

# 2023 - 2025

## KODIAK ISLAND COMMUNITY HEALTH IMPROVEMENT PLAN

# Providence Kodiak Island Medical Center

Kodiak, Alaska



To provide feedback on this CHIP or obtain a printed copy free of charge, please email Nathan Johnson at [Nathan.Johnson@providence.org](mailto:Nathan.Johnson@providence.org).

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# EXECUTIVE SUMMARY

Providence continues its Mission of service on Kodiak Island through Providence Kodiak Island Medical Center (PKIMC). It is a critical access hospital that features 25 acute care beds, including four birthing suites, two psychiatric care beds and two ICU beds. In addition, Providence Chiniak Bay Elder House, PKIMC's extended care facility, has 22 long-term care beds. The hospital's service area is the entirety of Kodiak Island, encompassing the entire population of Kodiak Island.

Providence Kodiak Island Medical Center dedicates resources to improve the health and quality of life for the communities it serves, with special emphasis on the needs of people experiencing social inequities and health disparities. During 2022, Providence Alaska provided \$95M in community benefit to address community need.

The Community Health Needs Assessment (CHNA) is an opportunity for Providence Kodiak Island Medical Center to engage the community every three years with the goal of better understanding community strengths and needs. The results of the CHNA are used to guide and inform efforts to better address the needs of the community. Through a mixed-methods approach, using quantitative and qualitative data, the CHNA process relied on several sources of information: state and national public health data, qualitative data from interviews with community stakeholders and, primary data from a community survey, and hospital utilization data.

## Providence Kodiak Island Medical Center Community Health Improvement Plan Priorities

As a result of the findings of our [2022 CHNA](#) and through a prioritization process aligned with our Mission, resources, and hospital strategic plan, Providence Kodiak Island Medical Center will focus on the following areas for its 2023-2025 Community Benefit efforts:

### **PRIORITY 1: BEHAVIORAL HEALTH (INCLUDES BOTH MENTAL HEALTH AND SUBSTANCE USE/MISUSE)**

Behavioral health is foundational to quality of life, physical health, and the health of the community and includes our emotional, psychological, and social well-being. Substance misuse and mental health disorders such as depression and anxiety are closely linked. Alcohol and drugs are often used to self-medicate the symptoms of mental health problems. Poor mental health and substance misuse have significant health and social impacts on the well-being of individuals and the community as a whole. The COVID-19 pandemic increased and highlighted the need for behavioral health services, as Kodiak Island residents experienced increased stress, isolation and difficulty meeting basic needs while struggling to gain access to needed behavioral health services. Kodiak experiences long wait lists for behavioral health services and continually struggles to maintain the behavioral health workforce on island to meet community need.

## PRIORITY 2: ECONOMIC SECURITY / BASIC NEEDS

There is substantial and increasing evidence that socio-economic factors, also known as the “social determinants of health,” are just as important to an individual’s health as genetics or certain health behaviors. Economic or financial insecurity is chief amongst those factors that have a tremendous impact on health. With economic insecurity comes an increased risk of food insecurity, homelessness, and inability to meet basic needs. Education, job security, food security and the availability of affordable childcare and housing all play a foundational role in a person’s health and well-being.

## PRIORITY 3: HEALTHY BEHAVIORS / PHYSICAL HEALTH

Roughly thirty percent of factors affecting an individual’s health are related to their behaviors and lifestyle choices, with socioeconomic, environmental, and healthcare related factors making up the remaining seventy percent. Creating an environment that favors the adoption of healthy behaviors related to preventive dental hygiene, physical activity, nutrition, sleep, and stress management can prevent the onset of costly chronic diseases, reduce the need for healthcare services, and substantially improve quality of life and longevity. In addition to healthy behaviors, access to a built environment that supports physical activity, as well as access to preventive and acute care has an impact on individuals’ ability to maintain good health.

## PRIORITY 4: ACCESS TO HEALTHCARE

Appropriate healthcare access means receiving the right care at the right time and in the right place or setting - the timely use of personal health services to achieve the best outcomes. Barriers to achieving that include the lack of locally available and accessible primary care and specialty care services, lack of means to pay or being uninsured, and can include cultural, language and even transportation challenges. Maintaining sufficient healthcare workforce on island is a very significant challenge which has been further exacerbated by the far-reaching impacts of the pandemic.

# INTRODUCTION

## Who We Are

**Our Mission** As expressions of God’s healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.

**Our Vision** Health for a Better World.

**Our Values** Compassion — Dignity — Justice — Excellence — Integrity

Providence continues its mission of service in Kodiak through Providence Kodiak Island Medical Center (PKIMC), Providence Kodiak Island Counselling Center (PKICC) and Providence Chiniak Bay Elder House.

Providence took over management of the Kodiak Island Medical Center in 1997, which is now referred to as the Providence Kodiak Island Medical Center. It is a critical access hospital that features 25 acute care beds, including four birthing suites, two psychiatric care beds and two ICU beds. In addition, Providence Chiniak Bay Elder House, PKIMC’s extended care facility, has 22 long-term care beds. PKIMC provides an extensive array of inpatient and outpatient services, including emergency department, surgery, laboratory services, maternity, general medicine, physical therapy, occupational therapy, respiratory therapy, sleep studies, specialty clinics, diagnostic imaging services, telehealth diabetes education and pharmacy. The PKIMC Outpatient Specialty Clinic provides additional support services including pediatrics, urology, allergy, dermatology, podiatry, psychiatry, gynecology, audiology and ear, nose and throat specialists. PKIMC is staffed by a mix of primary care physicians, surgeons and specialists who provide family and general practice, internal medicine, obstetric, and radiology services.

## Our Commitment to Community

Providence Alaska dedicates resources to improve the health and quality of life for the communities we serve. In 2021, Providence Alaska provided \$75 Million in Community Benefit<sup>1</sup> in response to unmet needs and to improve the health and well-being of those we serve in – including \$200,000 in grant funding to organizations in Kodiak that work to address unmet needs in the community.

Our region, Providence Health & Services—Alaska (PHSA), has 16 ministries. The majority of facilities are located in the Anchorage area, but we also have a presence in four other Alaska communities. Additionally, services are expanded to other communities in Alaska via connecting technologies (e.g., telestroke and eICU services). Providence Alaska Medical Center (PAMC), a 401-bed acute care facility, is the only comprehensive tertiary referral center serving all Alaskans. PAMC features the Children’s Hospital at Providence (the only one of its kind in Alaska), the state’s only Level III NICU, Heart and Cancer Centers, the state’s largest Emergency Department, full diagnostic, rehab, and surgical services,

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<sup>1</sup> Per federal reporting and guidelines from the Catholic Health Association.

as well as both inpatient and outpatient mental health and substance use services for adults and children.

PHSA has a family practice residency program, a continuum of senior and community services, and a developing medical committee. PHSA manages three critical access hospitals located in the remote communities of Kodiak, Seward, and Valdez, all co-located with skilled nursing facilities. PHSA operates community mental health centers in Kodiak and Valdez. PHSA also partners to provide additional services through five joint ventures including Providence Imaging Center, St. Elias Long Term Acute Care Hospital, Imaging Associates, LifeMed Alaska (a medical transport/air ambulance service), and Creekside Surgery Center.

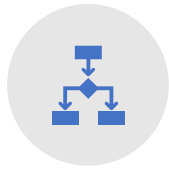
Providence Kodiak Island Medical Center further demonstrates organizational commitment to the CHNA through the allocation of staff time, financial resources, participation, and collaboration to address identified community health needs. The Regional Director of Community Health Investment is responsible for ensuring compliance with Federal 501r requirements as well as providing the opportunity for community leaders and internal hospital Executive Management Team members, physicians, and other staff to work together in planning and implementing the Community Health Improvement Plan (CHIP).

## Health Equity

At Providence, we acknowledge that all people do not have equal opportunities and access to living their fullest, healthiest lives due to systems of oppression and inequities. We are committed to ensuring health equity for all by addressing the underlying causes of racial and economic inequities and health disparities. Our Vision is “Health for a Better World,” and to achieve that we believe we must address not only the clinical care factors that determine a person’s length and quality of life, but also the social and economic factors, the physical environment, and the health behaviors that all play an active role in determining health outcomes.

To ensure that equity is foundational to our CHIP, we have developed an equity framework that outlines the best practices that each of our hospital will implement when completing a CHIP. These practices include, but are not limited to the following:

**Figure 1. Best Practices for Centering Equity in the CHIP**



Address root causes of inequities by utilizing evidence-based and leading practices



Explicitly state goal of reducing health disparities and social inequities



Reflect our values of justice and dignity



Leverage community strengths

## Community Benefit Governance

Providence Kodiak Island Medical Center demonstrates organizational commitment to the community benefit process through the allocation of staff time, financial resources, participation, and collaboration with community partners. The Regional Director of Community Health Investment is responsible for coordinating implementation of State and Federal 501(r) requirements as well as providing the opportunity for community leaders and internal hospital Executive Management Team members, physicians, and other staff to work together in planning and implementing the Community Health Improvement Plan (CHIP). The CHNA and CHIP process is driven by the PKIMC Community Advisory Board, reviewed by the Alaska Region Board Community Relations Subcommittee, and then approved by the Providence Alaska Region Board.

## Planning for the Uninsured and Underinsured

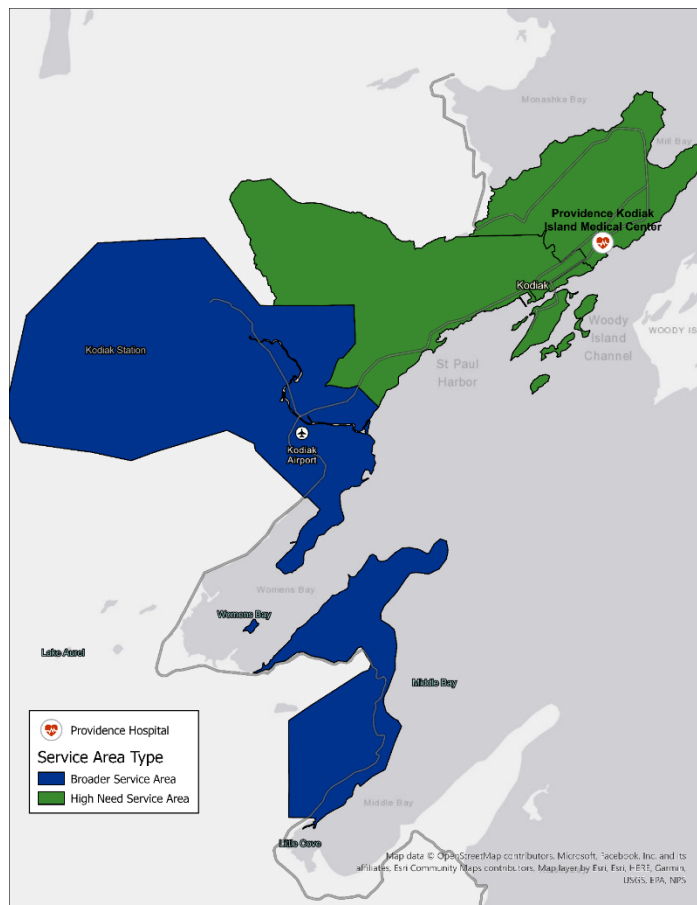
Our Mission is to provide quality care to all our patients, regardless of ability to pay. We believe that no one should delay seeking needed medical care because they lack health insurance. That is why PKIMC has a Financial Assistance Program (FAP) that provides free or discounted services to eligible patients.

One way PKIMC informs the public of FAP is by posting notices. Notices are posted in high volume inpatient and outpatient service areas. Notices are also posted at locations where a patient may pay their bill. Notices include contact information on how a patient can obtain more information on financial assistance as well as where to apply for assistance. These notices are posted in English and Spanish and any other languages that are representative of 5% or greater of patients in the hospital's service area. All patients who demonstrate lack of financial coverage by third party insurers are offered an opportunity to complete the Patient Financial Assistance Application and are offered information, assistance, and referral as appropriate to government sponsored programs for which they may be eligible. For information on our Financial Assistance Program click <https://www.providence.org/obp/ak/financial-assistance>.

# OUR COMMUNITY

## Description of Community Served

Being the only acute care hospital on Kodiak Island, our service area is the entirety of the Kodiak Island Borough and all of its communities, encompassing the entire population of Kodiak Island. The borough is situated in the Gulf of Alaska and comprised of 16 major islands. Kodiak Island totals 3,588 square miles and is the second largest island in the United States – second only to Hawaii. Kodiak Island, which is most famous for its large and impressive population of brown bears, is also rich in other forms of wildlife, culture, natural resources, and scenic beauty. With the largest fishing port in the state, the island is the third largest fishing port in the country. In addition, Kodiak Island hosts the largest U.S. Coast Guard base. Thus, commercial fishing and the U.S. Coast Guard are the dominant industries followed by retail trade, transportation, utilities, and tourism. The 2022 population of Kodiak Island is 11,740 people.





## Community Demographics

### POPULATION AND AGE DEMOGRAPHICS

People aged 40 and above are more likely to live in the high need service area, while people under 40 are more likely to live in the broader service area.

Kodiak Island Borough is comprised of 54.5% males and 45.5% females. Females are slightly more likely to live in the broader service area and males are slightly more likely to live in the high need service area.

Data Source: 2019 American Community Survey 5-year estimates

### POPULATION BY RACE AND ETHNICITY

The Asian population makes up about 24% of the Kodiak Island Borough, although only 1.2% of the broader service area and 27.1% of the high need service area, meaning they are substantially underrepresented in the broader service area. The white population is more likely to live in the broader service area and less likely to live in the high need service area. The Black or African American population is also more likely to live in the broader service area.

The Hispanic population is more likely to live in the high need service area and less likely to live in the broader service area.

Data Source: 2019 American Community Survey 5-year estimates

### SOCIOECONOMIC INDICATORS

**Table 1. Income Indicators for Kodiak Island Borough Service Area**

| Indicator  | Kodiak Island Borough | Alaska   |
|--|-----------------------|----------|
| <b>Median Household Income</b><br>Data Source: 2020 American Community Survey, 5-year estimate | \$79,173              | \$77,790 |

Full demographic and socioeconomic information for the service area can be found in the 2022 CHNA for [Providence Kodiak Island Medical Center](#)

# COMMUNITY NEEDS AND ASSETS ASSESSMENT PROCESS AND RESULTS

## Summary of Community Needs Assessment Process and Results

Through a mixed methods approach using quantitative and qualitative data, the CHNA process used several sources of information to identify community needs. The Kodiak community information collected includes local community health survey responses, state and national public health data, qualitative data from local stakeholder interviews and a community forum, and hospital utilization data.

While care was taken to select and gather data that would tell the story of the hospital's service area, it is important to recognize the limitations and gaps in information that naturally occur.

To better understand the unique perspectives, opinions, experiences, and knowledge of community members in Kodiak, representatives from Providence conducted 9 stakeholder interviews between July and August 2022. The Kodiak Island Medical Center Community Health Advisory Board reviewed this information along with the results of the community survey and other available data and identified four prioritized health-related areas of need for Kodiak Island.

## Significant Community Health Needs Prioritized

1. Behavioral Health (Includes both mental health and substance use/misuse)
2. Economic Security/Basic Needs
3. Healthy Behaviors/Physical Health
4. Access to Healthcare

## Needs Beyond the Hospital's Service Program

No hospital facility can address all of the health needs present in its community.

The following community health needs identified in the ministry CHNA will not be address and an explanation is provided below:

#3 HEALTHY BEHAVIORS / PHYSICAL HEALTH – Given staffing challenges in the wake of COVID and the fact that the preventive, community-health nature of this needs area does not fall into the core competencies or key functions of the hospital, PKIMC will not be addressing this need in favor of directing finite resources to the other needs areas.

# COMMUNITY HEALTH IMPROVEMENT PLAN

## Summary of Community Health Improvement Planning Process

As part of the CHNA, a CHNA advisory group was established to inform and guide the process and identify the top health priorities for the community based on CHNA community health data. The committee was comprised of local community leaders and health-related experts that represent the broad interests and demographics of the community. The CHNA advisory committee engaged in a facilitated process to identify the top health priorities. The process started with the findings of the key stakeholder interview qualitative analysis. These findings were used to frame the discussion of the top health issues facing the community. A review of the quantitative data (community-wide Health and Wellbeing Monitor survey and health care utilization data) was conducted to validate and enrich the discussion of the key stakeholder interview key findings. Through the facilitated discussion of the qualitative and quantitative data, the CHNA advisory group identified the priorities below.

The following criteria were considered in the prioritization process:

- Worsening trend over time
- Disproportionate impact on low income and/or Black, Brown, Indigenous, and People of Color (BBIPOC) communities
- Providence service area/high need service area rates worse than state average and/or national benchmarks
- Opportunity to impact: organizational commitment, partnership, severity, and/or scale of need

PKIMC leadership developed the CHIP with input from the hospital community advisory board.

## Addressing the Needs of the Community: 2023- 2025 Key Community Benefit Initiatives

### COMMUNITY NEED ADDRESSED #1: BEHAVIORAL HEALTH (INCLUDES BOTH MENTAL HEALTH AND SUBSTANCE USE/MISUSE)

#### *Long-Term Goal(s)/ Vision*

A community of wellness and early intervention where behavioral health supports and services are available to all who need them.

**Table 2. Strategies and Strategy Measures for Addressing Behavioral Health**

| Strategy | Population Served | Outcome |
|----------|-------------------|---------|
|----------|-------------------|---------|

|   |   |  |
|---|---|--|
| <p>1. Establish outpatient center for urgent care / crisis engagement - including creation of processes and workflows to triage and ensure walk-in capacity for emergent need and crisis appointments, collaboration with community MH providers to create emergent capacity, community education – utilizing outpatient crisis engagement to support individuals before the crisis escalates to a higher level of care (ED visit).</p> | <p>Individuals experiencing acute behavioral health crisis or emergent need for mental health therapy or counseling</p> | <p>Reduce Incidence of acute mental health crisis presenting at ED (Right care, right place, right time)</p> |
| <p>2. Adopt innovative evidence-based group-work models to address capacity challenges due to provider shortages – leveraging advantages of group work models such as positive peer culture, forged connection, and Dialectical Behavioral Therapy group work.</p>  | <p>People in need of mental health therapy or counseling</p>  | <p>Reduction in wait lists for MH services</p>   |

*Resource Commitment*

Providence has committed funding, staffing, and equipment as needed to support the Community Health Improvement Plan

**COMMUNITY NEED ADDRESSED #2: ECONOMIC SECURITY / BASIC NEEDS**

*Long-Term Goal(s)/ Vision*

A sufficient supply of safe, affordable housing units to ensure that all people in the community have access to a healthy place to live and are able to meet their basic needs

Table 3. Strategies and Strategy Measures for Addressing Economic Security / Basic Needs

| <b>Strategy</b>  | <b>Population Served</b>                             | <b>Outcome</b>  |
|--|--|---|
| <p>1. PKIMC will partner with community employers, the Kodiak Economic Development Corporation, and the City of Kodiak in establishing a Kodiak Island Community Land Trust as a vehicle to address the housing shortage in Kodiak</p> | <p>Greater population, Unhoused, unstably housed</p> | <p>Establishment of Housing Trust<br/>Increased housing availability</p>  |
| <p>2. Partner with KANA, KCHC, and State Department of Health and Social Services in deploying a community childcare survey to explore a</p>   | <p>Families with children</p>                        | <p>Community Childcare Needs Survey<br/>Ongoing community partnership</p> |

|  |  |  |
|--|--|--|
| collaborative community response to the childcare shortage in Kodiak |  |  |
|--|--|--|

*Resource Commitment*

Providence has committed funding, staffing, and equipment as needed to support the Community Health Improvement Plan

*Key Community Partners*

Community employers, the Kodiak Economic Development Corporation, and the City of Kodiak, KANA, KCHC, and State Department of Health and Social Services

**COMMUNITY NEED ADDRESSED #4: ACCESS TO HEALTHCARE**

*Long-Term Goal(s)/ Vision*

A healthcare system in Kodiak where all have access to the care they need – right care, right time, right place.

**Table 4. Strategies and Strategy Measures for Addressing Access to Healthcare**

| <b>Strategy</b>  | <b>Population Served</b> | <b>Outcome</b>  |
|--|--------------------------|---|
| 1. Nurture healthcare workforce to ensure sustainable staffing, caregiver satisfaction, quality, and succession planning through work with PKIMC Caregiver Engagement Committee and through partnership with the Kodiak Hospital Auxiliary to address ongoing workforce shortages. | Kodiak Island Community  | Reduce burnout index, Improve job satisfaction scores<br><br>Maintain sufficient workforce to meet community need |
| 2. Develop 16 workforce housing units to help address Kodiak housing shortages contributing to ongoing workforce shortages.  | Kodiak Island Community  | Housing units completed and operational August 2023   |

*Resource Commitment*

Providence has committed funding, staffing, and equipment as needed to support the Community Health Improvement Plan



# 2023- 2025 CHIP GOVERNANCE APPROVAL

This Community Health Improvement Plan was adopted by the Providence Alaska Region Board on April 18, 2023. The final report was made widely available by May 15, 2023.

|   |         |
|---|---------|
|  |         |
| _____   | 4/18/23 |
| Ella Goss, MSN, RN  | Date    |
| Alaska Region Chief Executive   |         |
|  |         |
| _____   | 4/18/23 |
| Stephanie Kesler  | Date    |
| Chair, Providence Alaska Region Board   |         |

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To request a printed copy free of charge, provide comments, or view electronic copies of current and previous Community Health Improvement Plans please email [CHI@providence.org](mailto:CHI@providence.org).