

2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS) Health Care Cluster Summary – **DRAFT**

Includes: Strengths, Weaknesses, Opportunities, Threats | Targets | Goals | Strategies & Actions | Relevant Plans

<p>Strengths <i>Internal attributes that contribute to success</i></p> <ul style="list-style-type: none"> FNSB is a health care hub, serving both the FNSB and other Interior Alaska communities FNSB is home to quality health facilities including Fairbanks Memorial Hospital and Chief Andrew Isaac Health Center Telehealth has been successfully used to increase access to health care and fill priority needs, including expanding access to behavioral health care 	<p>Weaknesses <i>Internal barriers to success</i></p> <ul style="list-style-type: none"> Duplication of technology that results in underutilization FNSB has limited public health authority Medicaid and Medicare billing rates are too low to cover costs Military families have high behavioral health needs associated with transitions and the stressful nature of their work, and DoD sometimes struggles to maintain sufficient behavioral health staffing capacity Services for persons experiencing homelessness are insufficient to meet demand Winters, high cost of living can be a barrier for recruiting and retaining out-of-town health care workers
<p>Opportunities <i>External forces that contribute to success</i></p> <ul style="list-style-type: none"> Continued improvements to telehealth technology Crisis Now model offers new ways of responding to people in crisis in FNSB, creating more effective, efficient methods that will also free up public safety resources and create new job opportunities Fort Wainwright conducted a Behavioral Health Epidemiological Consultation (BH EPICON) in response to a series of suicides in the Fort Wainwright community; the EPICON identified recommendations to improve moral and quality of life for troops 	<p>Threats <i>External forces that could be barriers to success</i></p> <ul style="list-style-type: none"> COVID-19 and ongoing impacts to health, travel, workers Nationwide workforce shortages mean FNSB is competing with other facilities across the country State budget cuts threaten health care and social service program funding

Where We Are	What measurements can we use to track progress? Where do we want to be in 5 years?	2026 Targets
#6 (2018)	Health Outcomes Ranking , out of 25 Alaska boroughs/census areas <i>Based on a set of indicators including premature death rate, number of residents reporting poor physical and mental health days, and low birthweight</i>	#3
160:1 (2020)	Mental Health Providers – Ratio of population to mental health care providers. <i>This is higher than the statewide ratio of 200:1, although stakeholder feedback indicates there are still not enough providers to meet the need</i>	Need to ID

Other Potential Indicators (need baselines and targets): quality of care metrics; ratio of population to primary care providers; ratio of population to dentists or licensed dental staff

Sources: Health Outcomes Ranking and Mental Health Providers comes from the County Health Rankings, tool provided by the University of Wisconsin Population Health Institute with support from the Robert Wood Johnson Foundation

Health Care Goal – long term improvements and changes we want to see in five years or more



1. The Fairbanks health care industry has the workforce, tools and expertise needed to provide quality, affordable, timely care for residents throughout Interior Alaska.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<p>1. Community Health – Implement the goals and strategies identified in the 2019 Community Health Needs Assessment (CHNA) and the 2020-2022 Community Health Improvement Plan (CHIP). <i>(Goal 1)</i> <i>Priority focus areas in the CHNA and CHIP include:</i></p> <ol style="list-style-type: none"> a. Mental Health: Improve access to and sustainability of services and housing for individuals with mental health needs in order to support safe, stable living in the least restrictive environment. b. Senior Care: Ensure our rapidly growing senior-age population is able to live safely in the least restrictive environments for as long as possible. c. Adverse Childhood Experiences/Trauma: Reduce numbers of Interior Alaskans experiencing preventable trauma, and increase numbers of Interior Alaskans with protective factors, to together achieve fewer Interior Alaskans experiencing chronic emotional and physical health conditions. d. Physical Health/Healthy Behaviors: Reduce the incidence and long-term impacts of chronic health conditions such as cardiovascular disease, stroke, cancer, and diabetes which can be causes of reduced quality of life or premature mortality. e. COVID-19 Response: Interior Alaska is prepared to respond to outbreaks of the COVID-19 virus. 	
<p>2. Collaboration – Convene health care providers on a regular basis to identify shared priorities. <i>(Goal 1)</i></p> <ol style="list-style-type: none"> a. Maintain joint planning and cooperation among military and civilian health planners and health and social service providers serving the region. Consider conducting a joint assessment of health needs and resources on a regular basis (from Eielson Regional Growth Plan). 	
<p>3. Filling the Gaps – Identify and address gaps in specialty care. <i>(Goal 1)</i></p> <ol style="list-style-type: none"> a. Address known gaps in medical specialty care (Otolaryngology [Ear, Nose, Throat] and potentially orthopedics), and behavioral health services (from Eielson Regional Growth Plan). b. Reopen the dental hygiene program at UAF. c. Establish a licensed practical nursing (LPN) program at UAF. d. Increase the availability of senior and elder services, especially for dementia-related disease; advocate for improved reimbursement options to provide senior care. e. Identify and recruit for other specialty care needs, including geriatric specialties, dermatology. 	
<p>4. Healthy Military Families – Support military households by ensuring there is access to adequate health care resources in the FNSB community. <i>(Goal 1)</i></p> <ol style="list-style-type: none"> a. Ensure adequate availability of family support services to build on the strengths of military families and mitigate risks (from Eielson Regional Growth Plan). b. Recruit and retain behavioral health providers, including for pediatric behavioral health. c. Implement recommendations identified in the Fort Wainwright Behavioral Health Epidemiological Consultation (EPICON) to improve quality of life for troops in the community. d. See also: Recreation & Entertainment focus area. 	

Other Relevant Resources

- **Community Health Needs Assessment.** Foundation Health Partners. 2019. [View here.](#)
- **2020-2022 Community Health Improvement Plan.** Foundation Health Partners. 2020. [View here.](#)
- **Eielson Regional Growth Plan.** Fairbanks North Star Borough. 2018. [View here.](#)
- **Crisis Now.** City of Fairbanks project webpage: [view here.](#) Alaska Mental Health Trust Authority webpage: [view here.](#)



Interior Alaska Economic Summit, February 22-23, 2022

Health Care Breakout: Discussion Summary (02-22-22)

To view results from the other sessions, visit <https://fnsbceds.com/> (results will be posted by March 11th)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11th.

Participants *(alphabetical by first name, based on sign in sheet)*

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Facilitated by Jamie Hansen, Information Insights

RSVPs: 30 participants

Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> • Add: Industry is mostly in alignment • Add: Health care hub • Add: Change of providers and facilities and telemedicine • Add: More apprenticeships • Add: State of Alaska and FNSB school district • Add: SHARP, WAMI and other educational and recruitment opportunities • Revise: Add “SCF” to second bullet • Delete: “including Fairbanks Memorial Hospital and Chief Andrew Isaac Health Center” from second bullet 	<ul style="list-style-type: none"> • Add: Licensing – reciprocal for military spouses • Add: Behavioral health need is broader than military • Add: Communitywide lack of resources • Add: Lack of child care for health care workers • Add: Layoffs at the FNSB school district makes recruitment more difficult • Add: Lack of local data to ID gaps • Add: Nursing care not available in FNSB • Add: Medicare and Medicaid rates are too low • Add: Licensing requirement gaps • Revise: Replace “Military” with “All” in fourth bullet
Opportunities	Threats
<ul style="list-style-type: none"> • Add: Retention is a big opportunity • Add: Housing is too expensive or not available • Add: Collaborative structure across facilities • Add: Increase recruiting and retaining people coming to work in Fairbanks • Add: Community support for health care collaboration efforts to fill gaps • Add: Out patient 24/7 care 	<ul style="list-style-type: none"> • Add: High prices for traveling providers • Add: Lack of internet access for telemedicine • Add: • Add: Lack of services for elders • Add: Long waitlist for federal funds • Add: Dementia not eligible for federal funds • Add: Lack of nursing care for patients with families out of state • Add: Not enough housing for traveling health care workers • Add: Poor retention of health care workers • Add: Competition between providers • Add: Lack of housing • Add: Complexity of the reimbursement system • Add: Lack of available child care

Goals, Strategies, Actions Discussion Questions

Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

Discussion Notes:

- Goals
 - **Revise:** Add housing to goal
- Strategy 1: Community Health
 - **Add:** Safe and affordable housing
 - **Add:** Internet for telehealth
 - **Add:** Add home CNA care
 - **Revise 1E:** Add "and other emergencies"
- Strategy 2: Collaboration
 - **Add:** Open minds
- Strategy 3: Filling the Gaps
 - **Add:** Grow secondary school career path
 - **Add:** Expand and support immediate entry
 - **Add:** Three-year funds via I.C.H.C
 - **Add:** More mental health clinicians
 - **Add:** Up-to-date data
 - **Add:** LPNs
 - **Add:** Expand and improve statewide RN programs
 - **Add:** Need to include the needs of FNSB School District
 - **Add:** Add high school education
 - **Revise:** 3B: Replace "UAF" with "UAA"
 - **Revise:** 3B: Revise to "Expand and improve the RN program statewide"
- Strategy 4: Healthy Military Families
 - **Add:** Retention is the result of quality of life
 - **Revise:** Strategy revision: "Healthy All Families"
 - **Revise:** Strategy revision: "Support households moving to our community by ensuring there is access to high quality of life in the FNSB community."
 - **Revise:** 4C: Who's hiring?

- Revise: 4C: Revise to “Implement recommendations identified in the Fort Wainwright Behavioral Health Epidemiological Consultation (EPICON) to improve quality of life for the entire community.”
- Revise: 4D: Add quality of life

Measures of Success Discussion Questions

Guiding Questions:

1. What did we get right?
2. What’s missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

Discussion Notes:

- Add: Track how to optimize transition and retention
- Add: Track data on specialties by population demographics
- Add: Need support staff for providers
- Add: Track number of apprentice programs created and number of employees they have
- Add: measures of success around hiring and retention
- Add: measure of success for specialty services offered
- Add: measure of success for number of houseless people being served