
- Gateway Psychiatric Emergency Services
- Ketchikan Horizon House



Clinical Report - ASAP

Akeela's Kenia/Ketchikan/Homer ASAP program continues to be a consistent support to individuals referred to the program. To build a healthy communication relationship with the courts, PM Veronika Kline increased Clinical Associate April Stinnet, CDCI face-to-face community engagement. CA Stinnet met with Ketchikan/Homer/Kenai court judges and attorneys to collaborate on improving the referral process and improve the program to minimize recidivism. PM Kline and CA Stinnet have been successful in their collaborations with the courts as evidenced by the decreased time in linking client to services by stopping multiple continuations and the reassignment of individuals under the program. Clients in the Kenai/Ketchikan/Homer ASAP program are experiencing quicker linkage times to behavioral health services.

Due to the mighty efforts of this small office, client engagement is strong and has encouraged some to choose Akeela to receive their telehealth behavioral health services.

Veronika Kline, CT, Program Manager



Clinical Report – Southcentral



Dr. Nathan Fearington
Regional Clinical Director

Akeela’s Southcentral programs hold the beacon of the agency and through this challenging year, the beacon continues to shine.

Anchorage Outpatient programs made significant strides over the past year.

As the staffing shortage continues to be an issue and program changes, the team in Anchorage outpatient continued to thrive.

Anchorage outpatient historically held two significant programs, outpatient and courtside, within one department. To mitigate the staffing shortage and the strain placed on staff, staff were cross trained to balance the demands of treatment. Now that the programs have combined balance the demands of each program, providing consistent care for our clients has improved.

Our Assessment department has been excellent in the care that they provide for our clients.

The three master-level clinicians of various clinical backgrounds have proven to be a constant success for Akeela.

Clients in Southcentral and Southeast receive thorough and timely assessments. And the Transitional Housing program continues to provide support to clients in need of clinical housing support.

We received our site survey from the Federal Probation program, and we received an overall satisfaction. We addressed the concerns noted in the survey and have continued strengthening our working relationship with the Federal Probation team.

Stepping Stones’ capacity has been at nine (9) for most of the year. The program began to flourish as we gained clinical staff to support the program consistently. One of the significant staff additions to the program was our new Program Manager Wessa Lokeni, CDCI. Wessa began working at Stepping Stones as an SUD Counselor and was promoted to Lead Counselor and shortly after that promotion, she applied for the program manager role, and we were excited that she accepted the offer.

Stepping Stones staff continue to grow in their respective roles and in behavioral health. Staff participate in Akeela’s clinical supervision program for those seeking chemical dependency certifications. Currently, RCD Fearington has developed a training program for staff that will improve their role responsibilities and clinical skills. This is to go in effect in December 2023.

As with all residential programs, Stepping Stones was required to comply with Optum and Department of Behavioral Health requirements that we shorten our historically year long program for women and children to a 90-day program. This compliance went into effect

Clinical Report - Southcentral

August 1, 2023. Senior Clinical Leadership championed keeping Stepping Stones at a year long program as we are the leading program for this unique service in Alaska and understand the significant undertaking of a woman beginning recovery and taking back the magnificent role of motherhood. We have, and will continue, providing this service to the best of our ability, ensuring that we are providing families with the opportunity to heal.

As we continued to build our staff, we focused heavily on the Childcare program within Stepping Stones as we had not had a Childcare Development Supervisor in two years. We were able to fill the role as well as the supporting roles within the childcare program. The Childcare program was under annual review for re-licensing and Childcare Development Supervisor Natalia Kitsick, with the support of Akeela House PM Judy Tucker, PM Lokeni, and RCD Dr. Fearington, the Childcare Development program passed the site survey, and all childcare programs are licensed.

Akeela House has maintained a capacity of approximately 26-28 beds over the past year. The program has maintained its support and care for our clients. This year Akeela House has experienced its fluctuation in staffing and program changes.

Akeela House also had to shorten its well-known year long program to 90-days beginning August 31, 2023. Staff and clients made the adjustment to the change in treatment schedule and program functioning. PM Tucker and Lead Counselor Krystal Anderson provided support to Senior Clinical Leadership in the updates of Akeela House's handbook to meet the 90-day timeframe.

Akeela House participated in two site surveys this year. The Federal Probation team conducted a site survey and passed Akeela House with satisfactory. And the annual Anchorage Municipality site survey for Akeela House's infrastructure which the house received a satisfactory review.



Clinical Report – Southeast

Christy D. Hawley, MA, LCMHCS
 SE Regional Clinical Director

In Akeela’s Southeast programs we experienced significant changes that have continued to inspire the needed growth within the programs.

We set up our crisis team that now consists of six master-level clinicians to provide consistent 24/7/365 crisis coverage for our community partner PeaceHealth. Our Crisis Team is fully virtual allowing us to fulfill the demands of the community and that of the PES grant. The working relationship between Gateway Outpatient and ASAP-Kenai/Homer/Ketchikan continues to be prosperous in being able to provide services to individuals in remote areas with limited access to local behavioral health services.

Gateway experienced significant turnover but with our telehealth master-level clinicians, we have been able to continue the support of our clients. We were able to engage with universities allowing interns to take part in supporting the care of clients. Our transitional housing program continues to be a critical part of client services. Our clients graduating from KAR House can receive continued support clinically and as they prepare for the next step in their lives.

KAR House struggled this year with staffing and infrastructure issues. Though this is a small program it holds a significant impact on the community and to keep that reputation,

we assessed the situation and found that a temporary closure of the program would be best. CCO Neeley and SE RCD Hawley, with the support of BH Care Manager Carrie Evans, worked diligently to ensure that clients and staff experienced a transition that was swift and smooth. We were able to maintain client care without any delay through their placement into Akeela House. All of KAR House staff are still with Akeela and are currently working at Gateway awaiting the re-opening of KAR House.

Our goals for this coming year are to re-open KAR House before the end of this fiscal year; continue strengthening community relationships particularly with PeaceHealth and the Crisis Now program; and re-engage with peer support services.

Infrastructure Report

MAINTENANCE DEPARTMENT

Akeela's Maintenance Department strives to deliver exceptional performance; ensuring that our maintenance team remains punctual, accountable, and enthusiastic about the progress at each location. Their commitment to the upkeep of our sites reflects positively on Akeela. Officially fully staffed, our maintenance team at Akeela is led by Dennis Manu, Kevin Kovach, Jose Negron, Wes Craske, and contractor Eddie Luciano.

The team, under the guidance of Mark Marlow and Nick Kraska, has been dedicated to maintaining each of our company's locations to a standard that we take immense pride in.

In addition to the regular upkeep of all 8 Akeela properties, the Maintenance department completed a large project this year with the full replacement of the Kar House roof. After springing several leaks last winter, this project was not only an urgent necessity, but it was also a huge undertaking. Working closely with a Juneau contractor, the project started in the spring and was finished with final inspection in November. This roof replacement will ensure the facility can withstand the tropical rainforest environment of Southeast for many years to come.

EFFECTIVE CO-MANAGEMENT, STRONG TEAM DYNAMICS & SUCCESSION PLANNING

Mid-2023, Nick Kraska joined the Akeela Family as the Director of Infrastructure and Safety. With Mark Marlow's retirement approaching, the mentorship between Mark and Nick has not only strengthened the management of day-to-day operations but also facilitated a smooth transition into succession planning. As Mark's retirement draws nearer, he is strategically working with Nick to gradually shift roles and responsibilities. Mark's teaching expertise has created a knowledge transfer process that promotes a healthier and safer workplace for all.

Nick and Mark have collaborated seamlessly in co-managing the maintenance crew; this partnership has resulted in improved communication, a reduction in individual workloads, and the ability to focus on multiple projects simultaneously, effectively doubling our production capacity. The cohesive team atmosphere has proven vital during times when an all-hands-on-deck approach is necessary.

Clear lines of communication, a well-defined chain of command, and a culture of mutual support ensure that tasks are completed correctly and on time.

Our team feels comfortable seeking assistance, guidance, and providing or receiving performance feedback, fostering a positive work environment.

Infrastructure Report

TRAINING AND DEVELOPMENT

Mark Marlow's role as Chief Infrastructure & Safety Officer has allowed him to impart valuable knowledge to Nick Kraska. This collaboration has enabled Mark to refine protocols, structures, and training programs, enhancing the overall efficiency and safety of our maintenance operations. We are also ramping up the preparations for our next triennial accreditation visit from The Joint Commission, slated to take place in the Spring or Summer of 2024.

FUTURE OUTLOOK

Looking ahead, our maintenance team is well-positioned for continued success. The strong foundation of effective management, cohesive teamwork, and a focus on training and development sets the stage for sustained excellence. We are confident in the team's ability to maintain Akeela's facilities to the highest standards.

CONCLUSION

In conclusion, the Akeela maintenance team has achieved significant milestones in 2023, thanks to the dedicated efforts of Dennis, Kevin, Jose, Eddie, Mark, and Nick. The collaborative approach to management, strong team dynamics, and a focus on succession planning ensure the continued success of our maintenance department.

We express our gratitude for the board's support and look forward to another year of growth and achievement.

INFORMATION TECHNOLOGY DEPARTMENT

The year 2023 presented significant challenges for Akeela's IT infrastructure, culminating in a malware attack in late June. However, through collaboration with a third-party vendor, Nick is working diligently with Mark and across many departments to restore and improve our technological systems.

The result has been evidenced in the substantial progress that has been made in rebuilding and securing Akeela's digital environment.

This portion of my report outlines the steps taken, achievements made, and future plans for the IT department.

CRISIS RESPONSE AND PROGRESS

Despite the lack of internal departmental depth during the crisis, Nick assumed a leadership role overseeing the IT project in conjunction with a 3rd party tech vendor, Phoenix-IT. The focus has been on creating a hands-off, safe, and secure digital environment. Although the project has taken longer than anticipated, substantial headway has been made to minimize the likelihood of a future cyber crisis and to improve the overall functionality of our system.

Infrastructure Report

REMOTE MANAGEMENT TRANSITION

Akeela underwent a major shift by transitioning to a remote management model with Phoenix-IT. This change prompted the implementation of a simple help desk/ticketing system, ensuring quick issue resolution and benefiting the entire Akeela team.

STREAMLINING NETWORK AND ENHANCING WORKPLACE

The ongoing effort to rebuild the network aims to make it streamlined, highly efficient, and safe. This initiative not only improves cybersecurity but also enhances employee retention, increases morale, and creates a more user-friendly recruitment experience. Akeela's IT department is committed to creating an attractive and modern work environment for prospective employees.

COLLABORATION WITH PHOENIX-IT

Phoenix-IT is actively assisting Akeela in identifying future needs, setting goals, and preparing financially for the coming years. Their expertise is instrumental in developing policies and procedures to safeguard the virtual environment, supporting the transition to a more efficient and secure system.

LEADERSHIP APPROACH AND DECISION-MAKING

Since July 2023, Nick has adopted a collaborative leadership approach involving Akeela's leadership team in decision-making. Regular consultations with Phoenix-IT ensure that decisions align with best practices for safety, efficiency, and cost-effectiveness.

INFRASTRUCTURE UPGRADES AND TIMELINE

A thorough analysis with Phoenix-IT identified end-of-life equipment, dated components, damaged servers, and slow virtual networks. The replacement process is ongoing, with a new Cisco Meraki Firewall, switches, Wi-Fi networks, and servers being integrated. The goal is to operate on a top-tier system by early 2024, managed centrally by Phoenix-IT.

LESSONS LEARNED AND FUTURE INVESTMENTS

Akeela acknowledges the importance of ongoing technology investments to prevent future attacks. The IT department's goal is to replace all outdated equipment, with a focus on achieving compatibility with Windows 11 by August 2025. The department is working to develop a server to host virtual employees, facilitating effective remote service provision.

CONCLUSION

Despite the challenges faced in 2023, Akeela's IT department, under the leadership of Nick and collaboration with Phoenix-IT, is successfully navigating the path to a secure, efficient, and modern digital environment.

The ongoing efforts will ensure Akeela's IT infrastructure remains resilient, meeting the organization's needs and industry standards.

Utilization & Quality Report



**Joanna Sanchez,
 MSW, MAC, CDAC**
*Utilization and
 Quality Director*

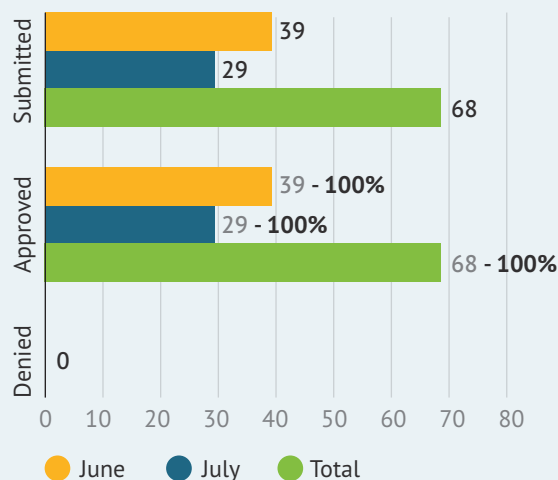
This past year, the Utilization & Quality Department of Akeela focused on putting

Looker into practice. The Utilization & Quality Department of Akeela reconstructed all reports using the new business intelligence software, Looker, which was acquired as part of the electronic health record, in order to address Akeela's requirement for sophisticated analytics solutions to improve care delivery and achieve measurable outcomes. Looker has given Akeela tools, insightful data, and immediate feedback to help improve clinical staff members' daily performance. With the creation of all new reports, the Clinical Quality Dashboard will now concentrate on clinically relevant data. To expand the scope of data visualization, we included more data points. Following the conclusion of the second quarter of 2023, the following data will be accessible on the new Clinical Quality Dashboard:

- Residential treatment by discharge criteria
- Outpatient treatment by discharge criteria
- Most common primary diagnosis
- Referral source
- Quality of services
- Rating of counseling and treatment

Finally, one of our greatest obstacles was the Disaster State Plan's expiration on May 12, 2023, and the need for service authorizations for any services rendered after the client's state fiscal year allotment had been reached. The residential program was most affected because it requires a service authorization every 30 days. Before the emergency plan was lifted, the clinical team concentrated on workflow optimization, authorization approval training, and tracking in order to meet the deadline for timely submission. Service authorizations are scheduled to start again on May 11, 2024. Akeela obtained 100% approval rate after submitting authorizations for all residential programs. For additional information, please refer to the chart below.

RESIDENTIAL SERVICE AUTHORIZATION SUBMISSION



Utilization & Quality Report

AKEELA DEMOGRAPHIC REPORT

Akeela collects demographic data such as age, racial/ethnic, gender, and education for all new clients who received services in the Southeastern and Southcentral areas during each quarter for demographic analysis.

FIGURE ONE: Organizational Demographic Data

	Akeela										Statewide		AK Census Data	
	Q1		Q2		Q3		Q4		YTD		2020		2020	
Ages	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Total	435	100%	375	100%	385	100%	409	100%	1604	100%	22,796	100%	733,391	100%
0-20	19	4%	11	3%	15	4%	11	3%	56	3%	7,302	32%	205,807	28%
21-44	310	71%	270	72%	272	71%	317	78%	1169	73%	8,476	37%	240,233	33%
45-64	91	21%	79	21%	84	22%	69	17%	323	20%	3,778	17%	189,688	26%
65 and over	15	3%	15	4%	14	3%	12	2%	56	3%	632	3%	97,663	13%
Age not avail.	0	0%	0	0%	0	0%	0	0%	0	0%	2,608	11%	733,391	0%
Gender														
Female	197	45%	166	44%	165	43%	177	43%	705	44%	10,935	48%	348,469	53%
Male	238	55%	209	56%	220	57%	232	57%	899	56%	9,196	40%	384,204	47%
Race														
Alaska Native/ American Indian	112	26%	100	27%	106	28%	123	30%	441	27%	6,645	29%	111,575	15%
White	220	51%	198	53%	179	46%	181	44%	778	49%	8,447	37%	435,392	59%
Asian	10	2%	12	3%	16	4%	14	3%	52	3%	258	1%	44,032	6%
Pacific Islander	14	3%	10	3%	11	3%	12	3%	47	3%	152	1%	12,698	2%
Black	36	8%	24	6%	27	7%	25	6%	112	7%	570	3%	21,898	3%
Other/More than one race	9	2%	19	5%	19	5%	27	7%	74	5%	3,019	13%	107,796	15%
Race not avail.	34	8%	12	3%	27	7%	27	7%	100	6%	3,702	16%	0	0%

ALASKA STATEWIDE DEMOGRAPHIC DATA: Center for Behavioral Health Statistics and Quality, Substance Abuse and Mental Health Services Administration, National Survey of Substance Abuse Treatment Services (N-SSATS), 2020.

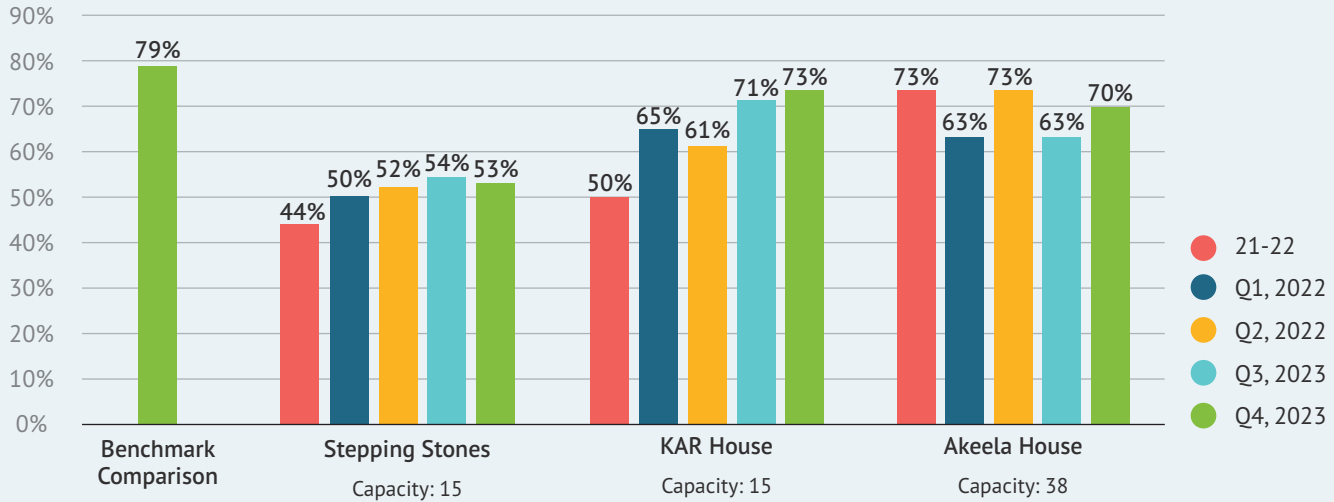
Utilization & Quality Report

FIGURE ONE A: Organizational Demographic Data By Region (YTD)

Demographics	Region			
	Anchorage		Ketchikan	
	<i>n</i>	%	<i>n</i>	%
Ages				
Total	1038	100%	566	100%
0-20	26	2%	30	5%
21-44	826	80%	308	55%
45-64	160	16%	198	35%
65 and over	26	2%	30	5%
Gender				
Female	440	42%	262	46%
Male	598	58%	304	54%
Gender not avail.	0	0%	0	0%
Race				
Alaska Native/ American Indian	285	27%	141	25%
White	456	44%	337	60%
Asian	45	4%	7	1%
Pacific Islander	42	4%	5	1%
Black	102	10%	10	2%
Other/More than one race	49	5%	25	4%
Race not avail.	59	6%	41	7%

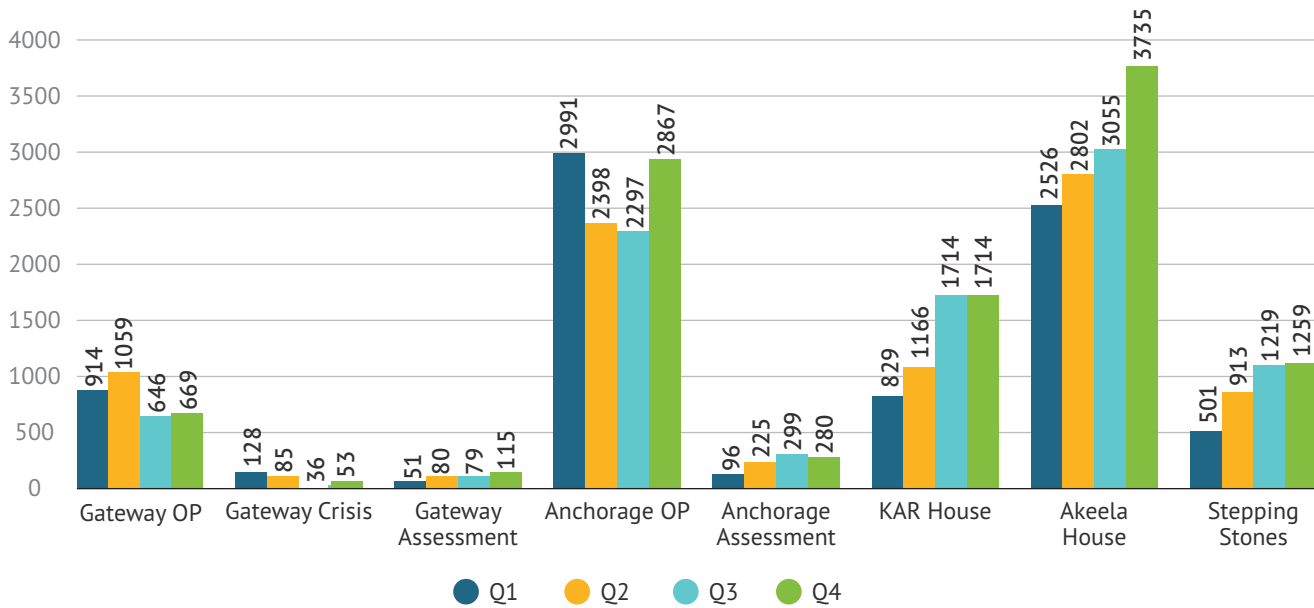
Utilization & Quality Report

FIGURE TWO: Residential Utilization Rates



BENCHMARK SOURCE: Center for Behavioral Health Statistics and Quality, Substance Abuse and Mental Health Services Administration, National Survey of Substance Abuse Treatment Services (N-SSATS), 2020.

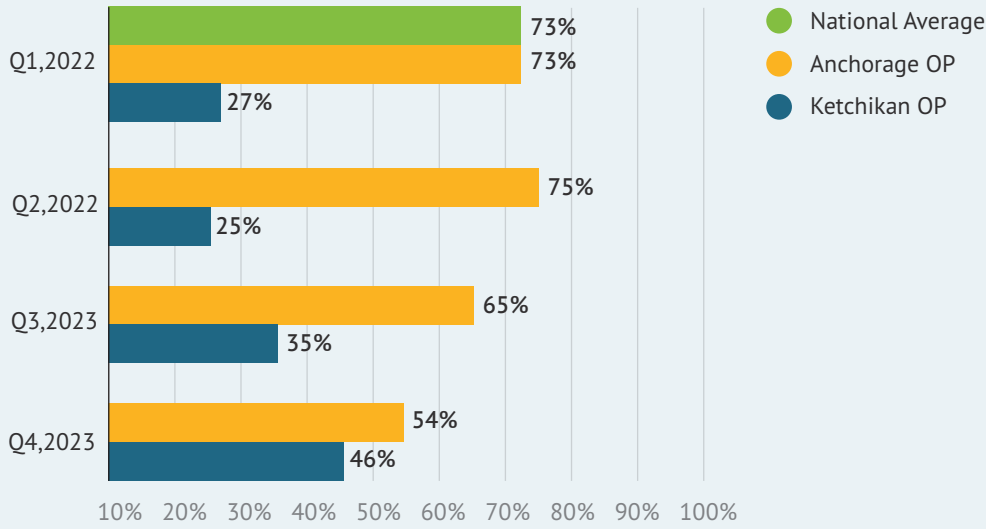
FIGURE THREE: Total Number of Services Provided by Program



NOTE: The total count of services provided by clinical staff; these are all client contact services.

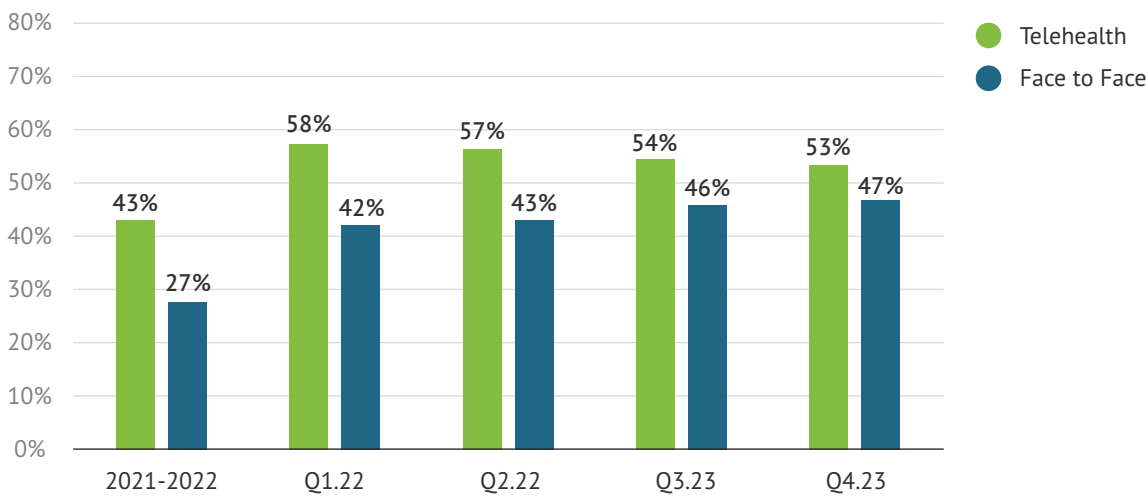
Utilization & Quality Report

FIGURE FOUR: Percentage of Telehealth Services



NATIONAL AVERAGE SOURCE: Alvarado, H.A. (2021, December 29). *Telemedicine Services in Substance Use and Mental Health Treatment Facilities (The CBHSQ Spotlight)*. Rockville, MD: Substance Abuse and Mental Health Services Administration.

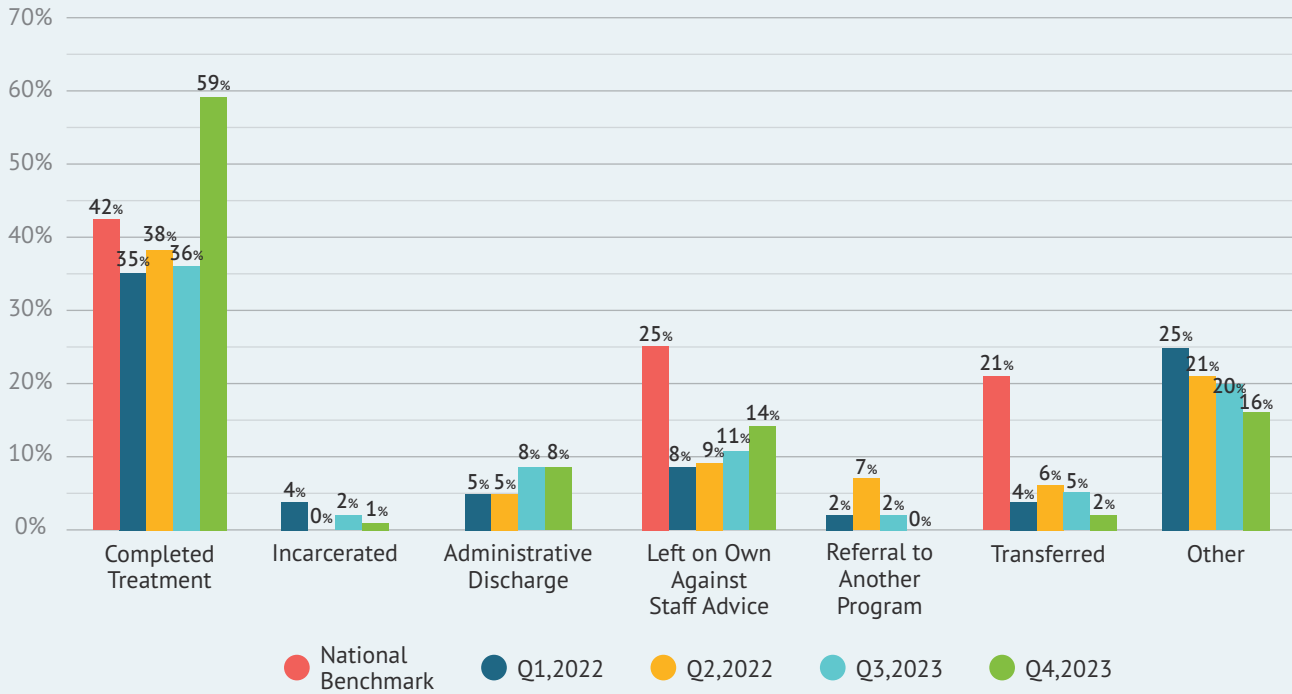
FIGURE FOUR A: Successful Completion of Treatment by Service Delivery



NOTE: Successful completion based on discharge criteria selected by the clinical end-user at discharge. Data collected from E.H.R.

Utilization & Quality Report

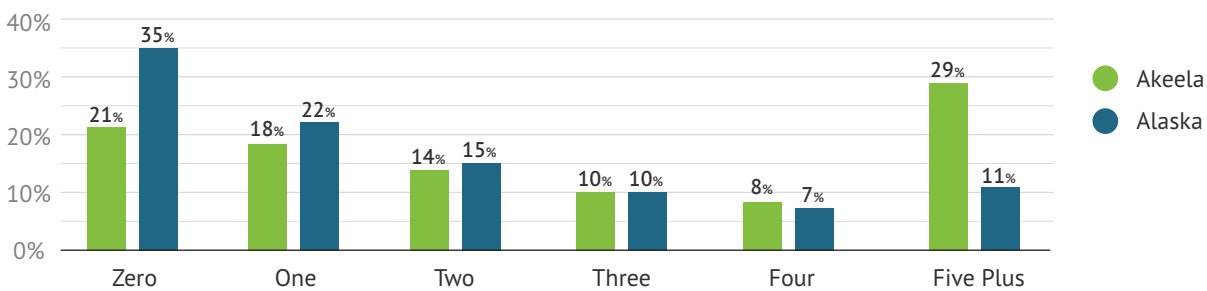
FIGURE FIVE: Treatment Completion Percentage Rates By Discharge Type



NATIONAL BENCHMARK from 2020 Substance Abuse and Mental Health Services Administration (SAMHSA) Treatment Episode Data Set (TEDS-D) NOTE: Successful completion based on discharge criteria selected by the clinical end-user at the time of discharge. Data collected from E.H.R.

FIGURE SIX: Adverse Childhood Experiences Scores for Adults

n=1065

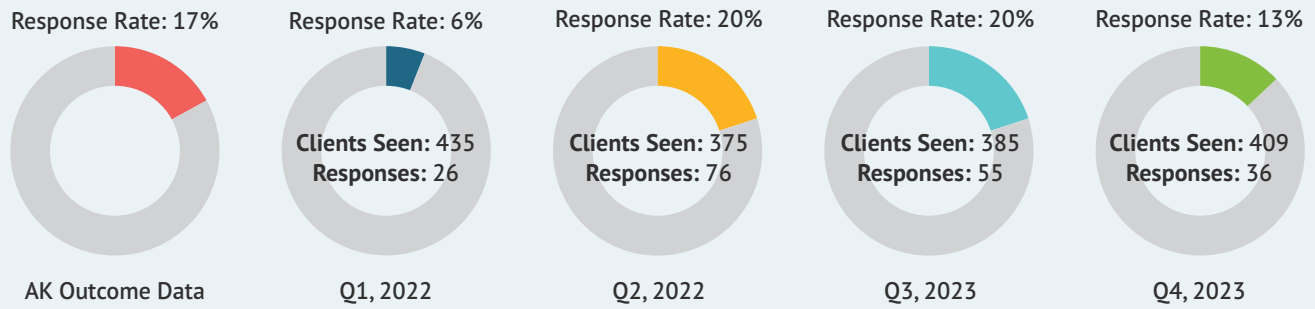


Alaska comparison data from Alaska Mental Health Trust Authority, Strengthening the System: Alaska's Comprehensive Integrated Mental Health Program Plan, 2020-2024.

Utilization & Quality Report

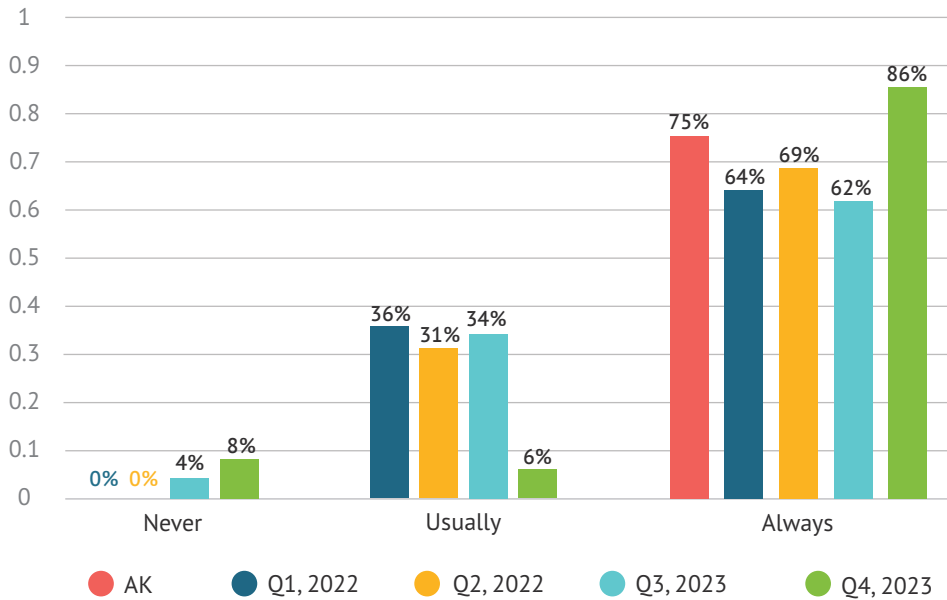
ADULT EXPERIENCE OF CARE AND HEALTH OUTCOMES (ECHO®) SURVEY 3.0

FIGURE SEVEN: Survey Response Rate



BENCHMARK DATA: Substance Abuse and Mental Health Services Administration, Alaska Mental Health National Outcomes (NOMS), Consumer Survey Results, SAMHSA Uniform Reporting System, 2020.

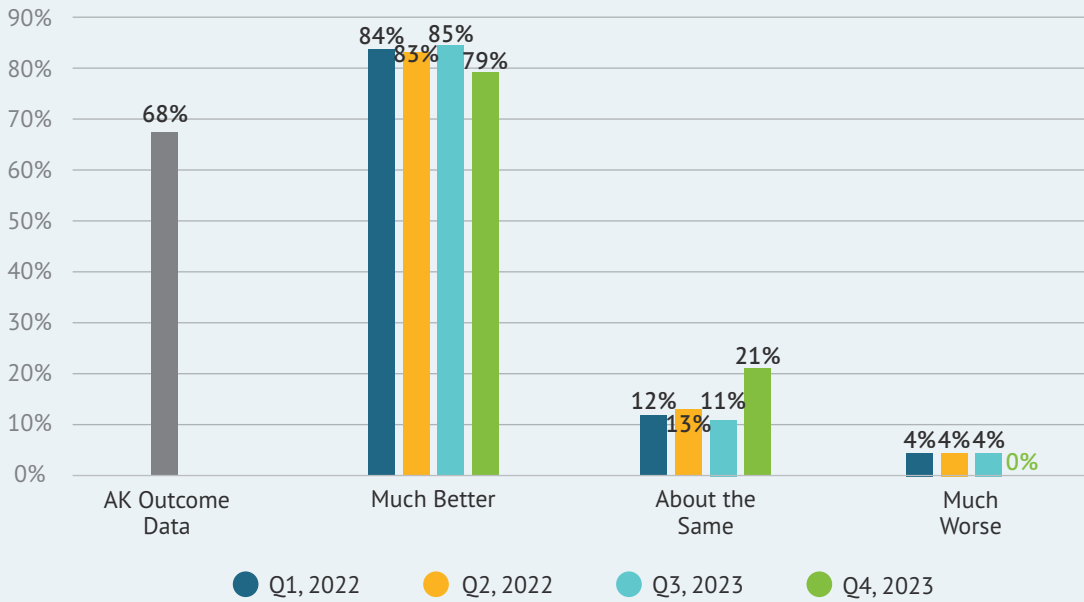
FIGURE EIGHT: Access to Care



BENCHMARK DATA: Substance Abuse and Mental Health Services Administration, Alaska Mental Health National Outcomes (NOMS), Consumer Survey Results, SAMHSA Uniform Reporting System, 2020.

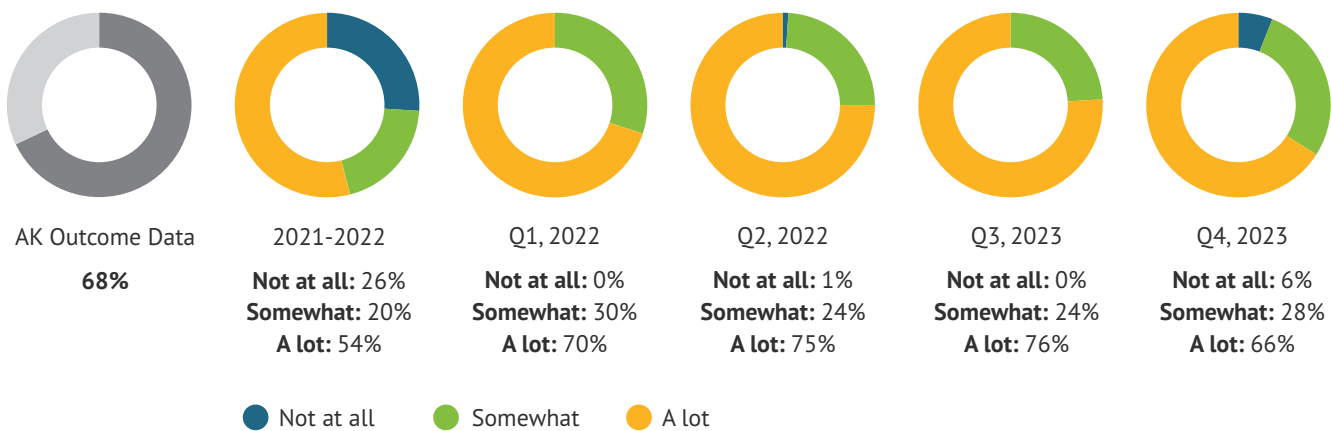
Utilization & Quality Report

FIGURE NINE: Perceived Improvement



BENCHMARK DATA: Substance Abuse and Mental Health Services Administration, Alaska Mental Health National Outcomes (NOMS), Consumer Survey Results, SAMHSA Uniform Reporting System, 2020.

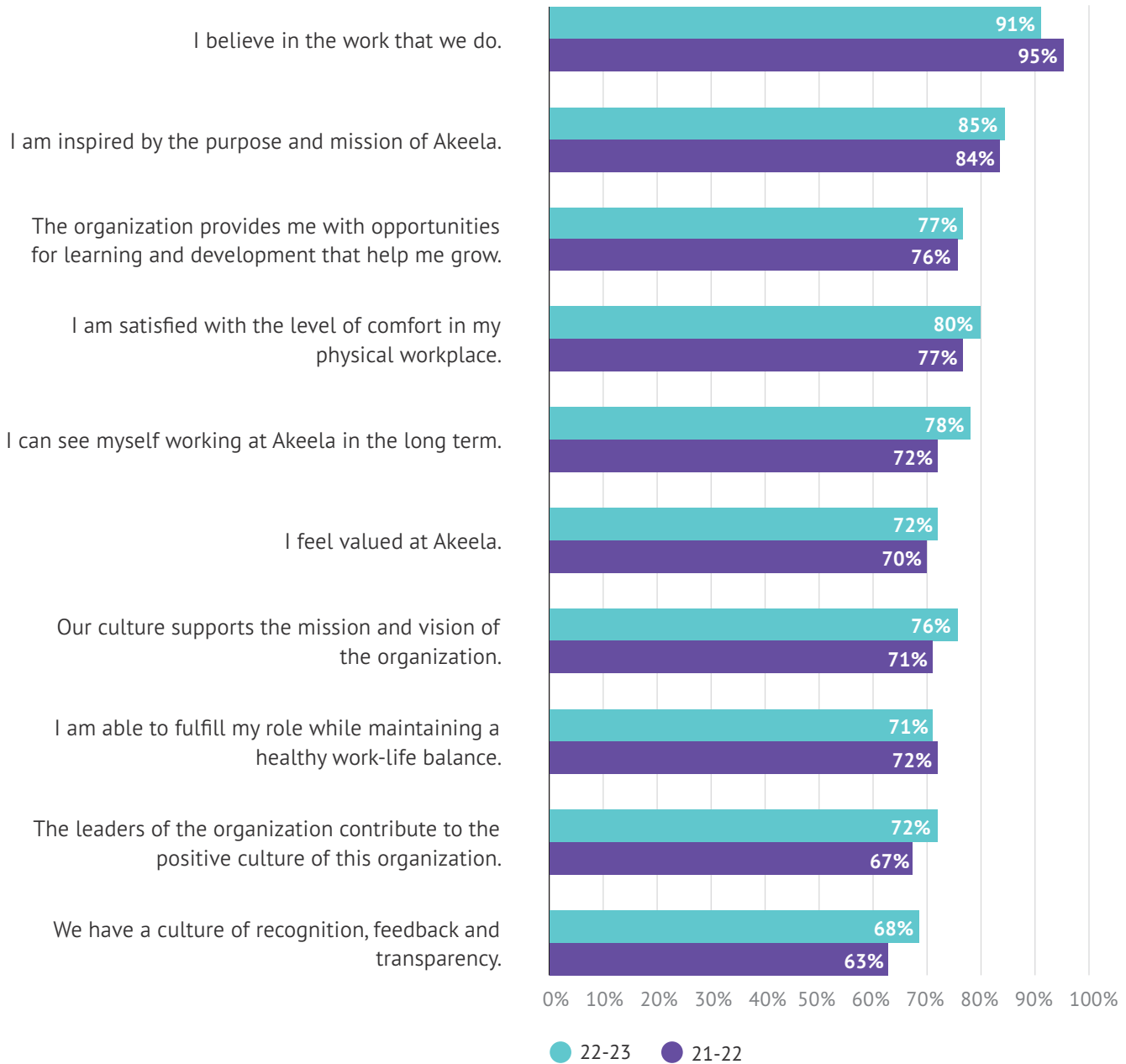
FIGURE TEN: Amount treatment helped



BENCHMARK DATA: Substance Abuse and Mental Health Services Administration, Alaska Mental Health National Outcomes (NOMS), Consumer Survey Results, SAMHSA Uniform Reporting System, 2020.

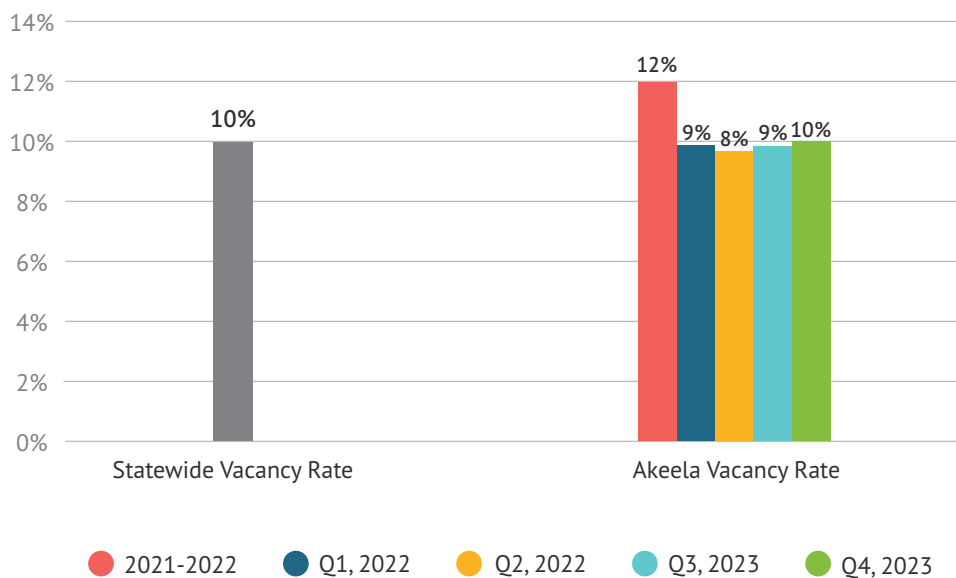
Utilization & Quality Report

FIGURE TWELVE: Employee Engagement Survey



Utilization & Quality Report

FIGURE THIRTEEN: Clinical Vacancy



AK VACANCY RATE BENCHMARK: 2012 AK Health Workforce Vacancy Study Alaska Center for Rural Health, University of Alaska Anchorage. The vacancy rate is for Behavioral, Mental Health, and Rehabilitation Counselors.

Compliance Report

Shailee Nelson
 Director of Compliance

EXECUTIVE SUMMARY

Akeela’s Compliance Department has undergone significant transformations and improvements during 2023; this is largely the result of adding Shailee Nelson to the Akeela Family. Shailee relocated from Bethel, Alaska, where she served as the Compliance Administrator for 10+ years. The transformations that have taken place within Akeela’s Compliance Department were crucial and timely; particularly in response to the June 2023 cyber-attack.

Despite the challenges, the team has showcased resilience and collaboration, ensuring program continuity and client care.

This report highlights the post-attack initiatives, ongoing activities, and future priorities.

CYBER-ATTACK RESPONSE AND MITIGATION

The cyber-attack in June 2023 prompted a swift and collaborative response from various departments. Currently in the final stages of data mining and analysis, the Compliance Department is working diligently to meet State and Federal requirements for consumer notifications. Collaborating with cyber-insurance contractors and legal professionals, the team is redesigning Akeela’s IT infrastructure to mitigate future risks, standardize equipment,

and enhance operational procedures. A post-incident review has been conducted, identifying root causes, vulnerabilities, and areas for improvement.

POST-INCIDENT REVIEW AND LONG-TERM GOALS

Leadership conducted a comprehensive post-incident review in the fall, prioritizing areas for improvement and defining longer-term goals. The ongoing response to the attack is progressing, with regulatory wrap-up expected to be completed by early 2024. This experience has informed the development of additional training needs for staff, ensuring enhanced preparedness for future incidents.

JOINT COMMISSION ACCREDITATION PREPARATION

A key focus for 2024 is Akeela’s semi-annual Joint Commission accreditation survey. The Compliance Department is actively collaborating with program managers and staff to review policies, procedures, and records for compliance with national quality, clinical, and safety standards. This proactive approach ensures readiness for the unannounced survey visit, scheduled for later in the year.

Compliance Report

TRANSFORMING THE COMPLIANCE PROGRAM

While managing high-level initiatives, the Compliance Department is dedicated to transforming into an easily accessible and reliable source of information and support.

Partnering with managers and front-line staff, the team aims to create a comprehensive compliance program that fosters organizational thriving and provides peace of mind regarding regulatory issues.

FUTURE INITIATIVES

Looking ahead, the Compliance Department will continue its efforts to strengthen Akeela's regulatory compliance posture. Initiatives include ongoing cybersecurity enhancements, staff training programs, and further integration of compliance information into day-to-day operations.

CONCLUSION

In conclusion, the Compliance Department, under the leadership of the Director of Compliance, has navigated the challenges of 2023 with resilience and strategic planning. The response to the cyber-attack reflects the commitment to regulatory compliance and the ongoing transformation of the Compliance Program. As we move forward, the department remains dedicated to fostering a culture of compliance, resilience, and continuous improvement.

Human Resources

Tyler Mortensen

Senior Manager of Human Resources

The past year saw Akeela hire 39 new staff, with 28 of those staff continuing to maintain employment. During the year, Akeela was able to fill several key positions – Director of Compliance, Child Development Supervisor, Director of Infrastructure and Safety, Administrative Manager for Gateway, and Program Manager for our Anchorage Out-Patient program.

One of Human Resources’ main highlights of the year was the successful rollout of the Employee Navigator for this year’s Open Enrollment.

This continues our department’s transition to make all our forms digital and has allowed us to eliminate all paper enrollment forms that had been used in the past. No longer will employees be provided with a booklet explaining our organization’s benefit package, but now will instead have all that information in their own Employee Navigator account.

Employees now have access to more information about our benefit package, including the exact amount of their Life Insurance coverage, long-term disability payments, and easy access EAP services. During the enrollment process, employees are provided with up-to-date costs of their selections, and

will know how much it will cost them each pay period. The ability to see the costs of the options employees choose prevents any unnecessary surprises down the road. The feedback from staff, thus far, has been positive. Our department will be looking to send out a survey to gauge employee satisfaction when it comes to their experience using this new system and to solicit feedback about how it could be improved for future open-enrollment periods.

The Human Resources staff had the amazing opportunity to attend the Society for Human Resource Management’s (SHRM) National Conference in Las Vegas in June. This national conference brought together over 20,000 HR professionals, along with HR leaders for a 4-day conference, where many topics were discussed. At this conference, HR staff attended several sessions from national HR leaders that addressed several issues currently facing Akeela – burnout, retention, attracting top talent, pay equity, and benefits provided to staff.

Human Resources continues to work on reviewing and updating Akeela’s Policies and Procedures and has, along with clinical leadership, updated most of organization’s clinical job descriptions. Our previous job descriptions were too long, and often multiple positions had the same responsibilities listed; the focus was on reducing the redundancies found within our job descriptions, ensuring that the job descriptions contain the main responsibilities of the positions, and shortening the length of them to better keep the applicant’s attention.

Human Resources

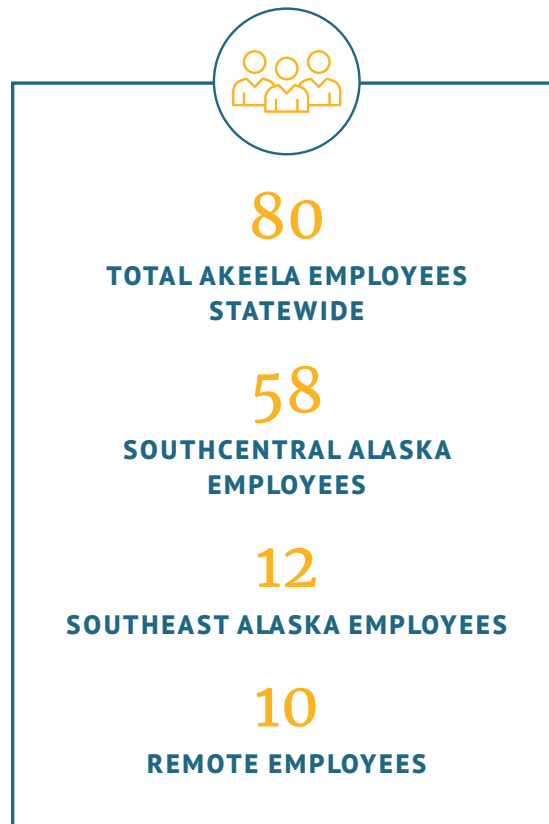
Human Resources has also been working alongside other clinical leadership to develop concise interview questions for each position, so when applicants are interviewed, we can gauge whether they would be a true fit for that position. The hope is that this project will be completed by the end of the year 2023.

Due to positive feedback from staff, Akeela has maintained its Longevity Program and retained both the Employee Sign-On Bonus and Employee Referral Program.

Recruitment has been difficult this year, but that has not stopped our department from discovering other avenues to recruit perspective employees and retain current staff to our organization. We continue to work with Capella University to offer tuition discounts to our staff and family. We have also begun outreach to the University of Alaska to enter a Memorandum of Understanding between their universities and our organization to facilitate practicum students to be able to perform their required field work at our organization. While nothing is in place yet, we are optimistic that one will be finalized by the end of the year 2023.

Human Resources has also been working intimately with our local Job Centers to advertise our job openings and have begun to attend in-person job fairs in our community. The hope is that by getting Akeela’s name back out there in our communities, that those who are looking for employment will consider our organization to fulfill their career goals.

Looking ahead, the Human Resources department still has a lot of work to do when it comes to setting career trajectories for staff. Identifying the internal moves that employees must make to grow their careers, and positioning our organization to the needs of our employees is vital. With recent employee surveys and exit interviews signaling that employees are dissatisfied with, or not confident in, career opportunities at their current organizations, Akeela still needs to establish career trajectories and communicate these to our employees. Identifying internal roles to achieve employees’ career goals is extremely important to accommodate what our employees are desperately asking for.



Akeela Development

Jim Sellers
President/CEO

The past year was largely devoted to catching up on the backlog of facility maintenance, replacing aged and/or failing systems, and making improvements to add to the market value and life of our existing facilities. Among the larger (read: cost a lot of money) projects, Akeela House received a new hydronic heating system boiler that compliments the domestic hot water boiler replaced the prior year, 360 W Benson got three new parking lots and concrete work (the last lot is scheduled for replacement this coming year), and we continued to build-out the maintenance shop and our capacity to do more projects in-house.

The new year looks to be a continuation of our efforts to catch up with deferred maintenance, as well as staying current with scheduled needs, building our maintenance capacity, and hopefully following through with a couple of large projects that were delayed this past year. In addition to those efforts the Millenium Development Fund and the financial position of Akeela Development will remain our primary day-to-day focus.

The major project for 2024 will likely be the renovation of the exterior siding system (siding, moisture barrier, insulation, moisture control, and windows) of our 360 W Benson office building. The structure was commissioned in 1981, and while stoutly built and structurally in good condition, is showing both its age and its Californian design origins. The existing siding

system consists solely of aluminum cladding screwed into plywood sheathing. Built to 1976 code, no exterior waterproofing; no exterior insulation; no thermal breaks between the siding, moisture barrier, windows and the wall framing; and no water dispersion management was required.

Between normal wear-and-tear, 40 years of earthquakes, and millions of freeze-thaw cycles, the integrity of the 20,000+ feet of siding and window seams has failed. The result is a continuous battle against both water and air (both external air leaking in and internal air leaking out), leaks. We are currently working on a baseline from which to estimate the ROI of the various design schemes and siding systems under consideration. It is early days for this project, but I can tell you—regardless of the design and system we decide upon—it is not going to be cheap. My current estimate for the completed project, which will be refined as the project progresses, is in the neighborhood of \$500K.

One of the larger projects that was delayed this past year was the sale of the current inventory of transitional housing. The funds generated by the sale will be used to acquire (buy, buy-renoate, or build), a single facility that is more appropriate to our client’s needs and our clinical practice. The plan is to spend the winter sprucing-up the interior condition of the properties, move to the exteriors early in the building season, and once that work is complete, market the properties.

Akeela Development

A couple of other projects that will continue into the new year are the coffee shop and finding some appropriate use for the Eureka Street house sitting immediately behind the administration building. We have slowly been making progress on the coffee shop, but this is the “fun project” that only gets attention once everything else is under control. I plan to complete the buildout and open the doors before mid-year.

The Eureka house has been used for a variety of short-term purposes since its purchase, but as it sits it is basically a non-performing asset. I have several ideas regarding appropriate uses and hope to make that determination by mid-year as well. I am happy to entertain any ideas...?

It is going to be a busy year. I will keep you in the loop as we progress.



Strategic Growth



Christopher Constant
Director of Strategic Growth

This year was characterized by the ongoing challenges of operating in world where old systems are

breaking down and new systems are emerging. While there have been challenges, both internal and external, several strategic growth accomplishments have come to fruition with strong senior leadership.

The biggest internal challenge continues to be ensuring we maintain qualified staff ready to deliver services. Staffing continues to be a challenge across the country and from shore to shore in Alaska. Akeela is not immune. The leadership team is managing through the challenges with strategic reallocation of staffing, the temporary closure of one program, and engaging with statewide labor recruitment organizations to overcome the current challenges. This organization is attempting to be assertive in recruitment by ensuring Akeela is able to offer competitive wages and benefits. That said, financial pressures remain a challenge.

In 2023, Akeela also managed through a major cyber-attack that compromised certain internal data management systems. Thank goodness leadership invested in crucial cyber-insurance so the fiscal impact, while substantial, did not reach existential levels as it could have, had the organization not been prepared. That said, the Finance team performed valiantly to restore

key data systems to ensure stable operations during what was, by any measure, a disaster. This comes on the heels of the State restoring its AKAIMS system and getting GEMS, the Division of Behavioral Health’s Grants Electronic Management System back online after they were hit with a cyberattack that compromised their systems over multiple fiscal years that devastated the Information Technology infrastructure of the newly reorganized Alaska Department of Health. It provides some solace to Akeela that the State has suffered from a similar attack, and our systems were restored in days, not weeks, nor years. A credit to our Leadership team.

This year, Akeela successfully reapplied for all funding through the Division of Behavioral Health as was awarded generously above what we have received over the past several years. This is the first time in several years. While state operating grants have been consistently reduced due to the implementation and advancement of Medicaid expansion and the 1115 Waiver, funding approved for FY24 exceeds FY23. That said, the State has been ratcheting funding through a process called a justification for grant funding request. It is wise to continue operating with a plan that continues to build self-sufficiency through delivery of billable services, i.e. Medicaid than to remain dependent on grant funding from the Division. Both systems have their challenges, but earned income is steadier than grant income. Grants should continue to be seen as bridge funding or funds to cover costs not allowed under billable services.

Strategic Growth

This year, the community was extremely generous with Akeela.

We had a critical maintenance issue in Ketchikan at Kar House late last winter with a roof leak that penetrated the building envelope and caused major damage. Rasmuson Foundation and the Alaska Mental Health Trust Authority funded Akeela generously to fix the damage to ensure the facility is ready to continue delivering services for future generations of Ketchikan residents.

And a final note – Akeela is about to begin celebrating its 50th anniversary. Initial plans are underway and being refined and we look forward to showcasing Akeela’s 50 years of operations and having a discussion about our vision for the next 50 years.



CFO Report



Shannon Greig, MBA
Chief Finance Officer

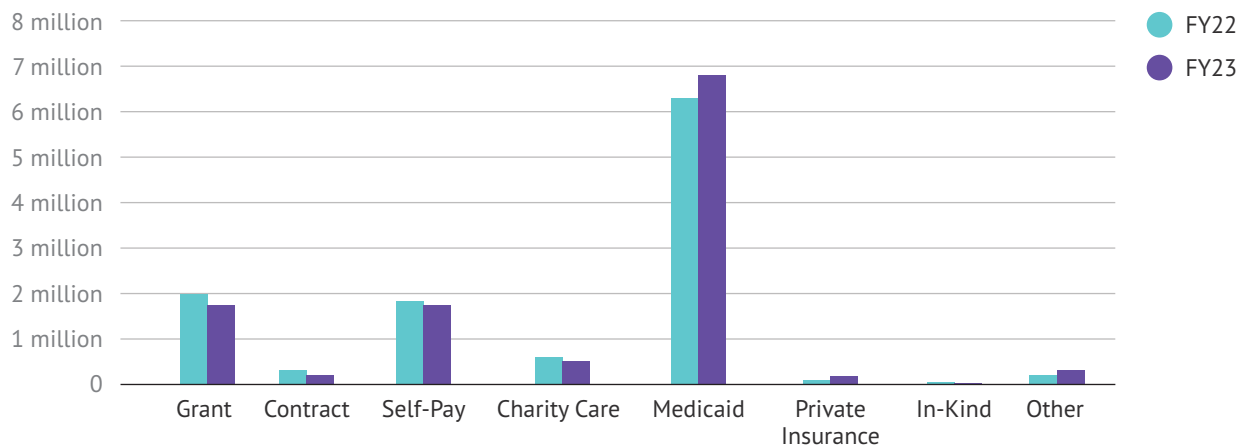
Fiscal year 2023 marked another year that Akeela received a clean audit opinion on our financial statements.

This accomplishment exhibits our commitment to excellence in financial reporting and confirms that our financial statements are presented fairly and free of material misstatements. Our Akeela Finance Department is centralized; located in the Administrative Building in Anchorage. We serve and account for all financial transactions for all departments, programs, and projects for both Akeela, Inc. and Akeela Development Corporation.

FY23 HIGHLIGHTS

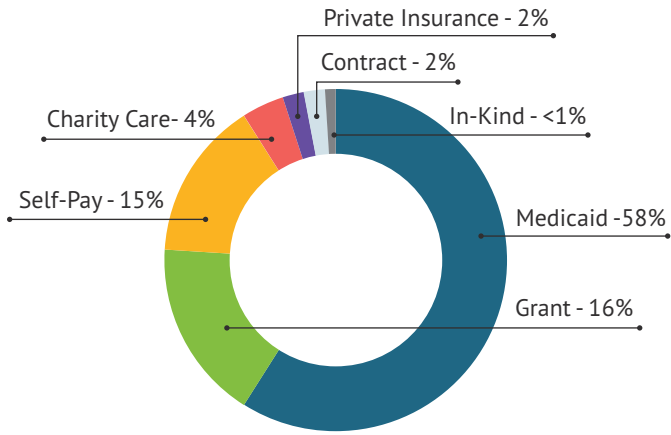
- \$500K Increase in Medicaid Revenue
- \$160k Received for Kar House Roof Replacement, located in Ketchikan.
 - \$75K Rasmuson Foundation
 - \$50k Alaska Mental Health Trust Authority
 - \$35k State of Alaska Mental Health Deferred Maintenance and Accessibility Improvements Funding

REVENUE COMPARISON

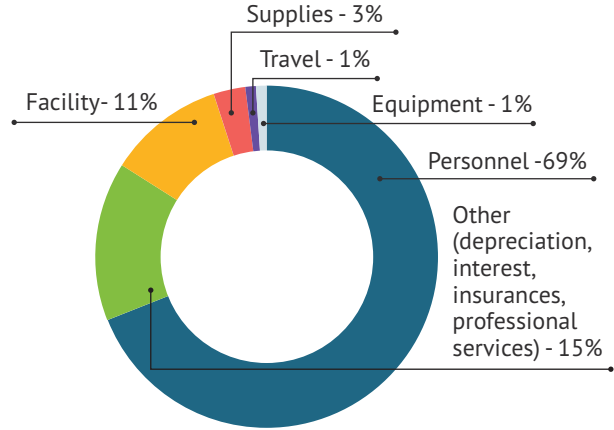


CFO Report

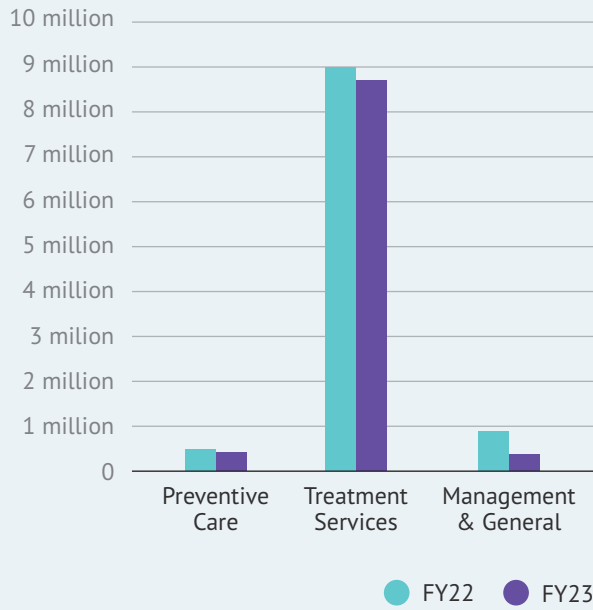
FY23 REVENUE DISTRIBUTION



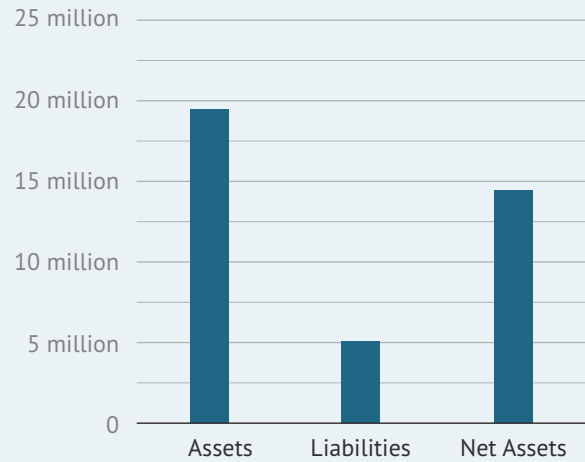
FY23 EXPENSE DISTRIBUTION



TOTAL EXPENSES BY SERVICES



FY23 FINANCIAL POSITION





- Message from the CEO
- Clinical Report
- Clinical Report- ASAP
- Clinical Report- Southcentral
- Clinical Report- Southeast
- Infrastructure Report
- Utilization & Quality Report
- Compliance Report
- Human Resources
- Akeela Development
- Strategic Growth
- CFO Report



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