

2024

ANNUAL REPORT

*Celebrating
50 years*



AKEELA

RECOVERY. RESILIENCE. WELLNESS.



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 & CBHO



Dear
Akeela
Board of
Directors,

As we reflect on 2024, I am proud to share the remarkable progress Akeela has made in advancing our mission, even in the face of significant transitions and challenges. This year marked the celebration of Akeela's 50th anniversary, a momentous occasion that provided an opportunity to honor our history, recognize our employees, and reaffirm our commitment to the communities we serve. It was also a pivotal year for our organizational strategy, as we made the difficult decision to divest from our Ketchikan operations to better align our resources and focus on our core programs.

The divestiture from Ketchikan was a thoughtful and strategic decision that was not made lightly. Akeela has long been proud of the impact we have had in Southeast Alaska, but as the landscape of behavioral health care has evolved, it became clear that the residents of Ketchikan would benefit from a locally based provider. Early in the spring of 2024, we began discussions with the Southeast Alaska Regional Health Consortium (SEARHC), as well as with the State of Alaska and several other partners in Alaska's behavioral health field. This collaboration provided the opportunity to transition our programs thoughtfully, ensuring the community continues to receive high-quality behavioral health services. As part of this divestiture, Akeela underwent a com-

prehensive restructuring to adapt to the "new normal," focusing on programs in Anchorage and Southcentral Alaska. This restructuring involved realigning our administrative team and ensuring the right people were in the right positions to drive our mission forward.

Despite this major transition, 2024 was a year of noteworthy achievements. The Afterhours Assessment Program, funded by opioid settlement grants, represents a bold step forward in addressing the opioid crisis in Alaska. As the only provider in the state offering extended assessment hours, this innovative program provides essential support to individuals seeking help during critical moments and reflects our commitment to innovation and accessibility in behavioral health care.

Facility improvements were another point of pride this year, reflecting our ongoing commitment to creating a welcoming and therapeutic environment for clients and staff. At Stepping Stones, we have made significant progress on renovations, including fresh paint, new flooring, updated wall art, refreshed bathrooms, and other enhancements. While much has been accomplished through the fall, a robust list of improvements remains in progress. These include the installation of a new camera system, additional bathroom remodeling, and upgrades to living spaces at Akeela House. Plans are also underway to replace aging vans for both residential programs with newer, more reliable vehicles and to complete the camera installation project at Stepping Stones. These improvements demonstrate our dedication to maintaining safe, functional, and inviting spaces across our facilities.

In 2024, we celebrated Akeela's 50th anniversary with a series of events that brought together staff, board members, those we serve, and community partners. From Spirit Weeks to an appreciation event for employees and board members, culminating in a gala at Fox Hollow Golf Course, these celebrations were a testament to the resilience and dedication of our organization.

Operationally, we faced challenges with both leadership transitions and workforce management. The resignation of our Chief Operations Officer and our Director of Behavioral Health required careful planning to realign responsibilities across the leadership team. To support employee engagement and retention during this time, we hosted an all-staff enrichment event focused on team building and strengthening connections among staff. Additionally, we launched the Akeela High Flyer Awards to recognize and celebrate exceptional contributions from employees, reinforcing a culture of appreciation and motivation across the organization. This year, we also introduced the Akeela Core Values, providing a shared framework to guide our work and inspire our team. We are ensuring that the data we collect through employee and client satisfaction surveys is distributed, fostering transparency and driving improvements. To further promote employee well-being, we have been hosting health and wellness events and planning a Christmas party to bring our team together in celebration and camaraderie. These initiatives have been vital in maintaining morale and fostering a sense of unity during a period of significant organizational change.

As part of our revitalization efforts, a vital step forward was the creation of a Community Outreach and Engagement Manager position. This role has been instrumental in strengthening Akeela's presence within the community, ensuring that our organization is not only recognized as a cornerstone of the Anchorage behavioral

health landscape but also deeply connected to the people we serve. The Community Outreach and Engagement Manager actively participates in events, attends community meetings, and fosters partnerships with local organizations. Their work ensures that Akeela remains visible and accessible, reinforcing the message that we are here to support anyone in need of our services. This role has already begun to bridge gaps in awareness and access, providing a vital link between Akeela and the communities we serve, and positioning us as a trusted resource for behavioral health and substance use treatment in Anchorage.

With Akeela's organizational realignment, I have had the unique opportunity to step back into the role of Chief Behavioral Health Officer (CBHO) while continuing to serve as CEO. My background as a psychologist, a Substance Use Disorder professional, and someone who has been part of the Akeela family for nearly two decades uniquely positions me to understand how our programs should look, operate, and feel to stay true to our core mission. Over the years, as leadership changed and evolved, some of our programs drifted from the principles that have defined Akeela's legacy. This drift had a tangible impact, leaving programs struggling to meet their potential.

Taking on the CBHO role has been both invigorating and deeply rewarding. It has allowed me to reconnect with the heart of our work and help breathe new life into our programs. Both of our residential programs are thriving again, with census numbers steadily increasing, signaling renewed energy and effectiveness. Akeela's outpatient programs are also experiencing exciting growth. We are actively recruiting an additional full-time SUD counselor to meet growing demand and have reintroduced Alcohol and Drug



Information School (ADIS) classes—a hallmark of Akeela's past that is now making a much-anticipated comeback.

Our Outpatient Programs are preparing to launch a Domestic Violence Sexual Assault (DVSA) treatment track, a significant expansion of our outpatient offerings that has already sparked excitement within the community. This new program will begin after the New Year, filling a critical gap in services and further positioning Akeela as a leader in comprehensive behavioral health care. These advancements underscore the impact of returning to our mission-driven roots, combining a renewed sense of purpose with the practical steps needed to achieve sustainable growth and excellence.

Looking ahead to 2025, Akeela is well-positioned to build on the successes of 2024. Our goals include advancing our behavioral health programs, further streamlining operations, and continuing to prioritize employee engagement and retention. By focusing on these priorities, we will ensure that Akeela remains a leader in behavioral health care in Alaska.

In closing, I extend my deepest gratitude to the board of directors for their vision and support throughout this transformative year. I also want to thank our staff for their unwavering commitment to Akeela's mission. Together, we have navigated a year of change and progress, and I am confident in the bright future ahead for our organization.

Warmly,

Dr. Courtney K. Donovan
Chief Executive Officer



Clinical Key Performance Dashboard

OUR CORE VALUES

Collaborative Leadership
 Belonging
 Integrity
 Innovation

Quality
 Safety & Wellness
 Compassion

CLIENT DEMOGRAPHICS

Track demographic information such as age, gender, and race of clients being served.

Demographics	Akeela 2023- 2024
Ages	<i>n</i>
Total	921
0-20	2%
21-44	70%
45-64	25%
65 and over	3%
Gender	
Female	44%
Male	56%
Race	
Alaska Native/ American Indian	29%
White	42%
Asian	3%
Pacific Islander	3%
Black	6%
Other/More than one race	11%
Race not avail.	6%

RESIDENTIAL PROGRAM UTILIZATION RATE

Track the highest and lowest percentage of beds occupied in the substance-use residential programs.



SAMHSA
BENCHMARK
79%



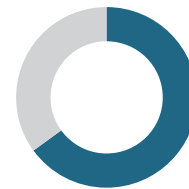
STEPPING
STONES 21-22
44%
*15 beds



STEPPING
STONES 23-24
56%
*15 beds



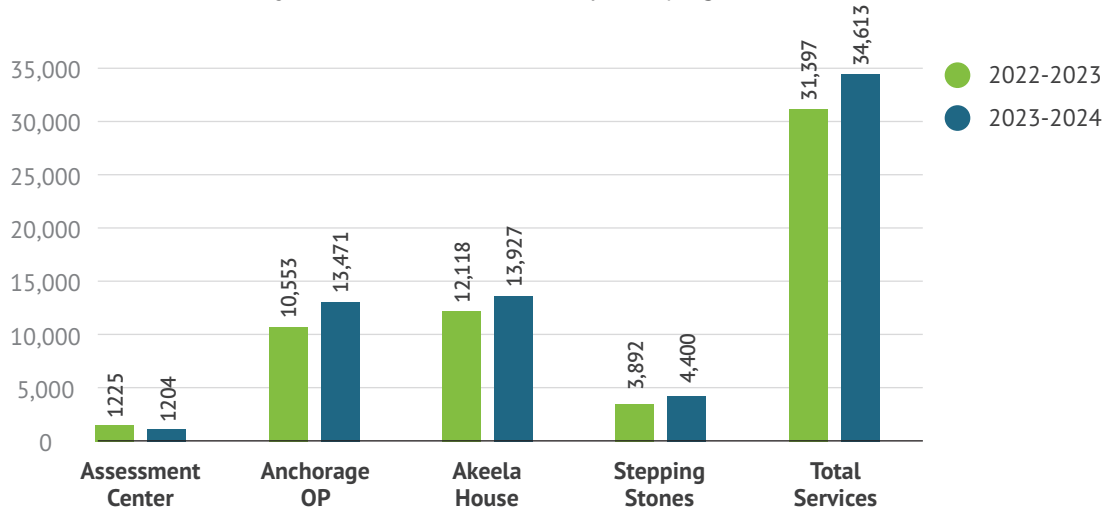
AKEELA
HOUSE 21-22
73%
*38 beds



AKEELA
HOUSE 23-24
65%
*38 beds

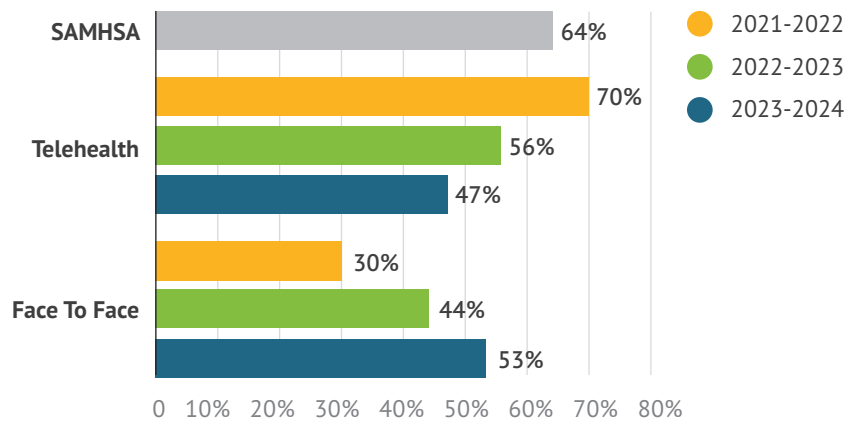
NUMBER OF SERVICES PROVIDED

Tracks the total number of billable services delivered by each program.



TELEMEDICINE UTILIZATION RATES

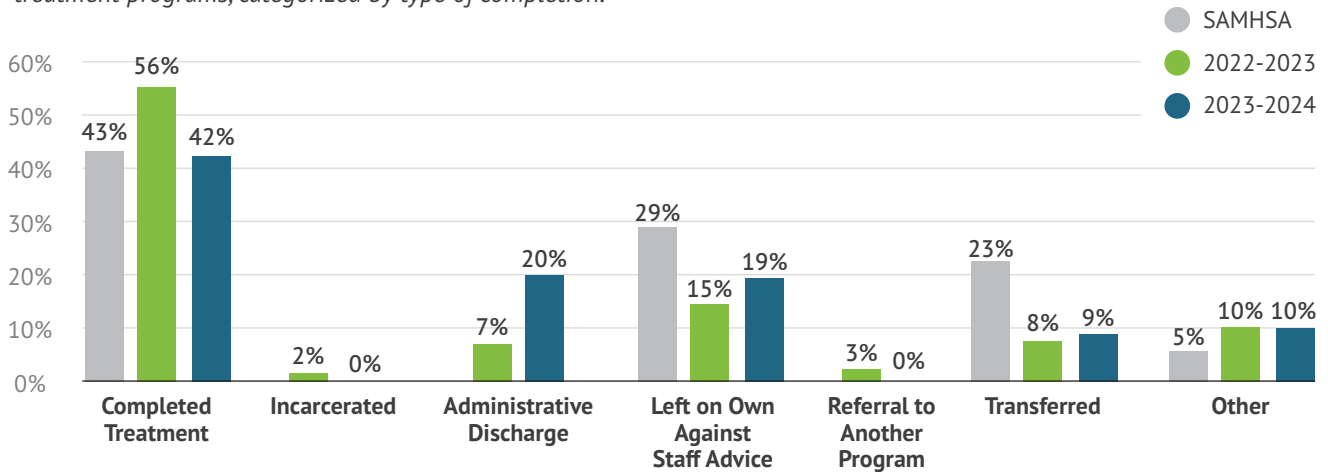
Measures the percentage of behavioral health appointments conducted via telemedicine compared to in-person visits for outpatient programs.



Clinical Key Performance Dashboard

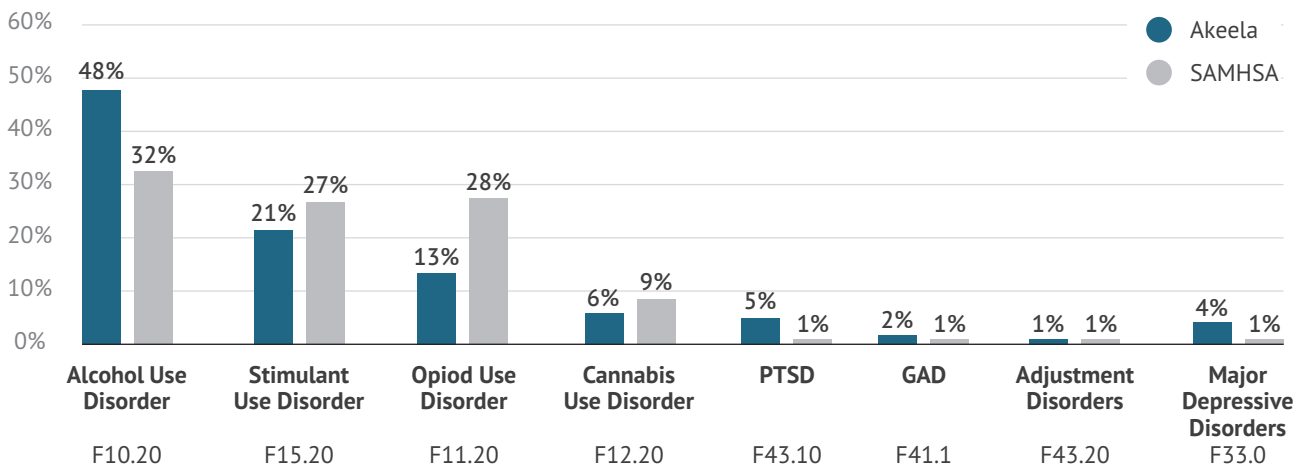
TREATMENT COMPLETION

Track the percentage of clients who complete their treatment programs, categorized by type of completion.



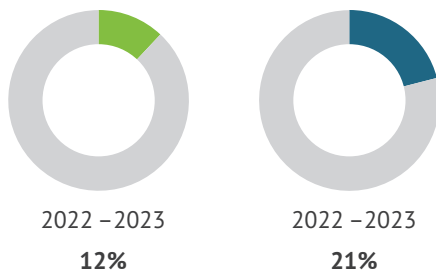
TOP DIAGNOSIS CODE TRACKING

Track the frequency and distribution of the top diagnosis codes to identify the most common conditions treated in Akeela, helping to understand the client population served.

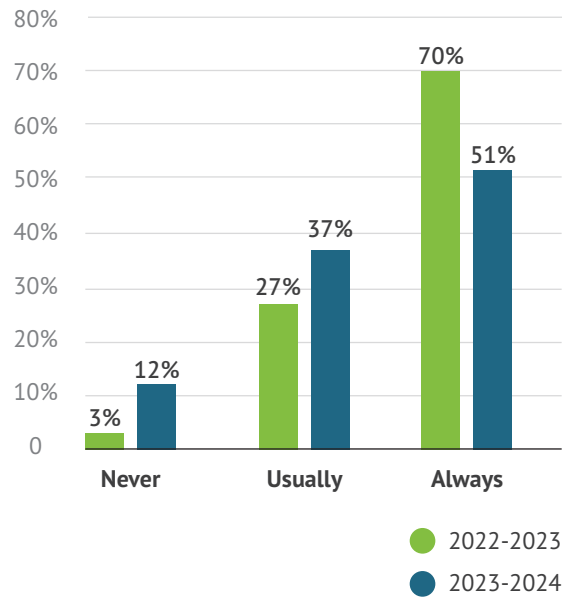


ADULT EXPERIENCE OF CARE AND HEALTH OUTCOMES SURVEY

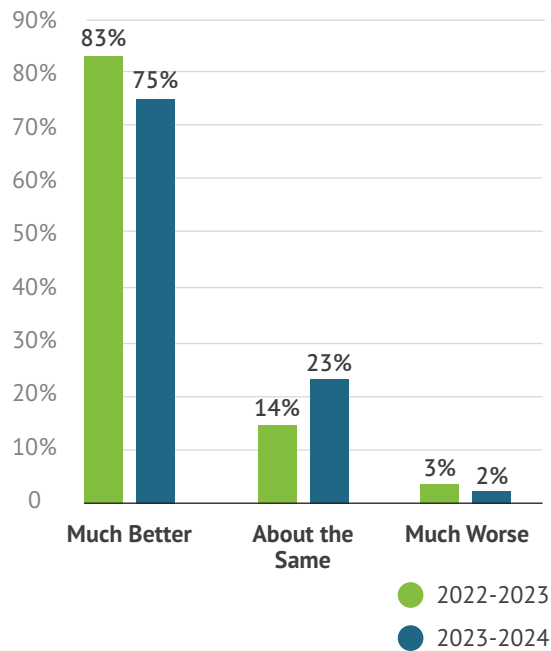
Survey Response Rate



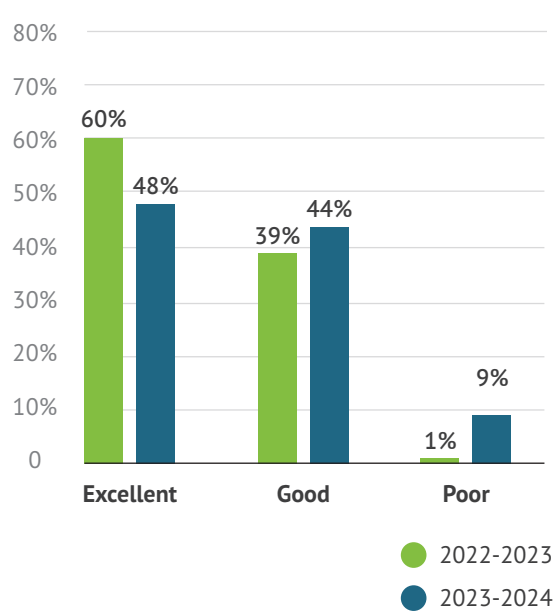
Access to Care



Perceived Improvement



Quality of Services



Operations Report



Jennifer Boegler
Director of Operations

It is my privilege to submit this annual report on behalf of the Operations Department. As the recently appointed Director of Operations, I am committed to ensuring

operational excellence, aligning our systems and processes with Akeela’s mission, and driving impactful outcomes across all programs. Below, I have outlined our key accomplishments, ongoing projects, and goals for the upcoming year.

KEY ACCOMPLISHMENTS

IT Systems Overhaul and Cybersecurity Mitigation

- Successfully mitigated risks following the cyberattack, with significant improvements made to IT systems, including secure data storage, enhanced protective measures, and staff training on cybersecurity protocols.
- Fully onboarded an IT Desktop Support Technician, ensuring internal capacity to address technological challenges and support staff effectively.

Facility Improvements Across Programs

- Nearing completion of substantial renovations at Stepping Stones, including new flooring, fresh paint, updated window coverings and wall art, and bathroom upgrades. These changes have boosted morale for both clients and staff.

- Enhanced safety measures at all facilities, including updated security protocols and door code procedures.

Operational Efficiencies

- Streamlined program workflows to better support Akeela’s residential and outpatient services, including exploring and expanding the use of MaintainX beyond the tracking and maintenance management and Relias for comprehensive staff training and compliance monitoring. These systems will continue to improve operational oversight, reduce inefficiencies, and empower staff with better tools for success.
- Initiated the process of professionally printing curricula and client handouts (where permitted) to enhance the quality and accessibility of materials provided to clients, supporting their engagement and recovery journey.
- Began the process of renewing leases on copier and scanner machines to improve the work environment, increase efficiency, and elevate the quality of work for staff.
- Collaborated with leadership to implement a revised budget for facility improvements, balancing cost efficiency with quality upgrades.
- Collaborated with leadership to ensure adequate funding for facility improvements, balancing cost efficiency with quality upgrades.



CHALLENGES ADDRESSED

Cybersecurity Threats: While significant progress has been made, the organization remains vigilant in enhancing security systems and protocols.

Facility Safety Concerns: Midtown Anchorage, where Akeela's Administrative offices are located, has been severely impacted by the homeless population accessing the building and parking garage, including setting up camps overnight in our building's stairwells. These ongoing issues have raised significant safety concerns for staff and clients. Persistent challenges, such as unauthorized access and incidents within the parking garage, have been escalated to Akeela Development Corp. for assistance and support in this situation. We are continuing to research and implement the necessary safety enhancements to ensure a secure and functional environment for everyone.

Joint Commission Survey Improvements: During the June 2024 Joint Commission survey, several areas for improvement were identified, and several were successfully addressed by the end of the year. Key accomplishments included:

- Lowering fire extinguishers in residential programs to meet accessibility standards and ensure client safety.
- Implementing an improved badging system for administrative and management staff, enhancing security and access.

- Strengthening infection control protocols, including upgrades to cleaning procedures and supply management, particularly within our residential programs.
- Replaced two refrigerators and two freezers at Akeela House.
- Undertook a significant cleanup and purge at Akeela House, clearing out unused items, reorganizing spaces, and creating a more functional, clean, and welcoming environment for clients and staff. This effort not only improved the overall appearance and usability of the facility but also boosted morale and created a sense of renewed pride in the program.
- Replaced worn furniture at Akeela House and improved the look and feel of their space.

GOALS FOR FY25

Finalizing IT System Upgrades

- Fully integrate updated IT infrastructure to support secure and efficient operations.
- Provide ongoing training for staff to ensure proficiency with new systems.

Facility Enhancements

- Complete the remaining facility improvement projects outlined in the budget, including upgrades to childcare rooms and stairwells at Stepping Stones.

Operations Report

- Complete facility improvements at Akeela House, to include a camera system, purchasing a new/newer van, remodeling bathrooms, and continue to replace furnishings and window coverings.

- » Provide operational data and insights to leadership, enabling informed decision-making and ensuring alignment with the strategic plan's objectives for growth, efficiency, and client impact.

Support for Strategic Organizational Changes

- Operational Alignment with Strategic Goals: The Operations Department has been instrumental in aligning processes and resources to support Akeela's strategic priorities, ensuring that operational capacity matches the organization's renewed focus on Anchorage and Southcentral Alaska.
- Play a key role in the continued transition following the divestment of Ketchikan programs, aligning operations with Akeela's renewed focus on Anchorage and Southcentral Alaska.
- Strengthening Internal Systems to Support Strategic Growth:
 - » Enhanced use of tools like MaintainX and Relias to improve operational efficiency and staff training, directly supporting the strategic plan's focus on workforce development and program effectiveness.
 - » Initiated upgrades to copier and scanner systems to improve workflow quality and streamline administrative tasks, ensuring staff have the tools they need to succeed

I am deeply honored to serve in this role and am grateful for the opportunity to contribute to Akeela's vital mission. The year ahead presents an exciting opportunity to build upon our successes, address challenges, and further strengthen our operations to support staff, clients, and the communities we serve.

Thank you for your ongoing guidance and support. I look forward to continuing to work closely with all of you to ensure Akeela's operational goals align with its mission and vision.



Quality Assurance Report



**Joanna Sanchez,
MSW, MAC, CDAC**
*Director of Quality
Assurance*

Akeela continues to pursue its mission of building resiliency and wellness across the lifespan of Alaskans, guided by our vision of recovery and wellness for everyone. This year, our focus remained on advancing clinical performance, aligning with Joint Commission standards, and improving client and employee outcomes. Rooted in our core values—Collaborative Leadership, Belonging, Integrity, Innovation, Quality, Safety & Wellness, and Compassion—this report highlights our key achievements, challenges, and priorities for the coming year.

KEY ACHIEVEMENTS

This year marked significant progress in refining our clinical operations and data systems. Leveraging our business intelligence platform, Looker, we reconstructed all clinical reports to enhance data visualization and provide actionable insights. The updated Clinical Performance Dashboard now offers comprehensive views of essential metrics such as client demographics, telemedicine utilization, service delivery trends, and treatment completion rates.

To meet Joint Commission standards, we introduced new metrics, including the Screening Utilization Rate, which tracks the use of the Columbia-Suicide Severity Rating Scale (C-SSRS) at intake, and Social Determinants of Health (SDOH) screenings to understand our clients'

needs better. These initiatives have improved our ability to identify high-risk individuals and address housing, food security, and transportation factors impacting recovery outcomes.

Our client satisfaction surveys were revamped to provide deeper insights into access to care, respect and dignity, and treatment outcomes. Results highlighted strong performance in accessibility, staff communication, and overall satisfaction, underscoring the impact of our commitment to client-centered care.

CLINICAL PERFORMANCE HIGHLIGHTS

Our updated dashboard reveals positive trends across critical areas of clinical performance. In 23-24, Akeela served 921 clients, with the most significant demographic being individuals aged 21-44 (70%). Racial diversity was a hallmark of our services, with 29% of clients identifying as Alaska Native/American Indian.

Telemedicine continued to be a critical tool for expanding access to care. Virtual behavioral health sessions complemented in-person services, allowing us to meet client needs efficiently and effectively. Treatment completion rates also steadily improved, with most clients completing their programs. Our focus on discharge data and top diagnosis tracking has allowed us to refine service delivery and better understand the populations we serve.

Utilization & Quality Report

EMPLOYEE AND CLIENT ENGAGEMENT

Our Employee Engagement Survey indicated high dedication to Akeela's mission, with staff highlighting opportunities for greater collaboration across departments. To support this, we introduced targeted training and recognition programs, including the High Flyer Achiever Award, which celebrates staff contributions and excellence.

Client feedback revealed intense satisfaction with the quality of care, staff professionalism, and facility safety. Clients particularly valued the respect shown by counselors and the clarity of communication about treatment plans. These insights have guided improvements in both client experience and clinical processes.

CHALLENGES AND SOLUTIONS

This year, we addressed operational challenges, including appointment no-show rates and adjustments to service authorization requirements. Appointment no-shows impacted efficiency and client access to care, leading us to implement enhanced scheduling protocols, client engagement strategies, and automated reminders to minimize disruptions.

A significant development involved temporarily suspending Service Authorization requirements for all State Plan and 1115 Services from May 12, 2024, to June 30, 2025. While this suspension has alleviated some immediate administrative burdens, it has also required workflow adjust-

ments to maintain compliance and prepare for future reinstatement. By proactively training staff and optimizing documentation processes, we ensured our programs remain ready to adapt when authorizations resume.

FUTURE PRIORITIES

As we look ahead, Akeela is committed to furthering its impact. Key goals include expanding telemedicine services to reach more clients, enhancing SDOH screenings to address recovery barriers, and improving treatment completion rates through innovative approaches. In the first quarter of 2024, we will integrate additional Joint Commission-aligned metrics to ensure our services remain compliant and effective.

CONCLUSION

This year's achievements reflect the unwavering dedication of Akeela's staff and the support of our board and stakeholders. By embracing innovation, maintaining high-quality care standards, and prioritizing client-centered practices, we remain steadfast in our mission to promote recovery and wellness for all Alaskans. Together, we are building a stronger, healthier future.



Compliance Report



**Christy D. Hawley, MA,
LCMHCS**
Director of Compliance

As Compliance Officer for Akeela, I am proud to present the accomplishments and progress of our compliance program over the past year. This has been a year of significant milestones and focused efforts to strengthen our commitment to regulatory compliance, client safety, service quality, and organizational collaboration.

THE JOINT COMMISSION ACCREDITATION ACHIEVEMENT

In June 2024, Akeela successfully underwent a rigorous three-day survey and earned a three-year reaccreditation from The Joint Commission, highlighting our dedication to providing high-quality behavioral health care and meeting national standards. Achieving and maintaining this accreditation required a monumental organizational effort, involving months of preparation, collaboration, and dedication from staff across all levels.

Collaborative efforts among leadership, clinical teams, and operational staff were instrumental in ensuring readiness for the survey. Following the survey, we immediately began post-survey planning and developing targeted plans to address any identified gaps and implementing system-wide improvements to strengthen compliance.

Achieving this reaccreditation is a testament to the dedication and teamwork of our staff and

leadership, who continuously strive to uphold the highest standards of care and compliance. Our work does not stop here, as we remain committed to ongoing improvement and innovation to maintain and exceed these standards throughout the accreditation period and beyond.

REGULATORY COMPLIANCE & MONITORING

On the regulatory front, the Centers for Medicare & Medicaid Services (CMS) extended Alaska's 1115 Medicaid Waiver for Behavioral Health Reform on March 26, 2024, for an additional five years, through December 31, 2028. With this extension, Alaska Medicaid temporarily suspended service authorization requirements for all state plan and 1115 waiver services until June 2025, providing opportunities to streamline service delivery while maintaining compliance with evolving regulations. Additionally, Akeela successfully completed the biennial Alaska Medicaid self-reporting audit, required by the State of Alaska Department of Health and Social Services. This audit involved a detailed internal review, reporting findings, and addressing overpayments to ensure regulatory compliance.

DRIVING INNOVATION AND EXCELLENCE

Over the past year, Akeela has continued to strengthen its focus on utilizing data to monitor service quality, enhance client safety, and ensure compliance with regulatory standards. We have embraced new technologies and streamlined processes to address challenges proactively and drive organizational improvements. Moving for-

Compliance Report

ward, we will continue to seek innovative solutions to enhance effectiveness, improve quality, and prioritize safety throughout the organization.

This year, we strengthened key committees, including the Client Safety and Environment of Care Committee, Quality Assurance Committee, Infection Control Committee, and Emergency Management Committee, to prioritize compliance and quality improvement across the organization. These groups ensure adherence to regulatory standards, enhance client safety, and improve service quality. We also established a Quality Improvement Team to drive meaningful changes using organizational data, focusing on client satisfaction, compliance with The Joint Commission standards, and the National Patient Safety Goal of Reducing the Risk of Suicide.

We have made important updates to our quality monitoring processes across clinical programs to improve the quality of care and maintain compliance with regulatory and accreditation standards. Through ongoing evaluation of documentation and workflows, we enhanced our processes, addressed identified gaps, and provided supporting data and training to further strengthen compliance and continuously improve care.

EMPLOYEE ENRICHMENT TRAINING

In October 2024, Akeela hosted an Employee Enrichment Training for all employees. This event focused on fostering connection, strengthening collaboration, and aligning our core values with organizational goals. Feedback from employees was overwhelmingly positive, and we are planning another training for Spring 2025, with plans to extend the training to two days and introduce a Leadership Academy for managers and leaders.

LOOKING FORWARD

We are excited about the direction of Akeela's compliance program and the progress made this year. Our enhanced focus on data monitoring, committee improvements, employee development, and regulatory compliance has strengthened the foundation for continued success. Thank you for your ongoing support of Akeela's mission to provide high-quality behavioral health services while maintaining compliance and fostering innovation.



Human Resources



David Rhodes, BA, PHR, SHRM-CP

Director of Human Resources

The Human Resources Dept. had changes in 2024. Senior Human Resources Manager Tylor

Mortensons departure mid-year left a hole to be filled, this was eventually filled by David Rhodes, a 16-year Akeela employee and prior Director of Human Resources. Conversations were held about the new focus, directions, priorities and support being outlined for the HR Dept. to assist in Akeela moving forward.

NEW INITIATIVES

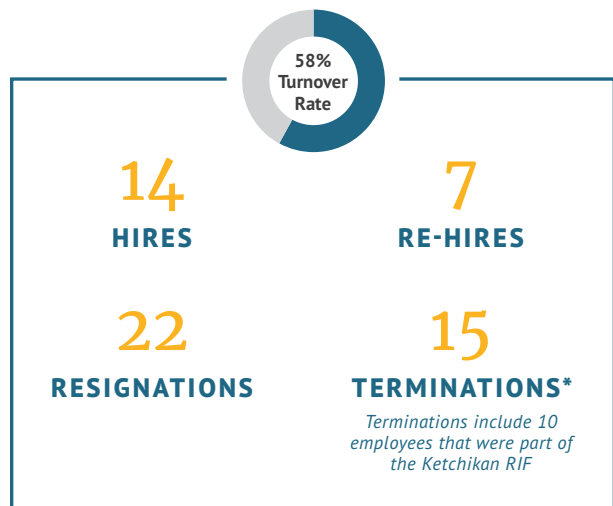
- To increase our recruitment efforts, the starting wage for Client Monitors was increased to \$20.00 hour. This wage increase took effect in June of this year. Effective July 1, 2024, all Client Monitors received a wage adjustment to bring their wage to the minimum of \$20.00 an hour. Additionally, employees eligible for a cost-of-living increase received that on top of the wage adjustment. This did have an initial increase in applicants for the Client Monitor positions, after approximately 3 months the incoming applications slowed back down.
- With increasing the Client Monitor wages, all remaining positions within the company that were below the \$20.00 minimum, had the wages adjusted accordingly. Moving forward all positions within Akeela, Inc. will start at a minimum of \$20.00 hour.

- On 10/30/24, the High Flyer Employee Recognition system was rolled out during the All Staff Training event. This program gives any employee the ability to recognize another employee for an outstanding act that was observed focusing on one of the seven Akeela Core Values. The program has since had 18 employees being recognized as of 12/5/24.
- For 2025, discussions are being held to potentially have an Akeela Swag store set up as an online option for employees to purchase Akeela logoed items. This may also be part of a future employee incentive program where employees could earn points towards available items.

TURNOVER RATE

Akeela has always struggled with a high turnover rate. This is due to many factors surrounding the employees, including personal reasons, other employment, employee relocation, lack of advancement, unacceptable performance, return to school, company restructuring, etc.

Turnover Jan. 1, 2024 - Nov. 20, 2024



Human Resources

NEW HIRE ORIENTATION PROCESS

The Human Resources Dept. has expanded the New Hire Orientation process to include ensuring that new hires have all the necessary systems set up prior to reporting to their program. These systems include computer login access, email set up, Relias training system enrollment and the Accufund timesheet portal access. All these systems are checked and walked through with the new hire to reduce the time needed at the program level.

AKEELA LONGEVITY AWARD PROGRAM

The Akeela Longevity Award program continues to be a hit with employees. Akeela partnered with Terryberry, an employee recognition and awards company, back in November 2021 to roll out an employee acknowledgement program recognizing employees for their years of loyal service at their 1, 3, 5, 10, 15 and 20 year anniversaries. In 2024 there were 23 employees that received an award, 1 for 10 years, 9 for 3 years and 13 for 1 year. As of today, there are still 2 more employees that will receive awards by 12/31/24.

REVIVAL OF THE EMPLOYEE NEWSLETTER

The newsletter was revived in part, due to the last employee survey where communication across the company was identified as needing improvement. The newsletter focuses on employee acknowledgements, current events, awards and Employee Spotlight. The Employee Spotlight focuses on one randomly selected employee in the company, how long they have been with the company, position held and what they do to support Akeela, Inc. There is a section dedicated to senior leaders speaking to employees about current happenings in the various departments, Admin, Finance, Compliance, etc.



Strategic Growth



Christopher Constant
Director of Strategic Growth

2024 was a pivotal year for Akeela Inc., marked by significant challenges, opportunities, and progress.

Throughout the year, we remained focused on advancing our mission of providing exceptional care, improving access to treatment, and strategically positioning Akeela for future success.

One of the year's most critical transitions was the closure of our Ketchikan programs. This decision was not taken lightly and stemmed from a strategic evaluation of our resources and the broader needs of the organization. Closing these programs allowed Akeela to redirect its focus to southcentral Alaska, where we have the greatest capacity to deliver impactful services. Despite the complexities of this process, including property transfers and service transitions, we prioritized continuity of care. By partnering with local organizations like RISE-SEARHC and True North Recovery, we ensured that vital substance use disorder (SUD) treatment services would continue under new leadership in the local community. The successful transfer of assets and submission of final state reports by July 30, 2024, marked the end of our 13-year direct involvement in Ketchikan but underscored our commitment to community care.

At the same time, we launched an innovative Afterhours Assessment Program, funded by an Opioid Settlement grant. This program is the first of its kind in Alaska, offering evening and weekend behavioral health assessments to expedite entry

into SUD treatment. By reducing wait times and improving accessibility, this initiative directly addresses barriers to treatment and aligns with our strategic goals of filling treatment beds to maximize our mission. The program's early success highlights our ability to adapt and innovate in response to community needs.

Akeela also maintained its focus on strengthening the workforce. Workforce shortages remain a significant challenge, both in recruitment and retention. In 2024, we expanded our efforts to attract and retain talented staff, leveraging our 50th Anniversary as a platform to highlight Akeela as a premier employer in behavioral health. Collaborating with Yuit Communications, we launched a marketing campaign emphasizing our commitment to employees and our role as a leader in the field. This campaign aims to build a robust talent pipeline while reinforcing Akeela's reputation as a workplace of choice.

Amid these changes, we continued to strengthen our financial and operational foundation. All state grants for Fiscal Year 2025 were renewed, securing vital funding for programs that Medicaid alone cannot sustain. We were one of only three providers awarded an Opioid Mitigation Grant in Anchorage, further demonstrating the trust and support we receive from state partners.

However, the year was not without its challenges. Litigation stemming from the FY23 data breach required careful monitoring and adjustments in legal strategy. We also focused on strengthening data security to prevent future incidents.

2024 also provided an opportunity to reflect on Akeela's legacy through the celebration of our 50th Anniversary. The event on October 25 was

Strategic Growth

a milestone moment, bringing together staff, clients, and community partners to honor five decades of service. This celebration wasn't just a look back—it was a launchpad for our future, emphasizing the importance of community connection and our strategic plan goals of recruitment, innovation, and filling treatment beds. As we look ahead, Akeela's commitment to its mission is stronger than ever. By focusing on workforce development, expanding access to care, and strategically aligning resources, we aim to build on 2024's successes and address its challenges. Together, these efforts position Akeela for continued growth and impact in the coming year.

AKEELA MAJOR MILESTONES FOR 2024

State Grants Compliance

- Completed all reporting requirements and renewed FY25 grants successfully
- Secured an Opioid Settlement grant to fund the Afterhours Assessment Program

Advocacy and Strategic Engagement

- Advocated for Medicaid and grant funding during the Legislative Fly-In
- Educated policymakers on workforce shortages affecting behavioral health services

Ketchikan Program Closures

- Transitioned services to new providers (True North, RISE-SEARHC)
- Successfully liquidated Ketchikan assets; submitted final state reports by July 30

Innovative Programming

- Launched the Afterhours Assessment Program to expedite SUD treatment

50th Anniversary Celebration

- Hosted a reception with a new marketing campaign emphasizing employee retention and community impact.

CHALLENGES ADDRESSED

Litigation Management

- Monitored legal proceedings from the FY23 data breach; exploring new counsel
- Addressed unexpected legal actions while strengthening data security

Workforce Issues

- Continued to face recruitment and retention challenges, impacting service delivery

RECOMMENDATIONS AND REFLECTIONS FOR 2025

Expand Workforce Solutions

- Enhance recruitment efforts by leveraging the new marketing campaign
- Consider partnerships with local educational institutions to build a talent pipeline



Photos from Akeela's 50th Anniversary Celebration on Oct. 25

Strengthen Legal Position

- Continue working with counsel and insurance to manage current litigation
- Conduct a full review of organizational risk management strategies

Leverage Innovations

- Scale the Afterhours Assessment Program to other regions if successful.
- Use anniversary momentum to strengthen community and funding partnerships.

Focus on Strategic Planning

- Evaluate lessons from the Ketchikan transition to refine future closure or expansion efforts.
- Set measurable goals for growth aligned with staff capacity and funding stability.



CFO Report



Shannon Greig, MBA
Chief Finance Officer

Akeela received a clean audit opinion for the fiscal year ending June 30, 2024, demonstrating a strong commitment to accurate and transparent financial reporting. Achieving a clean audit opinion indicates that an organization’s financial statements are free of material misstatements and accurately reflect its financial position. This is a significant accomplishment.

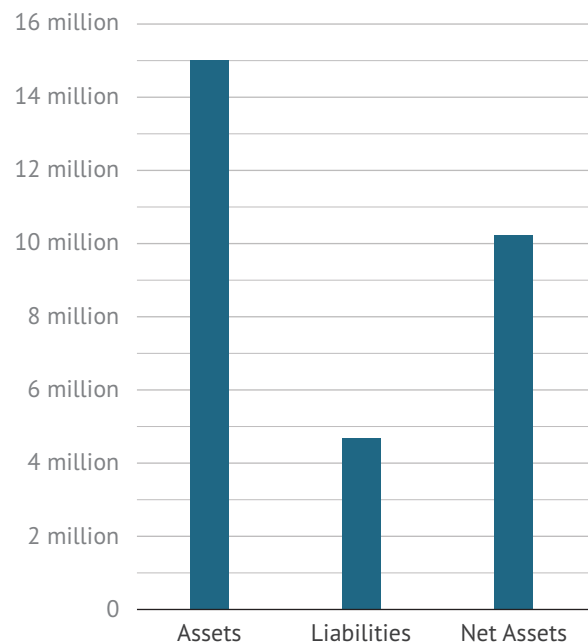
Unfortunately, Akeela made the difficult decision to divest its operations in Southeast Alaska. The buildings located in Ketchikan were previously donated. When they were transferred back to their original donors, Akeela disposed of the assets, resulting in a significant loss on the sale of assets. These transactions did not affect our cash flow, and Akeela remained resilient financially despite its challenges throughout fiscal year 2024.

Our Akeela Finance Department is centralized and 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.

FY24 HIGHLIGHTS

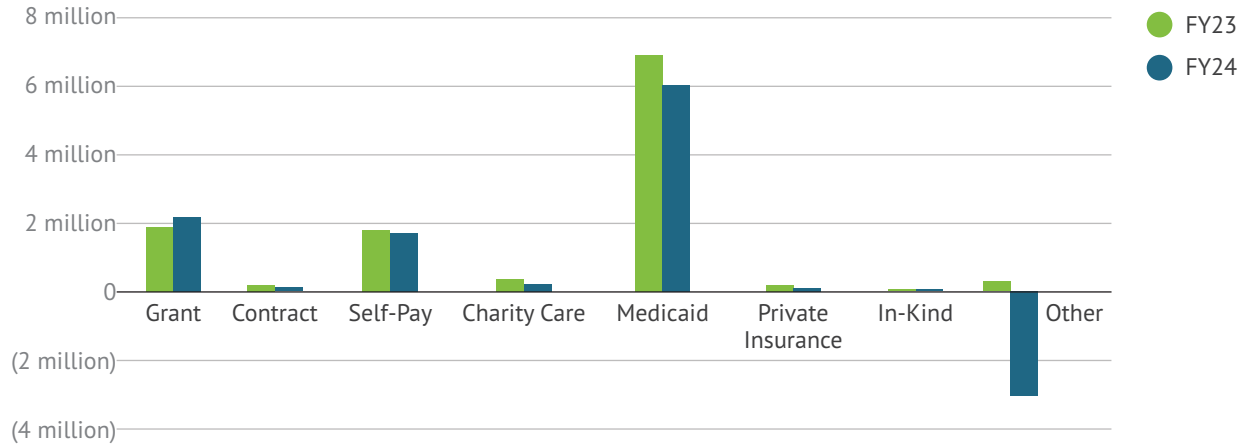
- \$3.5M loss on the sale of assets for transferring Ketchikan buildings on June 30, 2024
- \$700K Reduction in Medicaid revenue due to the closure of Kar House, located in Ketchikan, in October of 2023
- \$160K Investment in the rebuild and improvement of Akeela’s IT infrastructure throughout its facilities
- \$36K Received from Alaska Mental Health Trust Authority to replace the wheelchair lift at Akeela House, located in Anchorage

FY24 FINANCIAL POSITION

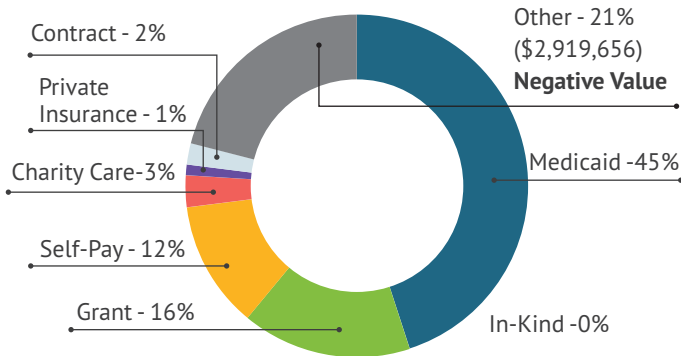


*All financial data as reported in our FY24 audited financial statements.

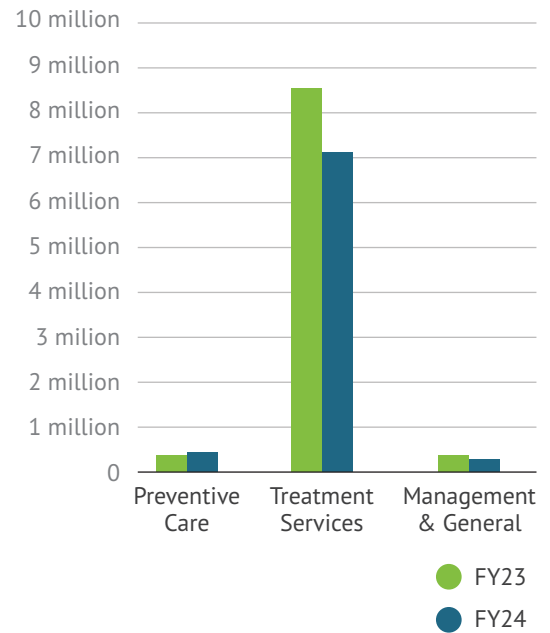
REVENUE COMPARISON



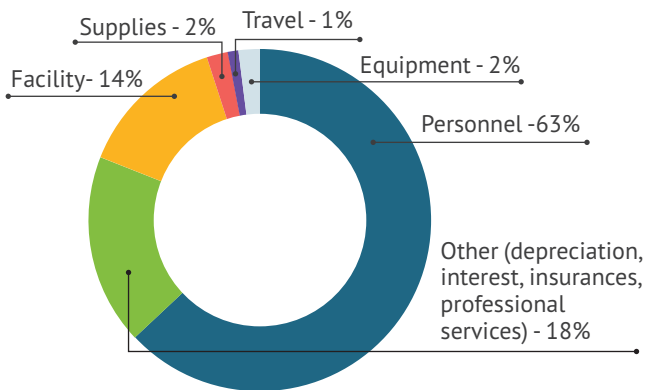
FY24 REVENUE DISTRIBUTION



TOTAL EXPENSES BY SERVICES



FY24 EXPENSE DISTRIBUTION





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