

# 2025

ANNUAL REPORT

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AKEELA

RECOVERY. RESILIENCE. WELLNESS.



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## Our Mission

Akeela builds resiliency and wellness throughout the lifespan of Alaskans.

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## 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.

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## Message from the CEO & CBHO



**Dr. Courtney K. Donovan**  
*Chief Executive Officer*

Dear  
Akeela Board  
of Directors,

2025 was a year defined by clarity of purpose, organizational strength, and a renewed commitment to Akeela’s mission of building resiliency and wellness across the lifespan of Alaskans. As we entered our 51st year, we did so with a sharpened focus on excellence, a unified leadership team, and a deep, shared sense of responsibility for the communities we serve.

This year also brought an exciting recognition from our community: Akeela was honored as the Silver Winner in the Anchorage Daily News Best of Alaska Showcase for Health & Wellness. This nomination and award—driven entirely by community votes—reflects the trust Alaskans place in our services and the impact our staff makes every single day. Being named among the top health and wellness organizations in the state was both humbling and affirming, underscoring that the work happening across our programs is not only transforming lives but also resonating deeply with the broader community.

Throughout 2025, Akeela continued its transformation—strengthening infrastructure, revitalizing program culture, and elevating the standards of care and professionalism across the agency. The decision I made at the end of last year to resume the role of Chief Behavioral Health Officer, in addition to serving as CEO,

has proven instrumental in restoring cohesion across our clinical programs, aligning leadership, and ensuring that our service delivery reflects the heart of Akeela’s mission.

We also continued modernizing our spaces across the organization, completing a significant portion of the long-awaited renovations at Stepping Stones and Akeela House. Fresh paint, updated flooring, renovated stairwells, and beautified client bedrooms contributed to a more therapeutic environment for mothers and children at Stepping Stones. At Akeela House, updated camera systems, improved lighting, beautification projects, and early planning for a kitchen and pantry remodel reflect our commitment to creating dignified, safe, and restorative environments for the people we serve.

Our administrative and outpatient facilities saw meaningful improvements as well. Modernized lobby spaces, upgraded workstations, and restored functionality in shared areas allowed both clients and staff to experience a more welcoming, efficient environment. These upgrades—though incremental—represent our long-term commitment to quality, safety, and pride in place.

On the operational side, 2025 marked a turning point. Under the leadership of our new IT Director, Cherry Notti, we made major strides in operational efficiency, cybersecurity maturity, and strategic decision-making around our infrastructure. Her expertise allowed us to stabilize our systems post-cyberattack, improve network security, expand use of our Microsoft products, MaintainX and Relias, and make smarter, cost-effective decisions around technology and internal ticketing workflows.



This year was also a celebration of our people. We launched our second year of enrichment training symposiums, continued our High Flyer and Difference Maker recognition programs, and just announced the voting for the 2025 Akeela Difference Maker Awards. These efforts—along with strong clinical mentorship and cross-program collaboration—strengthened our culture and reinforced what makes Akeela so special: a workforce that shows up with heart, grit, and purpose every day.

In 2025, Akeela experienced a meaningful return to its mission-driven roots. Over the course of the year, our programs regained the structure, consistency, and therapeutic clarity that have defined Akeela's identity for decades. Staff reconnected with the values and practices that ground our work—compassionate care, accountability, and a deep commitment to helping individuals and families heal. This renewal was evident across every program, where teams demonstrated strengthened confidence, collaboration, and pride in the

services they provide. The result was an organization that not only stabilized after several years of transition, but one that moved forward with a restored sense of purpose and unity.

*As we look ahead, the future feels both grounded and hopeful. We are stronger, more aligned, and more innovative than we have been in years. I remain profoundly grateful for the staff who make this work possible and for a Board that continues to champion our mission.*

Together, we are building the Akeela of the next 50 years—one grounded in quality, compassion, and clinical excellence.

Warmly,

**Dr. Courtney K. Donovan**  
Chief Executive Officer



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## Chief Behavioral Health Officer Report

As Chief Behavioral Health Officer, 2025 was a deeply meaningful year—one in which we strengthened clinical leadership, revitalized our program culture, and aligned our services more closely with Akeela’s core mission. Returning to this role allowed me to directly support our clinical teams, reestablish the standards that have defined Akeela for generations, and ensure consistency, clarity, and purpose across all levels of care.



### **ADN BEST OF ALASKA SHOWCASE (SILVER WINNER: HEALTH & WELLNESS)**

As briefly mentioned in this report’s introduction, the highlight of 2025 was Akeela’s recognition in the Anchorage Daily News’ Best of Alaska Showcase, where we proudly earned the Silver Winner award in the Health & Wellness category. This community-driven honor is a first for Akeela and reflects the trust Alaskans place in our services and the exceptional work our clinical teams deliver every day. Being recognized among the top health and wellness providers in the state is both a testament to our staff’s unwavering commitment to high-quality, compassionate care and a powerful affirmation of Akeela’s longstanding role as a leader in Alaska’s behavioral health landscape.

### **PROGRAM REVITALIZATION & CLINICAL CULTURE**

One of the most significant achievements this year was the revitalization of Akeela’s clinical culture. With clearer expectations, strengthened

supervision, and consistent leadership support, our programs experienced renewed energy, stability, and cohesion. This progress was reinforced by our ongoing commitment to using clinical data as a real-time guide for improvement. Throughout the year, we closely monitored key performance indicators and routinely looped feedback back to staff, ensuring that teams remained informed, supported, and aligned with clinical best practices. This combination of strong leadership presence, data-driven decision-making, and open communication helped restore confidence across our programs and reestablish Akeela’s long-standing standard of excellence in behavioral health care.

Across all departments, we saw improved teamwork, strengthened communication, and a shared understanding of what high-quality behavioral health care looks like at Akeela. This cultural reset has had a positive and lasting impact on staff morale, service delivery, and client engagement.

### **STEPPING STONES TRANSFORMATION & AKEELA HOUSE IMPROVEMENTS**

Stepping Stones underwent substantial clinical and structural improvements this year. After a full overhaul of the group schedule, clients are now receiving a far more engaging, hands-on, and therapeutically rich experience. We reinstated the Positive Traditions of Recovery (PTOR) group and restored the Right Living Award, both of which are central to Akeela’s legacy.

The updated curriculum incorporates varied learning modalities—discussion, skill-building activities, journaling, videos, and structured homework—to ensure clients remain engaged

and connected to their recovery journey. Staff report higher confidence, consistency, and connection with clients as a result of these changes.

The childcare program enhancements at Stepping Stones also significantly improved the experience of mothers and children in care, contributing to better family reunification outcomes and a stronger therapeutic community.

Akeela House made remarkable progress this year in both safety and aesthetic improvement. The installation of a comprehensive camera system has dramatically increased visibility, safety, and accountability throughout the building.

Additionally, we began the early phases of a long-overdue large-scale remodel of Akeela House—including the removal of outdated hallway closets that created safety risks, expansion of bathrooms and bedrooms to make personal spaces more comfortable and usable, and a true revisioning of the kitchen, pantry, and walk-in freezer area. These updates will restore functionality and bring warmth to Akeela House.

### **AKEELA OUTPATIENT PROGRAMS**

The Anchorage Outpatient Programs remained a vital backbone of Akeela's continuum of care throughout 2025, offering timely assessments, individual and group therapy, and coordinated support for individuals seeking recovery and stability. This year brought several meaningful enhancements to both client access and the therapeutic experience. Most notably, we successfully implemented Akeela's new client portal, which allows clients to complete forms, upload documents, and communicate with staff more efficiently and securely. This portal also introduced a significant milestone for our organization: Akeela now has a mobile app available in both the Apple and Android app stores, providing clients with convenient, on-the-go access to essential tools and resources.

Combined with improved lobby and workstation upgrades, these innovations created a more dignified, predictable, and user-friendly experience for individuals entering outpatient care.

Our outpatient team also benefited from major advancements in our electronic health record system. We expanded the use of CareLogic's IQ AI software, which has significantly strengthened the accuracy and consistency of documentation and clinical workflows. This technology supports clinicians by improving the quality of narrative content, increasing efficiency, and ensuring treatment plans and progress notes align with best practices and medical necessity standards. Combined with enhanced supervision structures, cross-program collaboration, and Akeela's organization-wide training symposiums, the outpatient program experienced greater clinical cohesion and improved alignment across the care continuum. The result was a year marked by stronger access to services, clearer communication, and a renewed sense of stability, professionalism, and mission-driven care.

### **KENAI ASAP PROGRAMS**

The Kenai ASAP Programs continued to demonstrate stability, resilience, and strong client engagement throughout 2025. Earlier this year, the program successfully relocated into a new office space, a transition that was handled with exceptional professionalism by staff and with minimal disruption to services. The new location has provided a more functional and client-friendly environment, contributing to smoother operations and improved workflow for the team. Despite the move and the adjustments that come with it, the Kenai ASAP Programs maintained steady referrals, consistent client participation, and reliable communication with local courts and community partners. Staff remained committed to delivering timely assessments, coordinating care, and ensuring clients had clear pathways to behavioral health services when needed. The program's continued steadiness—paired with its adaptability during the relocation—speaks to the strength,



dedication, and skill of the team serving the Kenai Peninsula.

### **PROGRAM EXPANSION & INNOVATION**

The Afterhours Assessment Program, funded by Alaska's opioid settlement resources, continued to grow in 2025 and has become a valued access point for individuals seeking behavioral health assessments outside of standard business hours. This innovative program has filled a long-standing gap in Alaska's system of care and reflects Akeela's commitment to accessibility, responsiveness, and community relevance.

We were also awarded a Positive Indigenous Parenting grant, which allowed us to offer culturally grounded programming to families. The response from participants was overwhelmingly positive, and this initiative has strengthened our commitment to culturally responsive and community-oriented services.

### **FACILITY ENHANCEMENTS & ENVIRONMENT OF CARE**

In partnership with the Operations Department, we supported substantial improvements across nearly all Akeela programs, including updated flooring and paint, renovated stairwells, refreshed lobby spaces, upgraded technology, and improvements to childcare rooms. These investments have contributed to improved morale, stronger client engagement, and a more professional therapeutic atmosphere.

### **CLINICAL LEADERSHIP DEVELOPMENT & TRAINING**

2025 also marked a year of strong focus on developing our leaders and strengthening our workforce. Through enhanced supervision practices, expanded training opportunities, and our organization-wide clinical training symposiums, our teams gained greater

clarity, confidence, and consistency across the continuum of care. These efforts not only strengthened clinical skill and alignment but also reinforced a shared standard of excellence throughout the agency.

### **OPERATIONAL EFFICIENCY & CLINICAL INTEGRATION**

Collaboration between Clinical, Operations, IT, and Administrative leadership allowed us to make significant improvements to workflows, documentation, and internal processes. Expanded use of MaintainX and Relias, better copier and scanner systems, and our strengthened IT infrastructure—supported by our exceptional new IT Director, Cherry Notti—helped ensure that clinical teams have the tools they need to do their best work. Many new hardware upgrades and IT trainings are being planned for 2026 to further enhance Akeela's tech operations and ensure that our staff are fully equipped to use their tools!

### **CLOSING REFLECTIONS**

This year was not just about improving systems—it was about strengthening identity. Reclaiming our mission-driven roots brought clarity, stability, and renewed pride into every corner of our agency. Across outpatient, residential, assessment, and family-focused programs, our teams demonstrated resilience, compassion, and unwavering commitment to the people we serve.

It is an honor to guide this work and to serve as Akeela's Chief Behavioral Health Officer. Our clinical programs are stronger than they have been in years, and we are poised for continued growth, innovation, and excellence.

# 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 2025 YTD |
|-----------------------------------|-----------------|
| <b>Ages</b>                       | <i>n</i>        |
| <b>Total</b>                      | <b>603</b>      |
| 0-20                              | 1%              |
| 21-44                             | 80%             |
| 45-64                             | 19%             |
| 65 and over                       | 1%              |
| <b>Gender</b>                     |                 |
| Female                            | 45%             |
| Male                              | 55%             |
| <b>Race</b>                       |                 |
| Alaska Native/<br>American Indian | 28%             |
| White                             | 28%             |
| Asian                             | 2%              |
| Pacific Islander                  | 3%              |
| Black                             | 7%              |
| Other/More than<br>one race       | 6%              |
| Unknown                           | 8%              |
| Not Available                     | 18%             |

## RESIDENTIAL PROGRAM UTILIZATION RATE

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



SAMHSA  
BENCHMARK  
72%



STEPPING  
STONES  
FY 23-24  
56%



STEPPING  
STONES  
FY 24-25  
68%



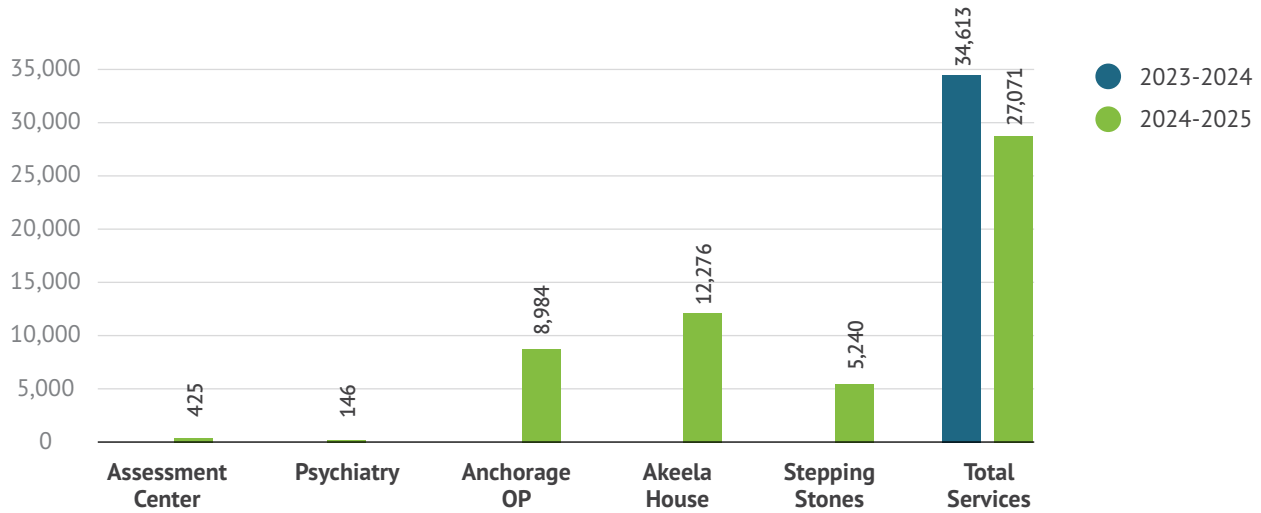
AKEELA  
HOUSE  
FY 23-24  
65%



AKEELA  
HOUSE  
FY 24-25  
75%

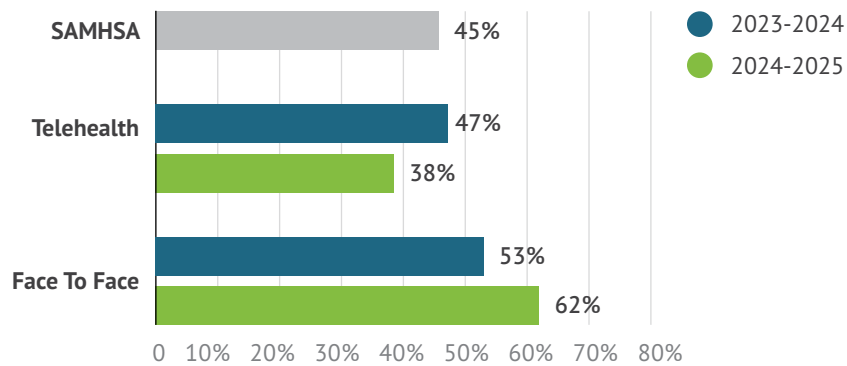
## NUMBER OF SERVICES PROVIDED

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



## TELEMEDICINE UTILIZATION RATES

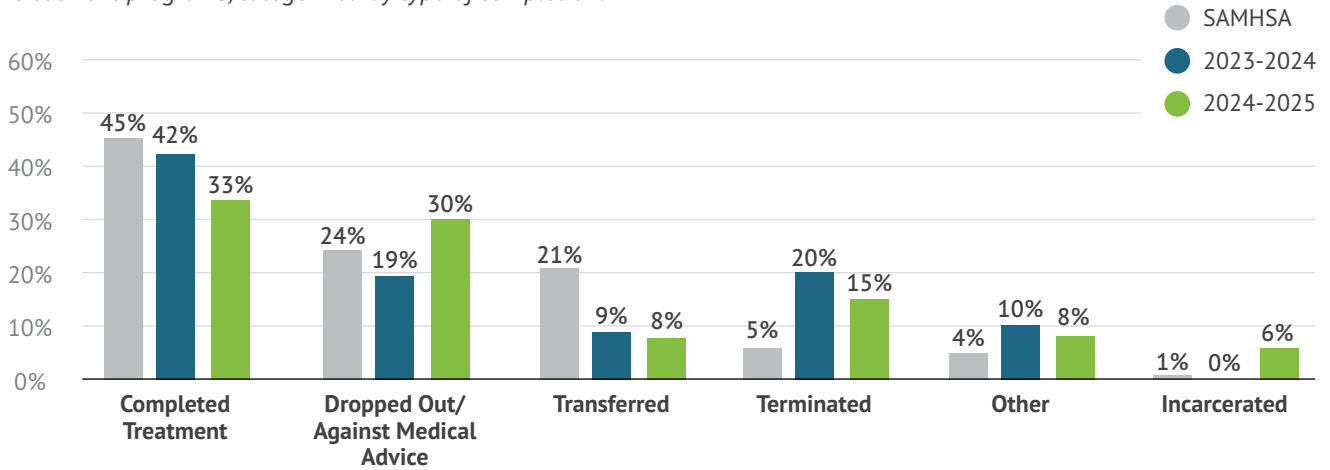
Measures the percentage of behavioral health appointments conducted via telemedicine compared to in-person visits for outpatient programs.



# Clinical Key Performance Dashboard

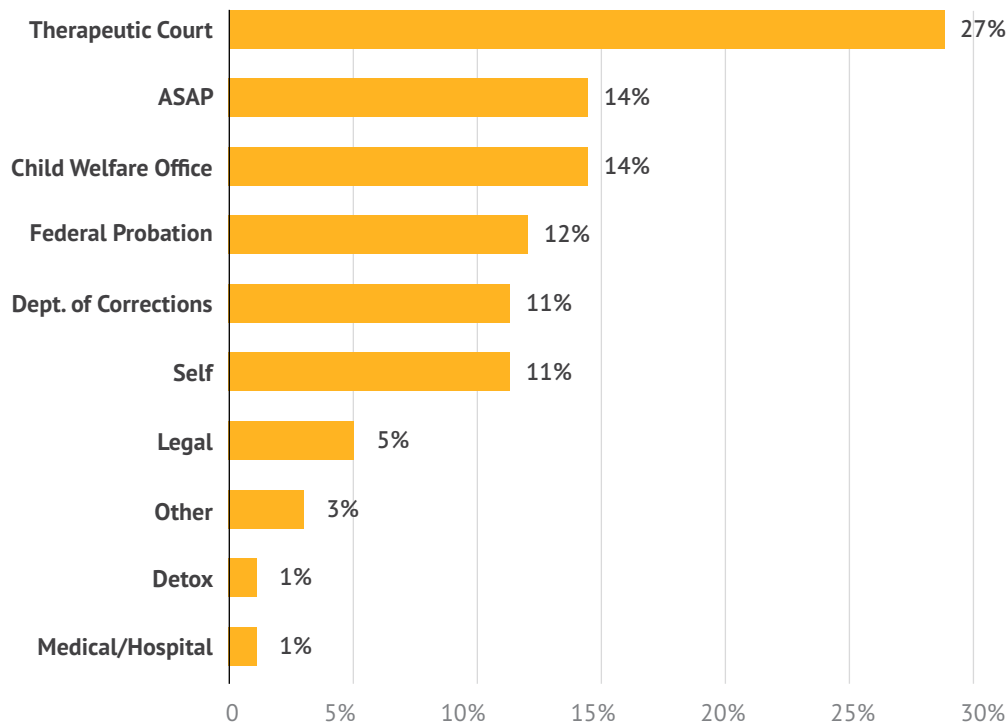
## TREATMENT COMPLETION

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



## REFERRAL SOURCE EFFECTIVENESS FY 24-25

Track the percentage of clients referred from various sources (e.g., healthcare providers, community organizations, self-referrals) to assess which referral channels are most effective in bringing clients into programs.



## NO SHOW RATE FY 24/25

Track the percentage of appointments where clients did not show up.

National Council for Behavioral Health



20%

Akeela House Residential



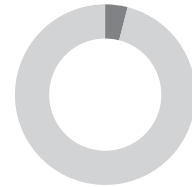
4%

Outpatient Anchorage



23%

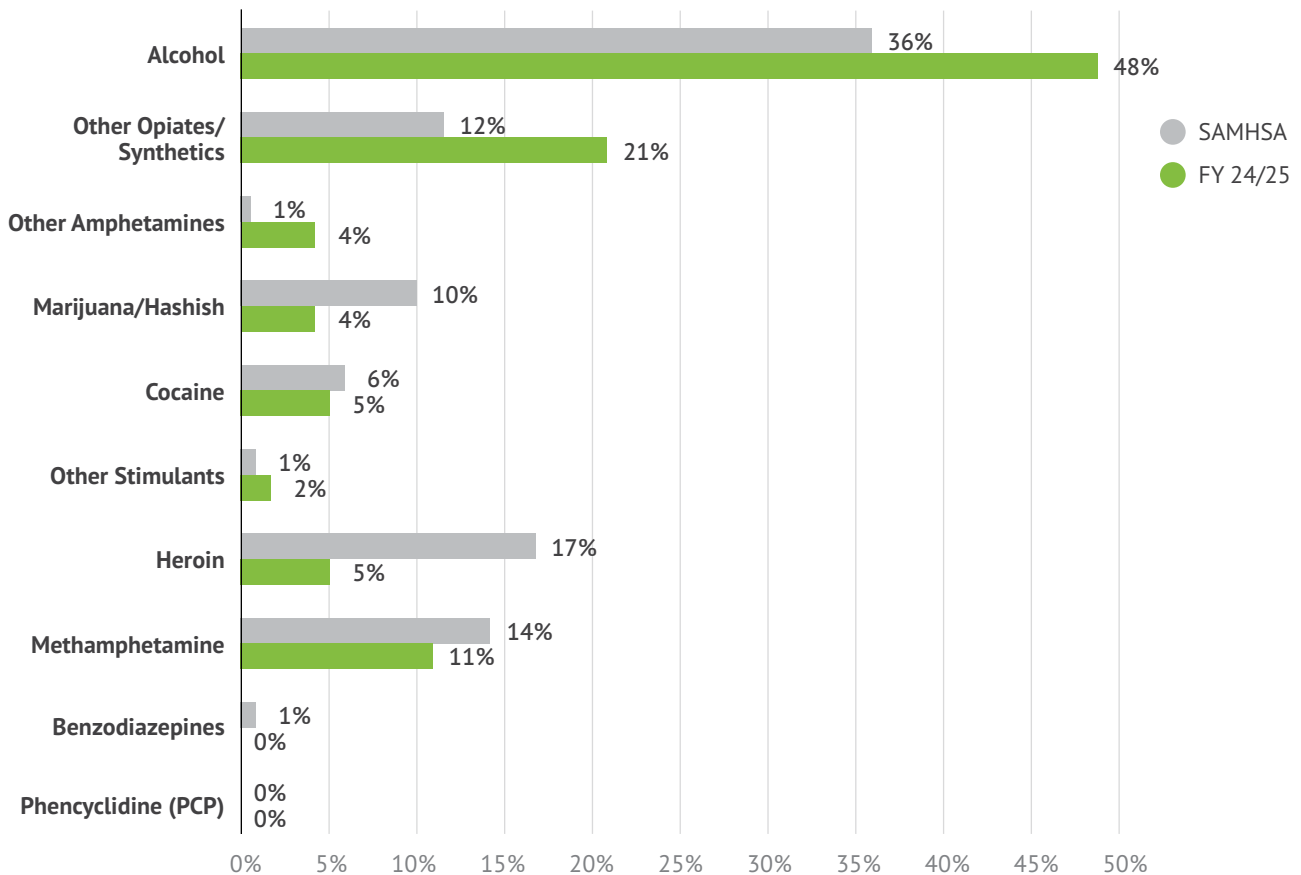
Stepping Stones Residential



4%

## PERCENTAGES OF ADMISSIONS TO SUD TREATMENT BY TOP 10 PRIMARY SUBSTANCE

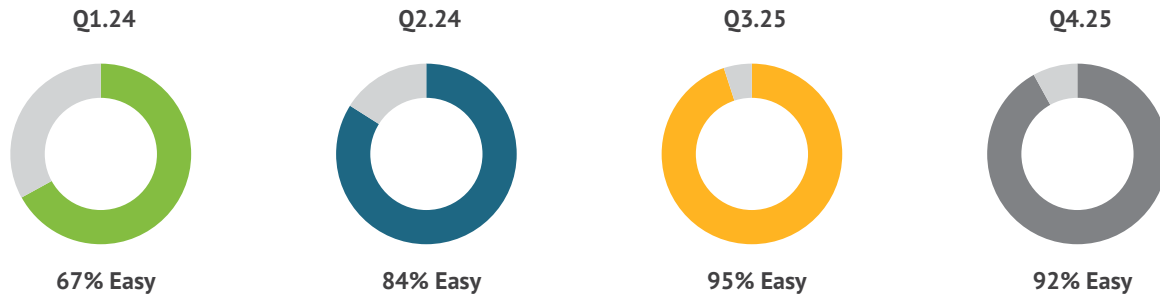
Tracks the percentage of SUD treatment admissions by primary substance to compare local trends against national benchmarks.



# Clinical Key Performance Dashboard

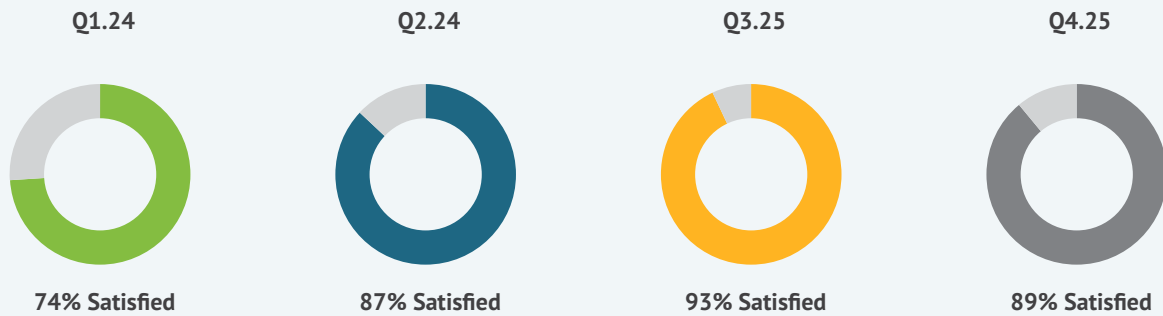
## APPOINTMENT SCHEDULING EASE/ ACCESS TO CARE

*\*Goal: 90%*



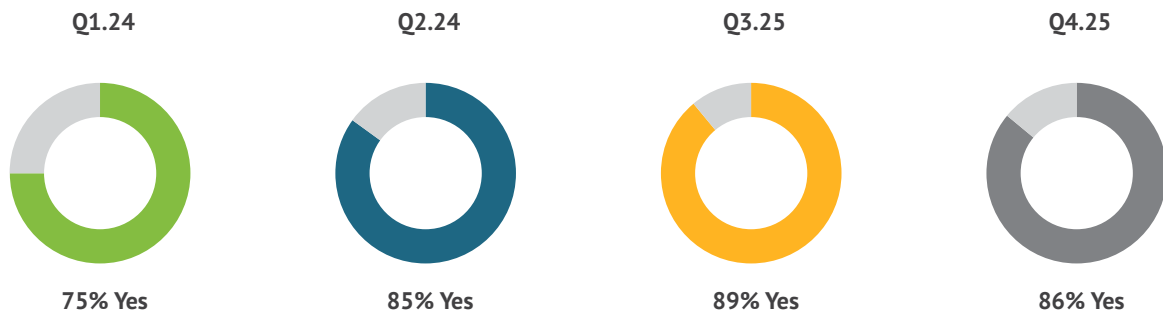
## OVERALL SATISFACTION WITH CARE

*\*Goal: 90%*



## LIKELIHOOD TO RECOMMEND FACILITY

*\*Goal: 85%*



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# Operations Report



**Jennifer Boegler**  
*Director of Operations*

It is my privilege to present Akeela's 2025 Annual Operations Report, reflecting a year defined not by sweeping construction

projects or dramatic facility overhauls, but by steady progress, renewed stability, and focused preparation for the major improvements planned ahead. Across all programs, our efforts centered on strengthening the environments and operational systems that support our staff and the individuals and families we serve. Although much of the work unfolded behind the scenes, the impact has been meaningful, helping us restore order, modernize aging spaces, and position Akeela for significant transformation in 2026.

## **FACILITY IMPROVEMENTS ACROSS PROGRAMS**

*Throughout the year, we continued enhancing the presentation, functionality, and cleanliness of Akeela's facilities.*

At Stepping Stones, fresh paint in all 12 residential units and new flooring and paint in the office and childcare spaces of C3-C6 brought renewed warmth and professionalism to the program. Improvements to stairwells and common areas added to the overall sense of comfort and safety for mothers and children.

Our Outpatient and Administrative offices also saw important updates. The Outpatient

lobby and reception area were refreshed with new flooring, paint, and signage, creating a more modern and client-centered environment. Previously unused rooms in the former child development suite were repurposed for current program needs, and purges across multiple sites eliminated years of outdated or broken items. These efforts significantly improved the usability and professionalism of shared spaces.

None of this progress would have been possible without Akeela's maintenance team, whose day-to-day work remains essential to the upkeep, safety, and reliability of every facility.

Their responsiveness, craftsmanship, and commitment to maintaining clean, functional spaces played a vital role in the improvements realized throughout 2025.

## **PREPARING FOR AKEELA HOUSE RENOVATIONS**

A major operational focus this year involved preparing for the long-needed renovation of Akeela House. In late summer, Alaska Professional Services (APS) completed updated as-built drawings to support renovation planning. A follow-up meeting is scheduled for December 4 to discuss next steps, including scope development, timelines, and contractor coordination. While construction will begin in 2026, establishing this groundwork was critical to ensuring a thoughtful and well-supported renovation process for one of our most historic programs.

## **STRENGTHENING SYSTEMS AND OPERATIONAL SUPPORT**

Operational workflows also continued to stabilize and strengthen throughout 2025. The Operations and maintenance teams refined the use of



MaintainX for more consistent work order tracking, improved coordination across facilities, and supported winter readiness through facility assessments, snow-tire preparation, and equipment review. Transportation capacity also improved with the addition of two gently used Ford Transit vans, while efforts to secure a dedicated maintenance truck remain a priority for the coming year.

### **ADVANCING TECHNOLOGY AND IT INFRASTRUCTURE**

This year marked an important milestone with the hiring of Cherry Notti as Akeela’s new IT Director. Her arrival brought needed leadership and strategic focus to the department, leading to stronger workflows, improved system stability, and clearer planning for long-term IT modernization. The addition of a desktop support intern has helped ensure timely response to daily technology needs. Included here, is a summary from IT Director, Cherry Notti.



**Cherry Notti**  
*Director of Information Technology*

In 2025, Akeela’s Information Technology Department made significant strides to support our staff, clients, and community. Building

on last year’s progress, we focused on making our technology systems safer, more reliable, and better aligned with the needs of everyone we serve.

This year, we partnered with outside experts to strengthen our cybersecurity and ensure that all our systems meet strict privacy and security standards, especially those required for protecting health information. We also reviewed our technology partners to make sure we’re working with the best, most reliable vendors.

To help our staff work more efficiently, we upgraded computers, improved security for user accounts, and launched a new help desk system to resolve technology issues faster. At our Outpatient Clinic, we piloted the use of iPads to make services more secure and convenient for clients.

Looking ahead, we are committed to ongoing improvements: finalizing system upgrades, providing more training for staff, updating our disaster recovery plans, and moving to a new service desk platform. These efforts will help ensure that Akeela remains a secure, efficient, and resilient organization, ready to meet the needs of our community now and in the future.

### **OPERATIONS SUMMARY**

As we move into 2026, my focus remains on keeping our operations strong, reliable, and moving forward. The work completed this year—both the visible improvements and the quieter, foundational efforts—has positioned us well for the renovation projects and system upgrades ahead. I’m grateful for the continued support of our Board and for the staff who show up every day to make Akeela’s programs run smoothly. I look forward to building on this year’s progress and continuing to support our teams and clients in the year ahead.

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# Quality Assurance Report



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

This fiscal year reflects continued progress in strengthening the quality and consistency

of services across Akeela. As Director of Quality Assurance, my focus remained on building clarity in expectations, improving documentation accuracy, and ensuring programs used reliable data to guide decision-making. Much of this work occurred in close collaboration with the Chief Compliance Officer to maintain regulatory alignment and support teams across all service areas.

Screening practices remained a central component of our quality efforts. The PHQ-9, GAD-7, Columbia Suicide Severity Rating Scale, and the BAM were administered every 30 days, allowing for consistent monitoring of risk, symptoms, and treatment progress. Monthly reviews helped maintain timely completion, and coordination with Compliance reinforced alignment with Medicaid, ASAM, and Joint Commission requirements. These tools continued to strengthen clinical decision-making and supported a standardized approach across programs.

Residential utilization remained stable throughout the fiscal year. Akeela House maintained a utilization rate of 75 percent, and Stepping Stones maintained 68 percent. These trends supported predictable staffing and treatment pacing, and coordination between residential and outpatient services

strengthened transition planning and continuity of care.

Service delivery across all programs remained steady. A total of 27,071 services were delivered this year. Outpatient services continued shifting back toward in-person care, with face-to-face appointments accounting for 62 percent of all visits and telehealth representing 38 percent. Telehealth remained an essential option for flexibility, geographic barriers, and client preference.

Client engagement remained stable, with outpatient services maintaining a no-show rate of 23 percent while residential services remained significantly lower. Improvements in documentation consistency supported stronger follow-up and more accurate engagement data across programs.

Referral source documentation also strengthened this year, with all entries completed and no blank fields. Therapeutic Courts remained our largest referral source, accounting for 27 percent of all admissions. This reflects the continued importance of our partnership with the justice system and the role Akeela plays in supporting individuals referred through structured legal pathways.

Client satisfaction continued to guide quality improvement efforts. Monthly feedback consistently highlighted clients feeling supported by staff, safe within the treatment environment, and well-informed throughout their care. Clients frequently emphasized clear communication, respect from staff, and the value of having both in-person and telehealth options. These insights were shared regularly with program managers and shaped service improvements across programs.



Operational enhancements further strengthened quality this year. The extended-hours initiative funded by the Opioid Settlement grant increased access for clients needing evening and weekend appointments. The continued transition of required forms into the Akeela Connect Portal improved efficiency and reduced delays. Implementation of the IQ Note Assistant created greater documentation consistency across programs and supported more structured clinical notes.

Throughout FY24–25, the focus remained on ensuring programs had timely access to meaningful data. Monthly and quarterly reporting supported real-time identification of trends, early response to concerns, and stronger alignment with regulatory requirements. The FY24–25 Quality Dashboard reflects key trends in screening compliance, service delivery, telehealth utilization, productivity, and residential occupancy.

As we move into FY25–26, our priorities include ongoing strengthening of documentation practices, continued monitoring of treatment pacing within residential levels of care, ensuring consistent service delivery, and maintaining close collaboration with the Compliance Officer. We will continue monitoring extended-hours utilization, telehealth patterns, screening timeliness, and client experience to ensure programs remain aligned with both regulatory expectations and community needs.

*Akeela's commitment to accessible, compassionate, and evidence-based care remains the foundation of our work.*

The progress reflected in this report demonstrates the dedication of our teams and our shared responsibility to provide safe, effective, and client-centered services to the communities we serve.



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# Compliance Report



**Christy D. Hawley, MA,  
LCMHCS**  
*Compliance Officer*

Akeela's Compliance Program continued to make steady progress throughout 2025,

focusing on regulatory readiness, staff training, system improvements, and support for program operations. This year's efforts reflect our ongoing commitment to high-quality services, client safety, and organizational accountability.

## **ACCREDITATION, REGULATORY READINESS, AND AUDIT PERFORMANCE**

Following last year's Joint Commission re-accreditation, we maintained a strong focus on sustaining compliance across all programs. Work continued on suicide risk screening practices, documentation quality, and routine internal audits to ensure we remain aligned with Joint Commission standards and all other regulatory requirements. The Client Safety and Environment of Care, Infection Control, Quality Assurance, and Emergency Management Committees all continued to strengthen their processes and use data to guide improvements through the entire organization.

Akeela completed several external reviews this year. The federal contract annual monitoring audit confirmed full compliance, and the childcare program successfully passed both its food program audit and the Child Care Licensing inspection. Ongoing Medicaid monitoring resulted in improvements to chart accuracy, billing practices, and workflow consistency.

Compliance also supported the restructuring of the Anchorage Outpatient Program to enhance service quality, strengthen compliance with regulatory standards, and improve operational efficiency.

## **TECHNOLOGY, SYSTEMS, AND POLICY IMPROVEMENTS**

This year brought meaningful advancements in how we support staff and streamline processes. Akeela Connect, our new client portal, was launched to improve communication and client access to records and information. We also implemented iQ, a technology-assisted documentation tool within our EHR, which has helped clinical staff complete documentation more efficiently and consistently. Quality monitoring tools and incident reporting processes were strengthened, and MaintainX continued to support improved Environment of Care and Infection Control inspections. Policy work remained a major focus, with all childcare policies updated and incorporated into Relias alongside the rest of Akeela's policy library.

## **TRAINING, EMPLOYEE ENRICHMENT, AND PROGRAM SUPPORT**

Training was a major area of emphasis. In October, Akeela partnered with the Alaska Division of Behavioral Health to deliver Applied Suicide Intervention Skills Training (ASIST), reinforcing our commitment to safety and adherence to Joint Commission standards. We also held a two-day Spring Employee Enrichment event, which included an all-staff training and a second day dedicated to leadership development for clinical leaders.



Throughout the year, compliance worked closely with staff to strengthen documentation, clarify service requirements, and reinforce policy updates, all with the goal of supporting quality services, enhancing client safety, and ensuring consistent compliance. Additional work included developing childcare policies, supporting clinical programs with regulatory guidance and workflow improvements, and assisting leadership as programs adapted to operational and compliance requirements.

### **LOOKING AHEAD**

As we move into 2026, we will continue focusing on Joint Commission readiness, strengthening documentation practices, expanding the use of data for quality monitoring, and ensuring alignment with all applicable regulatory and accreditation standards.

*We remain committed to supporting Akeela in delivering safe, high-quality care while upholding the highest standards of compliance.*



# Human Resources



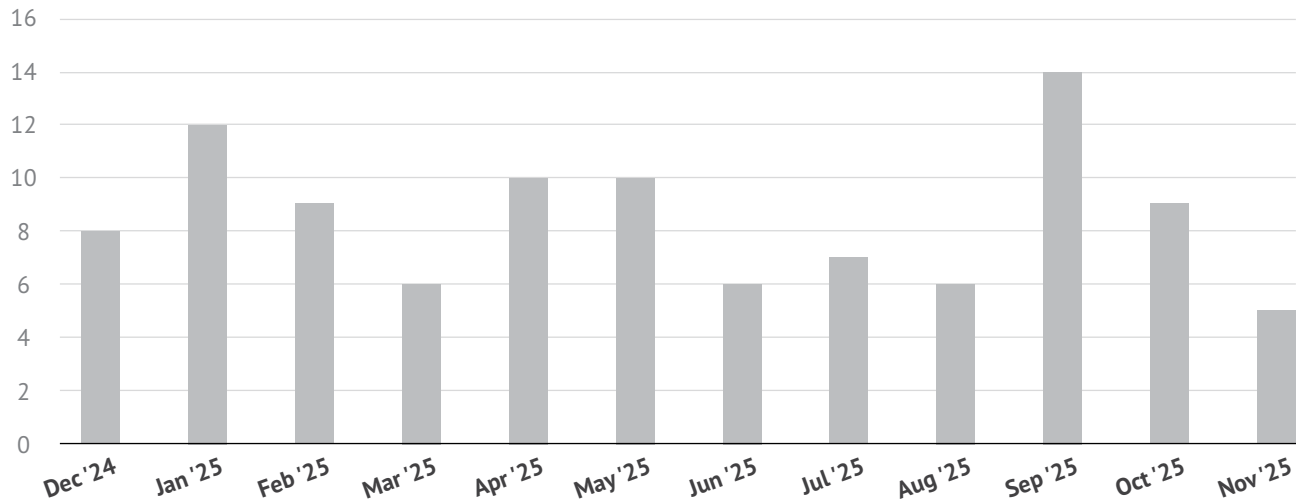
**David Rhodes, BA, PHR, SHRM-CP**  
*Director of Human Resources*

### 2024 INITIATIVES FOLLOW UP

Starting wage for Client Monitors was increased to \$20.00 per hour on July 1, 2024, as a recruitment / retention effort. For October and November, the number of applicants has fallen back to the average number. The residential programs have filled most of the open full-time positions and have managed to bring on a pool of on-call Client Monitors to backfill the full-time staff during absences. With these entry level positions being critical to the operations, efforts will continue to recruit and retain Client Monitors.

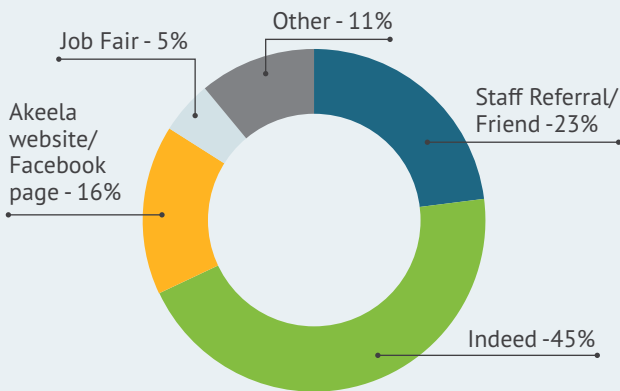
Information on the various referral sources can help with recruitment efforts in the future. This chart is a good display of the referral sources breakdown. Indeed, the online job search engine picks up our posting from the Akeela website careers page and posts to their website, at no cost to Akeela. During this period, Indeed referrals were at the highest level since tracking this information. Staff/friend referrals continue to be a high contributor to the overall numbers. The Other category is sources like the Alaska Department of Labor, LinkedIn, community referrals, ex-clients, etc.

## CLIENT MONITOR APPLICATIONS 12/1/24 - 11/30/25



**APPLICANT REFERRAL SOURCES**  
**10/1/25 – 12/4/25**

\*44 Applications



On 10/30/24, the High Flyer Employee Recognition system was rolled out during the All Staff Training event.

*The recognition program acknowledges employees in one of the seven different Akeela Values categories, Collaborative Leadership, Belonging, Compassion, Innovation, Safety & Wellbeing, Integrity and Quality.*

Employees submit a recognition for a fellow employee who displays actions in line with the Akeela Values. The recognized employees receive a certificate of appreciation. The program has had 58 employees recognized as of 12/5/25.

**EMPLOYEE TURNOVER**

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

Turnover Dec. 5, 2024 - Dec. 5, 2025



**AKEELA LONGEVITY AWARD PROGRAM**

This continues to be a hit with employees going into 2025. For 2025, we have had 25 employees so far claim the award item as of 12/5/25. 24 Award items have been invoiced for a total of \$3,897.84, which averages out to be approximately \$162 per employee. For 2025, 50% of the awards are for 1-year employees. For 2026, we presently have 30 employees on the list for longevity awards, 18 will be 1 year and 12 will be anywhere from 3 to 20 years.

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## Strategic Growth



**Christopher Constant**  
*Director of Strategic Growth*

2025 was a year defined not by dramatic expansion, but by steadying the ground beneath us.

After the organizational realignment and 50th-anniversary celebrations of 2024, Akeela entered this year with a new sense of focus: protect our core programs, strengthen the systems that support them, and position the organization for long-term stability.

What emerged was a year of deliberate progress. Even as federal and state policy environments shifted around us, and even as litigation from the 2023 data breach continued winding its way through courts and insurers, Akeela's Strategic Growth function helped keep essential programs funded, visibility increasing, and negotiations steadily advancing.

### **SUSTAINING CRITICAL PROGRAMS IN AN UNPREDICTABLE FUNDING ENVIRONMENT**

From the beginning of the fiscal year, it was clear that grant stability would be one of the defining challenges of 2025. The Governor's vetoes placed unusual pressure on behavioral health grants statewide, and federal budget uncertainty compounded the concern. Medicaid reimbursement policy was in flux at the national level.

Despite this, Akeela submitted every required quarterly report on time, secured full payment

for obligations, and received flat funding renewals for nearly all core programs. The Afterhours Assessment Program remained stable through the Opioid Settlement Fund, shielding it from broader fiscal pressures.

### **STRENGTHENING AND EXPANDING THE AFTERHOURS ASSESSMENT PROGRAM**

The Afterhours Assessment Program continues to represent one of Akeela's most meaningful innovations—a direct response to the realities of addiction and crisis, where help is often needed late at night. Growth continued this year, though more slowly than projected. Akeela requested state approval to use opioid mitigation funds for targeted marketing to increase reach.

### **COMMUNICATIONS, OUTREACH, AND DIGITAL VISIBILITY**

Akeela's communications footprint evolved significantly in 2025. In partnership with Yuit Communications, the organization expanded SEO work, modernized the website, and began building a coordinated social media presence. These changes have already begun to shift Akeela's visibility among job seekers, referral sources, and individuals seeking services.

### **MOVING TOWARD CLOSURE ON THE 2023 DATA BREACH**

2025 brought real movement toward resolution of all matters relating to the 2023 data breach. Thankfully, we have hired a highly competent IT Director to ensure our data environment remains as secure as possible. The federal class-action advances toward final settlement as insurers have become more engaged.



## LEGISLATIVE ENGAGEMENT AND STATEWIDE ADVOCACY

In March, Akeela participated in the Alaska Behavioral Health Association's annual advocacy trip to Juneau. Legislators expressed interest in raising behavioral health Medicaid reimbursement rates—an important development for long-term financial stability.

## A YEAR OF CONSOLIDATION, PREPARATION, AND FORWARD MOVEMENT

2025's Strategic Growth work centered on clearing the runway: securing grants, advancing litigation closure, strengthening digital infrastructure, and positioning programs for future growth.

*Akeela enters 2026 with renewed stability and a clearer horizon. We continue to make progress on consolidation efforts, building efficiency for sustainability.*

Our programs are funded. Our public footprint is expanding. Our legal risks are resolving. And our ability to reach Alaskans in need continues to grow.



# CFO Report



**Shannon Greig, MBA**  
*Chief Finance Officer*

## EXECUTIVE SUMMARY

Akeela received an unmodified audit opinion for FY25, reaffirming the organization's

commitment to accurate, transparent, and compliant financial reporting. FY25 represents the first fully stabilized operating year following the FY24 divestiture of Ketchikan operations and offers the most reliable reflection of Akeela's ongoing financial position and performance.

The Finance Department, centrally located in Anchorage, continued to provide comprehensive financial oversight for all Akeela entities. Strengthened reporting practices, forecasting capabilities, and internal controls contributed to improved operational efficiency and supported the organization's positive financial results for the fiscal year.

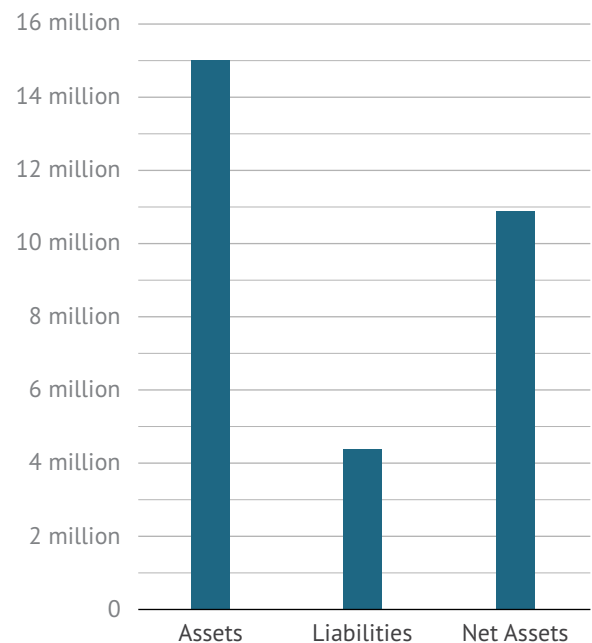
Although Akeela experienced a notable decline in grant revenue which included the non-renewal of two DBH grants, effective cost management and disciplined resource allocation enabled the organization to maintain stable program operations. Akeela concluded FY25 with an operating surplus demonstrating fiscal resilience and sustained operational stability.

FY25 marks a strategic transition from organizational stabilization to recovery and growth. These results position Akeela to advance long-term financial planning, evaluate selective service expansion opportunities, and continue strengthening the organization's overall financial capacity as it moves into FY26.

## FY25 HIGHLIGHTS

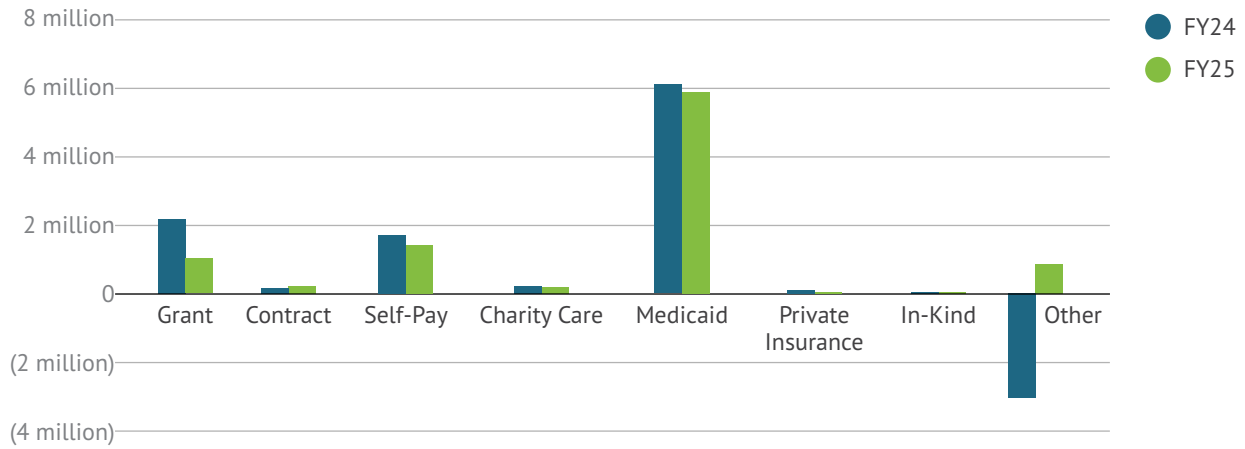
- Realized a \$370,000 gain from the sale of a transitional housing property.
- Secured an \$18,000 grant from the Alaska Children's Trust supporting Cultural Methods for Alaska Native Parenting.
- Experienced an \$877,000 reduction in DBH grant revenue due to the non-renewal of the Ketchikan CBHTR Grant and the Pregnant & Parenting Grant.

## FY25 FINANCIAL POSITION

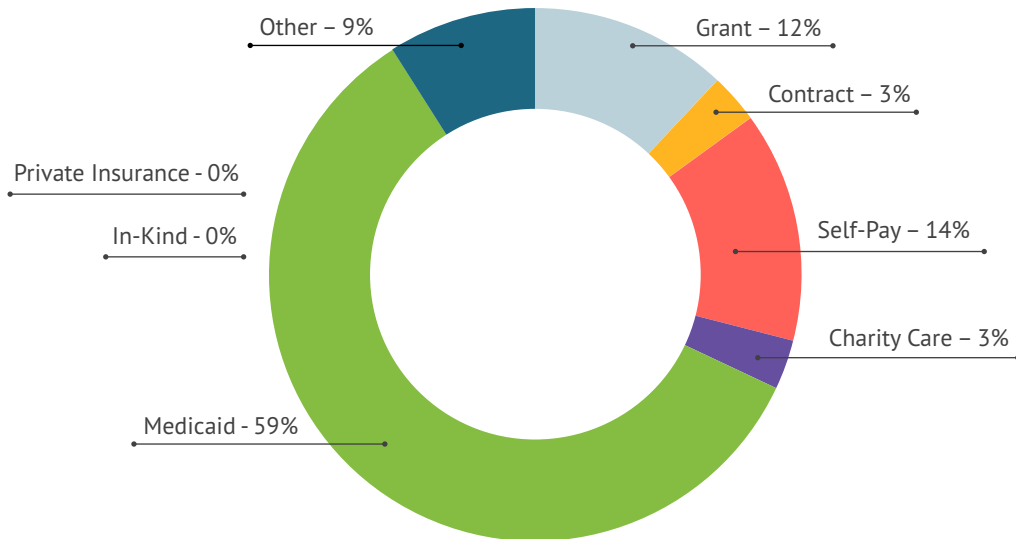


\*All financial data as reported in our FY25 audited financial statements.

### REVENUE COMPARISON

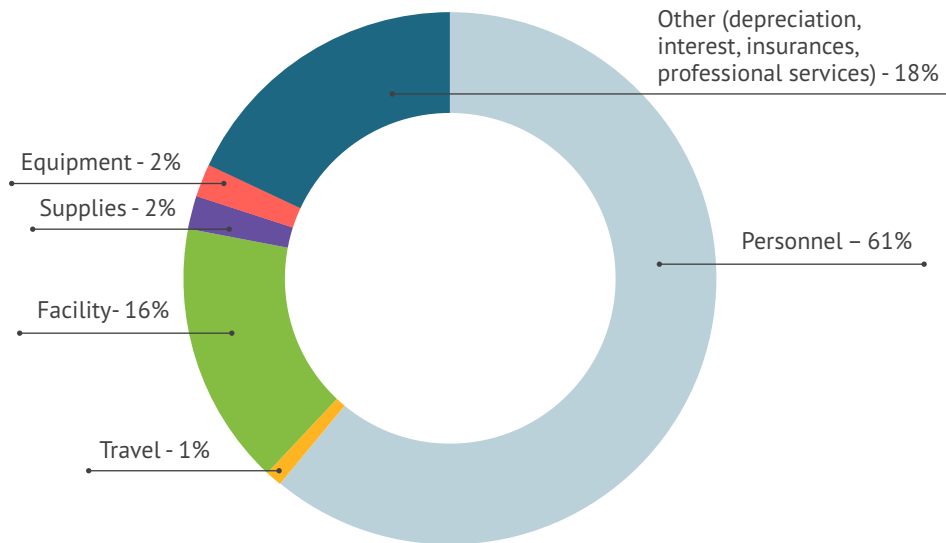


### FY25 REVENUE DISTRIBUTION

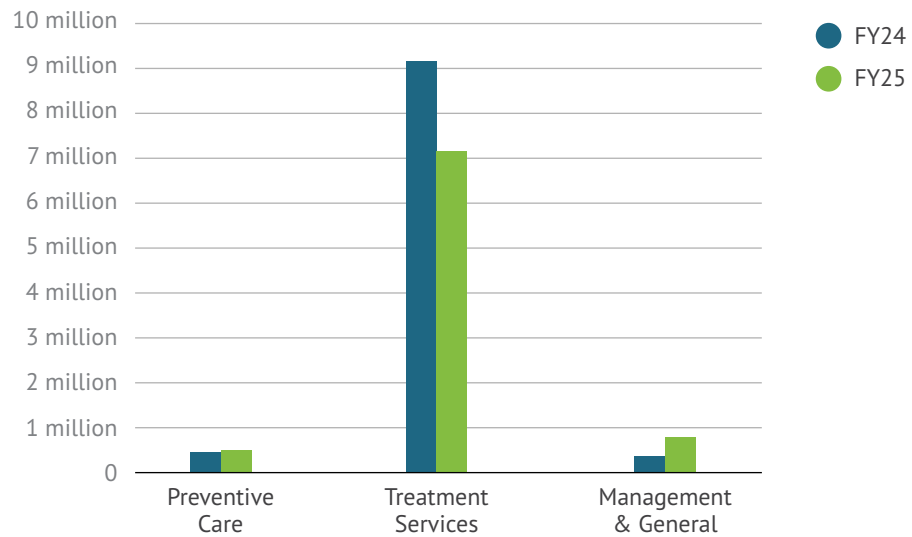


# CFO Report

## FY25 EXPENSE DISTRIBUTION



## TOTAL EXPENSES BY SERVICES





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360 West Benson, Suite 300  
Anchorage, Alaska 99503  
**PHONE** 907-565-1200  
**TOLL-FREE** 1-800-478-7738

**[AKEELA.ORG](http://AKEELA.ORG)**



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