

Alaska Psychiatric Institute Strategic Goals

Pillar	Strategic Goal	#	Objective	Status	Responsible	Target Date
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Mission Statement:

Providing compassionate healthcare to support Alaskans in living their best possible lives.

Vision

An Alaska where everyone receives the care they need, when they need it, without judgement.

Values

Integrity, Dignity, Excellence, Accountability, Safety

Each strategic goal contributes directly to fulfilling the mission of providing compassionate healthcare and realizing the vision of an Alaska where equitable care is available to everyone, while also aligning with the core values of the organization.

Culture of Safety						
<i>Fostering a culture of safety within API is to establish an environment that prioritizes the well-being and security of both patients and staff. This culture not only ensures physical safety by preventing incidents but also cultivates an atmosphere of trust, respect, empathy, and establishing a therapeutic milieu where individuals feel valued, understood, and protected thus promoting improved patient outcomes.</i>						
	Establish a Philosophy of Care (PoC)	1	Establish Core principles that define the philosophy of care			
		2	Improved training programs			
		2a	Provision of empirically supported training of staff upon hire and annually			
		2b	Evaluation and appropriate modification of current training modules			
		2c	Utilize SMEs and guest speakers in providing training in their specialty			
		2d	Utilize SMEs to review and update the learning modules in accordance with hospital practices and regulatory guidelines			
		2e	Course evaluations for all instructors and topics designed to provide constructive feedback			
		3	Integrating into policies and procedures			
		4	Establish metrics and assessment methods to measure the effectiveness of the philosophy in improving patient satisfaction, staff well-being and overall outcomes.			
		5	Establish communication plans to disseminate PoC internally and externally to ensure a consistent understanding and perception of these principles.			

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	Move API toward a High Reliability Organization (HRO)	1	Identify companies that provide this specific training			
		2	Establish a Request for proposal			
		3	Develop a contract with identified vendor			
		4	Implement HRO strategies			
		5	Establish metrics to measure the comprehension of the HRO standards and efficacy of the implementation.			
	Workplace Safety Decrease total assaults (patient to patient and patient to staff) by 20-25% Decrease days away from work due to assaults by 5-10%	1	Initiate culturally relevant treatment and wellness in partnership with community stakeholders			
		2	Encouraging team communication to be open and effective sharing concerns, observations and strategies.			
		3	Encourage patient engagement as this fosters a therapeutic relationship to reduce anxiety and aggression.			
		4	Utilizing the UOR system to report and document all incidents to provide the appropriate follow up to include debriefings, counseling and recognition.			
		5	Conduct regular safety drills for staff simulating assault scenarios.			
		6	Establish KPIs for monitoring workplace safety			
		7	Perform routine environmental safety assessments to identify and mitigate safety risks.			
<p>Achieve Performance Excellence <i>Achieving performance excellence within API is critical as it directly correlates with the quality of care and outcomes for patients grappling with mental health challenges. By upholding high standards of performance across clinical practices, staff training, administrative operations, and patient support services, the hospital can ensure optimal treatment delivery, enhance patient satisfaction, and foster a culture of continuous improvement.</i></p>						
	Evidence Based/Gold Standard Patient care	1	Initiate culturally relevant treatment and wellness in partnership with community stakeholders			
		2	Identify empirically supported treatments (i.e. DBT/CBBT/CBTp/ACT/MI) and related training both at a specialist and generalist level (for both clinicians and nursing staff).			

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		3	In response to increasing admission of IDD/ASD patients with severe behavioral disturbances identify empirically supported treatment for IDD/ASD populations (both adult and youth). Consider contracting with SME in the care and treatment of this population (CBC/ABA).			
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		5	Establish 7 day per week therapeutic programming on each unit.			
	Patient satisfaction survey scoring system	1	Establish a scoring system of patient satisfaction surveys to monitor overall scoring of the patient experience and improve as indicated			
	Increase the surveys completed upon discharge by 20%	2	Patients will be offered the survey at time of discharge			
		3	Use previous years surveys as a baseline to compare data and identify areas to improve the patient experience.			
	Reduce readmission rates to 3%	1	Identify baseline data (30-day readmission rates)			
		2	Identify common trends leading to readmissions			
		3	Identify trends in AMA discharges, voluntary patients, and civil commitments			
		4	Create a discharge checklist to assist each discipline in identifying all factors needed for a successful discharge			
		5	Increase treatment team collaboration in the discharge process			
		6	Include referring agency in the discharge process to ensure proper collaboration and care upon discharge.			
		7	Evaluate the efficacy and value of the Complex Discharge List established in FY24			
		8	Measure and compare API data against Western State Psychiatric Hospital Association (WSPHA) and NRI data as a means of benchmarking, quality improvement, and trend awareness.			

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	Reduce the use of seclusion and restraint inpatient by 10-15%	1	Measure and compare API data against NRI and WPSHA data as a means of benchmarking.			
		2	Identify high utilizers and establish interventions that are patient specific			
	Address the unique needs for patients with LOS greater than 90 days to promote recovery, independence, and engagement in their treatment.	1	Add specific therapeutic activities to their daily schedule			
		2	Consider environmental modifications for this population			
		3	Engage with Division of Vocational Rehabilitation to establish community-based activities			
		4	Improve access to preventative health care, dental care, and optometry			
	Establish an ethics committee	1	Approach ethics SME to assist with process			
		2	Review with SME recent history of facility including reasons for evaluation of need – patient/staff boundaries-need to review advanced directives.			
		3	Plan meeting to review literature and overview of expectations			
		4	Review membership examples and by laws from other facilities			
		5	Set timelines.			
	Focus on Healthcare Equity to improve healthcare outcomes across all patient demographics with a particular focus on underserved and minority groups within the API population.	1	Initial focus on strengthening STD prevention and management			
		2	Maintain the 100% STD screening rate on admission.			
		3	Regular analysis of screening data to identify trends and respond with targeted interventions.			
		4	Work closely with community leaders and organizations to spread awareness about STD prevention and treatment options			
		5	Measure patient education effectiveness and satisfaction			

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		6	Track and aim to reduce disparities in health outcomes among different patient groups within the API population			
Recruitment and Retention <i>API seeks to draw skilled individuals dedicated to working with the mentally ill. This dual focus on recruitment and retention aims to ensure a sustainable, high-quality workforce capable of delivering exceptional care, nurturing positive patient-staff relationships, and continuously elevating API's provision of care. API strives to foster a supportive workplace culture, providing ongoing training opportunities, while prioritizing staff well-being.</i>						
	Increased staff satisfaction as evidenced by improved scores	1	Annual safety survey focused on patient safety			
		2	Consider creating bi-annual surveys with topics to include: Overall job satisfaction, satisfaction with administration, satisfaction with work-unit, satisfaction with safety, and content related to implemented changes to determine their value to staff			
		3	Consider survey of supervisors by their reporting staff, and of administrators by all staff			
		4	Continue employee engagement activities and modify based on feedback			
		5	Identify opportunities to post the positions outside of workplace Alaska i.e., journals, online job sites			
	Increase and maintain student and intern training at API	1	Through an improved reputation of care API will standup itself as a regional training institution for psychiatric residents, medical students, psychology, social work and nursing.			
		2	Foster relationships with universities			
		3	Ensure staff time for involvement in mentorship and supervision			
	Recruitment Efforts	1	Reduce reliance on nurse travelers and locum tenens			
		1a	Secure contracts with recruiters to assist in identifying Nursing and psychiatry candidates			
		1b	Utilizing the SHARP funding to assist in enticing candidates to join API			
		1c	Seek out and participate in job fairs throughout the region			
		2	Improve the recruitment process through strategies developed by DFCS Talent Acquisition Team.			
		3	Influence the change in practice of not providing a new hires salary until after they are hired.			

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	Employee Engagement and Recognition	1	Continue developing the Employee Engagement Committee to look for new ways of letting staff know they are valued			
		2	Establish seasonal activities such as summer BBQ, Winter Gingerbread house building			
		3	Kudos window in Wintergarden for staff and patients to recognize the staff accomplishments			
		4	Townhall meetings to recognize staff for years of service, Employee of the Month and provide updates on hospital initiatives.			
		5	Utilizing a "Challenge" coin and certificate, establish a ceremony for staff who ensure safety/wellbeing of patients, who promote unity/teamwork, who share a commitment to mental healthcare. This award will be presented once or twice per year and candidates will be selected by the API Core Leadership.			
Community <i>The objective is to fortify mental health care accessibility and quality by establishing and delivering specialized treatment and support services.</i>						
	Establish Jail-Based, and Outpatient Restoration programs	1	Collaborate with partners on pilot projects for community-based and outpatient restoration programs.			
		2	Collect data and assess the effectiveness of the programming while continuously adapting.			
		3	Demonstrate program success through data and program expansion.			
		4	Continue to coordinate with the Department of Corrections to conduct mental health evaluations more promptly to those in custody.			
		5	Telehealth evaluations: Explore telehealth options to provide more timely psychiatric evaluations and consultations, reducing the need for transportation to distant facilities.			
		6	Youth competency restoration efforts: As partners address juvenile competency restoration efforts, including the statutory regulations and policy around this issue.			

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		7	Collaborate with correctional facilities, legal institutions, and mental health organizations to streamline communication and coordination			
	Establish an outpatient medication clinic in CY 2024	1	Conduct needs assessment: Research and assess the demand and scope for outpatient medication services in Anchorage.			
		2	Research regulatory barriers that exist.			
		3	Recruit a registered nurse or Advanced Practice Registered Nurse (APRN)			
	Assess and Implement Telehealth Consultation Options	1	Develop policies and procedures			
		2	Hire more psychiatrists			
		3	Identify a community hospital in need of psychiatric consultation			
		4	Develop business model that accounts for the costs and savings associated with telehealth infrastructure, training, and maintenance.			
		5	Consider partnerships with telehealth vendors, government agencies, and non-profits to share resources and expertise.			