

**Klamath Tribal Health & Family Services**  
2021 Annual Report to General Council





## INTRODUCTION

Klamath Tribal Health & Family Services (KTH&FS) is the Klamath Tribes' department responsible for providing healthcare services to the Native American population who reside in Klamath County. Persons living in Klamath County who are able to provide proof of their Native American heritage are eligible to receive healthcare services. Direct Care Services (any service that we provide in our facility) are available to members and eligible beneficiaries.

**KTH&FS includes the following Departments/Programs:**

- ◆ Administration
- ◆ Medical Transportation
- ◆ Healthcare Compliance
- ◆ Purchased/Referred Care
- ◆ Medical
- ◆ Information Systems & Technology
- ◆ Dental
- ◆ Finance
- ◆ Pharmacy
- ◆ Human Resources
- ◆ Behavioral Health
- ◆ Communications/Information
- ◆ Public Health
- ◆ Facilities/Security

In providing healthcare services, KTH&FS is guided by the Klamath Tribes' Mission, Klamath Tribal Health & Family Services' Mission and Values, as well as the KTH&FS Core Values. Each of these are described below.

### **Klamath Tribes Mission:**

The mission of the Klamath Tribes is to protect, preserve and enhance the spiritual, cultural and physical values and resources of the Klamath, Modoc and Yahooskin Peoples by maintaining the customs and heritage of our ancestors. To establish comprehensive unity by fostering the enhancement of spiritual and cultural values through a government whose function is to protect the human and cultural resources, treaty rights, and to provide for the development and delivery of social and economic opportunities for our People through effective leadership.

### **Klamath Tribal Health & Family Services Mission and Vision:**

The Mission of Klamath Tribal Health & Family Services is To advance the overall mission of The Klamath Tribes, and the trust responsibilities of the United States government, by providing quality, comprehensive, patient-focused health care in a culturally-sensitive manner while eliminating disparities and barriers to health.

In service of its mission, Klamath Tribal Health & Family Services envisions a vibrant and healthy tribal community through the delivery of an accessible, high-quality, innovative, sustainable, and culturally-relevant healthcare program.



## KTH&FS CORE VALUES

Klamath Tribal Health & Family Services has incorporated the word Waq'lis'i to help convey KTH&FS' core values. The following core values are the principles that guide KTH&FS staff in their day to day behaviors, decisions, actions and relationships with each other and with the people served.

### **W Wellness**

We strive to improve the wellbeing of our patients through preventive approaches to health management by providing services to increase balance in body, mind, spirit, and heart.

### **A Accountability**

We accept responsibility for our actions, attitudes and mistakes.

### **Q Quality**

We strive to deliver high quality patient care and we all take part in quality improvement activities. We endeavor to ensure patient and employee safety.

### **L Leadership Excellence**

Every KTH&FS employee is a leader. Our actions are driven by our desire to do our best at all times. We work together to make the most efficient use of our resources, with dedication, commitment and perseverance.

### **I Integrity and Ethics**

We accept responsibility for our behaviors and aspire to the highest standards of ethical conduct and performance. We are honest in our everyday business dealings. We protect confidentiality and secure patient health information.

### **S Service and Sensitivity**

We demonstrate service to our community by delivering top-notch customer service to all internal and external customers. Going above and beyond for all of our patients is our expectation. We honor cultural traditions and values and we treat others the way we want to be treated, with sensitivity. We always respond to the needs of our patients and fellow workers—with respect and compassion.

### **I Innovation**

We seek innovative solutions on issues affecting the health of our patients and the status of the organization.

## THE MISSION OF THE KLAMATH TRIBES

To protect, preserve, and enhance the spiritual, cultural, and physical values and resources of the Klamath, Modoc, and Yahooskin Peoples, by maintaining the customs and heritage of our ancestors. To establish a comprehensive unity by fostering the enhancement of spiritual and cultural values through a government whose function is to protect the human and cultural resources, treaty rights and to provide for the development and delivery of social and economic opportunities for our People through effective leadership.

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## 2021 KTH&FS HIGHLIGHTS

2021- Klamath Tribes hold first mass vaccination events in Klamath County. Year two of the deadly Corona-19 Virus, we continued to rally and respond! We adjust, regroup, prepare and fight for everyone's safety.



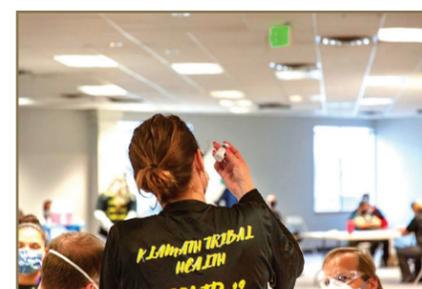
### Klamath Tribal Health UNITED AGAINST COVID.

When we heard about COVID-19, we prepared. When it arrived, we responded. We, the front line health care team for the Klamath Tribes, put on our gear, because the people matter. We don't want to lose anyone else to COVID-19. When the vaccine came, we rolled up our sleeves and we said "I'll do it". For you. For the people of the Klamath Tribes, for our families, for our future. We believe that this vaccine is safe. We wouldn't ask it of you, if we wouldn't do it ourselves.

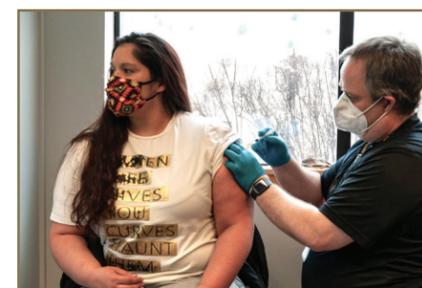
### 2021 Highlight: Klamath Tribes administer nearly 1,000 doses of COVID-19 vaccine in one day!

Klamath Tribal Health and Family Services coordinated a massive COVID-19 vaccination event on February 9, 2021, administering at least 950 doses to tribal members and the community at large. Eight groups of 11 or 12 people moved through the large, open facility at 6000 New Way together, filling out health checklists in one half of the building before going to the other half to receive their shots. The clinic was able to vaccinate roughly 200 people per hour.

KTHFS vaccinated about 400 tribal members, but slightly more than half of the doses went to non-tribal community members like staff from Oregon Institute of Technology, Klamath Community College, Basin Transit Service and Integrated Youth Services, and other essential workers. Klamath County's Community Emergency Response Team (CERT) helped direct a constant, long line of cars arriving to the building all day.



Nikowa Mendez, MHA, BSN, RN, THRP, Klamath Tribal Health Compliance Administrator and HIPPA Officer, holds a vaccination bottle during the event while she helps administer the vaccination.



Rebecca Jackson, a Klamath Tribal member and executive assistant at Klamath Tribal Health and Family Services, received her first shot of the Moderna COVID-19 vaccine. While she had initially hesitated at the thought of receiving something new so early, she decided it was the best way to help her community get through the rest of the pandemic. "I really wanted to do it for the betterment of myself, my family and my people, and to make sure that I'm doing everything I can to prevent any further spread," Jackson said.

## 2021 HIGHLIGHTS

### JANUARY

- KTH&FS attended a Tribal Council special meeting on January 4, 2021 that extended the Tribal freeze with continuation of telehealth and telework until January 27, 2021
- Katie Martin, MD, served as the Interim Chief Medical Officer at the Medical Clinic through October of 2021
- On January 28, 2021, to protect KlaMoYa staff prior to full operation resumption, KTH&FS staff tested all staff members for COVID-19 (over 110 employees) and Vaccinated 30 employees
- KTH&FS hosted the Public Health Modernization (PHM) survey team between January 19 – 21, 2021 with Barbara Gladue and Melino Gianotti, from NPAIHB, facilitating the entire process
- Tribal Council approved the continuation of Childcare Reimbursement, Wrap Around Services, Community Drive-Thru Events, COVID Supplies, Telecommunications Expansion, YFGC Patient Phones and Hotels for Quarantine for the first quarter of 2021 using CARES Funds
- KTH&FS (led by the HAC Chairman, Gerald Hill, MD) presented the Ho Mas Gi Initiative to the Tribal Council on January 27, 2021, which was approved as a Tribal Initiative

### FEBRUARY

- KTH&FS conducted two highly successful Mass Vaccination Events at Chiloquin and Klamath Falls on February 2, and February 9, 2021, where 173 and 968 people were vaccinated
- KTH&FS with Tribal Administration developed, presented, and received Tribal Council approval for a Klamath Tribal Homelessness Response Resolution on February 10, 2021
- KTH&FS introduced the additions of the Public Health Department, and Health Contracts/Grant Writer, Communication/Information Specialist in the Administration Department of the 2021 Organizational Chart
- KTH&FS AAAHC Accreditation Certificate was presented to the Tribal Council on February 10, 2021, and a press release on the need, benefits, and meaning of the accreditation were published. Lieutenant Commander Nikowa Mendez, Compliance Administrator, who led the accreditation process, made a presentation to the Tribal Council and Klamath community
- On February 24, and February 25, 2021, 14 women were screened for Breast Cancer at the 1st Annual Love Yourself ~ Screen Your Breasts Event, in collaboration with Sky Lakes Medical Center

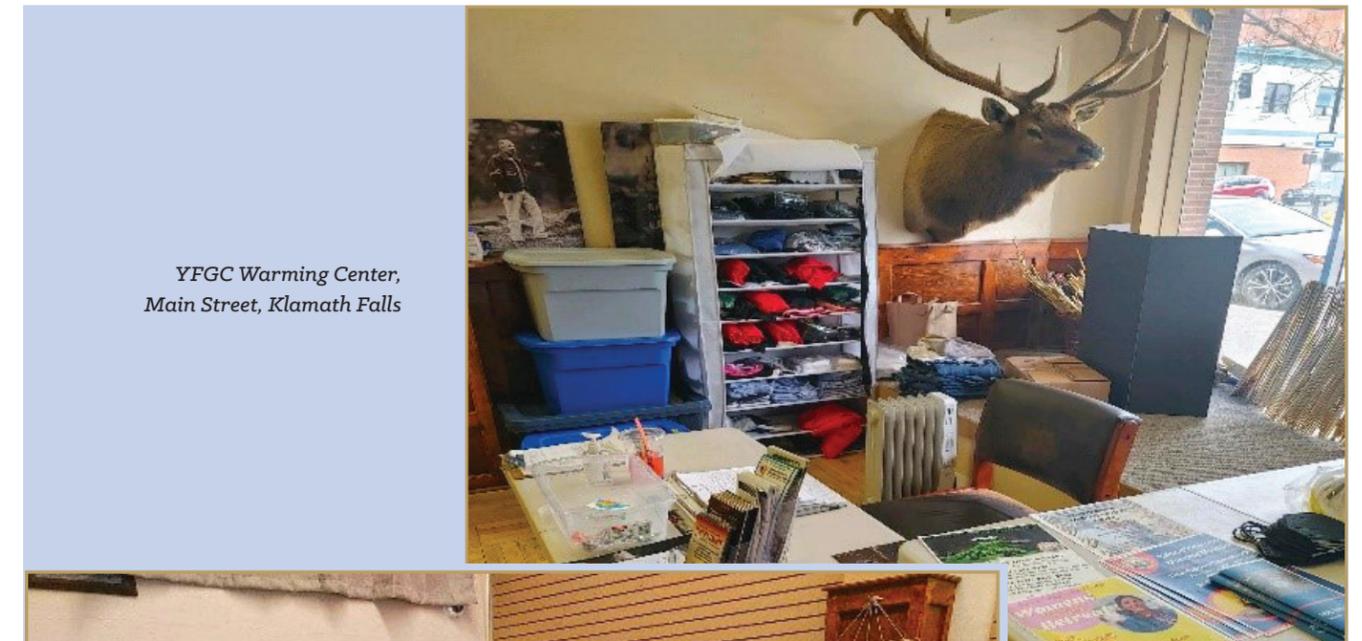


*KTH&FS Leadership present AAAHC Accreditation Certificate to Tribal Council on February 10, 2021*

## 2021 HIGHLIGHTS

### MARCH

- KTH&FS completed two Mass Vaccination Events, March 2 and March 9, 2021. More than 1100 people were vaccinated
- In partnership with YFGC, a Community-wide Intervention was staged March 1, 3, and 4, 2021 to expedite admission of patients seeking inpatient treatment for substance abuse disorders
- Pediatric Program Development was initiated at the Medical Clinic to address lack of pediatric protocols, education and SOPs, all of which are requirements of AAAHC clinics providing pediatric walk in services
- A Warming Space was developed for the homeless population which has allowed for 23 unique individuals to access YFGC, obtain basic needs, gear, and hot food, and connect to Case Management resources



*YFGC Warming Center, Main Street, Klamath Falls*



## 2021 HIGHLIGHTS

### APRIL

- Kathleen Adams, Behavioral Health Director, served as the Interim Health General Manager beginning April 1, 2021 thru mid-May of 2021
- KTH&FS hired an Administrative Officer, Kimberly Kent, on April 12, 2021
- On April 28th, 2021, the KLCAS (Klamath and Lake County Action Services) Agreement was presented by Dr. Kathleen Adams and Monica Yellow Owl to Tribal Council for review and approval. This agreement allows KTH&FS to enter into a partnership with KLCAS as the sub-grantee of the amount awarded to address and provide outreach services for Homelessness in our community. Tribal Council reviewed and approved
- On-line scheduling was launched at the Medical Clinic for the facilitation of ease of access to vaccinations at the patient's discretion

### MAY

- On May 1, 2021, a New Personnel Policy and Procedure Manual became effective for KTH&FS
- General Council Approved the KTH&FS Proposal for the 6000 New Way Building for satellite services for YFGC, Medical, Dental, Pharmacy and possibly other services on May 8, 2021
- Tribal Council approved a 3% Cost of Living Allowance (COLA) to Tribal Pay Scales on May 26, 2021
- YFGC Developed Grief and Loss Support for families that include:
- Outreach, Obituary Assistance, Celebration of Life Planning/Assistance, Referrals to Counseling
- KTH&FS Medical Clinic conducted a Staff Morale Study

### JUNE

- KTH&FS re-opened the front doors of our Admin Building on South 6th Street to Tribal Members and guests on June 1, 2021 that was closed to the public due to the pandemic
- On June 11, 2021, the Medical Leadership Team presented the findings of their Staff Morale Study to KTH&FS Leadership, Tribal Council Chairman and Secretary. Chairman Gentry asked that the low-hanging apples be explored and maximized, as well as informed the team that servant leadership is the most acceptable leadership style within the tribe
- The Klamath Tribes Incident Management Team (IMT) modified the COVID Mitigation Strategy on June 28, 2021 to allow for a mask-free environment in entities with 70% vaccination coverage. KTH&FS was at 80%. Oregon Governor, Kate Brown, declared an Executive Order mandating the opening of the entire state by June 30, 2021 or before if vaccine coverage is up to 70% state wide. The Governor's Executive Order removed all COVID related restrictions by June 30, 2021

### JULY

- On July 6, 2021, the Bootleg Fire burned 153,535 acres in Oregon. Although some Tribal Members were impacted by the fire, no lives were lost. KTH&FS supported Tribal Members with human resources, sanitation materials, masks and other humanitarian support services

## 2021 HIGHLIGHTS

### JULY *continued*

- KTH&FS and Tribal Admin leaders met with Tribal Council to present a New Salary Scale for the Tribes on July 15, 2021. The new scale emphasizes a 90 step system rather than a GS system, starting at \$12.50 per hour (the Oregon Minimum wage for our area as of July 1, 2021). Each step has a 3% increase over the previous and each position has 20 steps. The proposed scale with a starting point at step 1 would automatically change when/if the Oregon Minimum wage changes and the steps would be set as close as possible to the current GS range for the position. The new Salary Scale was approved by the Tribal Council on July 28, 2021 (*effective in August 2021*)
- KTH&FS hired a Human Resources Director, Marilyn Gueltzow, on July 19, 2021
- The COVID-19 Delta Variant emerged in July 2021. This variant is more infectious and is responsible for a new wave of pandemic across the country. This led to more unvaccinated people getting infected, sick, hospitalized and in some cases death. To try and keep the variant outside The Klamath Tribes, the Tribal Council moved to reinstate mask wearing in communal spaces, and shared offices across Tribal entities

### AUGUST

- Due to air quality from summer fires and the COVID-19 pandemic, Restoration was rescheduled for October 15, 2021. KTH&FS through the Youth and Family Guidance Center maximized the opportunity on Friday, August 27, 2021 with a Virtual Restoration of the Spirit Program
- Community transmission of COVID-9 resulted in breakthrough infections among KTH&FS staff and Tribal Members. These community outbreaks led to the closure of some departments on August 11 and 12, 2021, for cleaning, disinfection, and contact testing. All staff of the Wellness center (Medical and Dental) were re-tested before resuming work
- KTH&FS with support from Tribal Admin and HAC Chairman, Gerald Hill, MD, developed a COVID-19 Vaccine Incentive Policy and Frequently Asked Questions (FAQ). Incentive would be \$250 per dose (\$500 for single-dose Johnson & Johnson vaccine) for enrolled Klamath Tribal Members and all staff of the Klamath Tribal entities. We presented this to Tribal Council on August 10, 2021. Both documents were approved

2021 NEW VACCINATIONS	TRIBAL MEMBERS	TRIBAL STAFF
January 1 - August 13	1366	151
August 14 - October 20	404	13
October 21 - November 15	15	2
November 16 - November 30	77	1
December 1 - December 31	246	6
<b>Total</b>	<b>2108</b>	<b>173</b>

Amount Paid Due to Vaccination Incentive for 2021:  
Number of Checks – 2,321  
Total Dollar Amount – \$1,009,000.00

- KTH&FS held the first All Staff Meeting of the year on August 6, 2021, with a presentation, "Leadership Alive," by Motivational Speaker, Chris Meade. Eleven employees also received years of services awards
- KTH&FS received an additional donation of \$100,000.00 from The Collins Foundation on August 25, 2021. This was a second trench in fulfillment of their promise in 2020. We received an initial \$15,000 on October 6, 2020. The funds were meant for the 242 Fire Victims but can also be used to support those affected by the Bootleg Fire and the extreme heat conditions
- KTH&FS entered into partnership with Klamath Basin Behavioral Health (KBBH) and other community stakeholders to establish a Sobering Center (later named Link Access Center) in Klamath Falls. The KTH&FS team lead by the HGM visited the center on August 31st 2021 to access it readiness to resume services on September 1st 2021

## 2021 HIGHLIGHTS

### SEPTEMBER

- Kimberly Kent, Administrative Officer, served as the Interim Health General Manager beginning September 20, 2021 through the end of the year
- 6000 New Way Project – Sept. 15, 2021 ~ Groundbreaking/Demo Start
- The Klamath Tribes received a Federal funding award to address the effect's and expressed needs demonstrated through the COVID-19 Pandemic under the American Rescue Plan, the total award being \$34 million. On September 22, 2021 Tribal Council approved The Klamath Tribes ARPA Allocation Committee Charter and it was recommended that all Tribal Entity Compliance Officers serve as voting committee members. Nikowa Mendez, Compliance Officer for KTH&FS accepted this appointment



KTH&FS Leadership and Modoc Construction Groundbreaking/Demo Day of KTH&FS New Clinic located at 6000 New Way, Klamath Falls

- YFGC passed a state review and site visit, receiving renewal (for 3 years) as Certified Outpatient Behavioral Health Treatment Providers and Outpatient Addictions and Mental Health Services
- YFGC received state approval to bill for Case Management services independent of Mental Health or Substance Abuse engagement (retroactive to July 1, 2021)

### OCTOBER

- October 8-9th, 2021 ~ Modoc Ancestral Run
- October 13, 2021 Tribal Council approved for KTH&FS employees to receive Hazard Pay:
  - Exempt employees will receive an additional 15% salary increase applied to all hours worked, NTE 80 hours per pay period. All holidays and leaves are excluded from the 15% salary increase
  - Non-exempt employees (including Temporary Hires) will receive an additional 25% increase applied to all hours worked. All holidays and leaves are excluded from the 25% salary increase
  - Mitigation/Hazard Pay for essential workers will be retroactive to April 12, 2021 and shall end on December 19, 2021

## 2021 HIGHLIGHTS

### OCTOBER continued

- RESTORATION 2021
  - October 15, 2021 - Resilient, Recovery, Reconnect
- In Mid-October, COVID-19 Pfizer and Moderna Boosters were approved for adults over the age of 65, adults with underlying health conditions, weakened immune systems, or those that have a high-risk exposure (working in health care settings)
- In October, 2021, KTH&FS Registered Dietitian and the new Public Health Department moved into 202 Pioneer Street in Chiloquin (previously the Multi-Purpose Building). The Modular building at 204 Pioneer Street started remodel and transition for use of extended YFGC services to Tribal Members in Chiloquin
- October 20, 2021, Health Advisory Committee (HAC), Gerald Hill, MD, resigned as Chairman. The committee held a new Election of Officers: Bonna Pool, Chair; Melva Fye, Vice-Chair; and new HAC Member, Alethea Barlow, Secretary

### NOVEMBER

- KTH&FS hired a Communication/Information Specialist, Taylor Tupper, on November 6, 2021
- On November 18, 2021 KTH&FS held its first COVID-19 All Youth Vaccination Event for ages 5-11 years of age. 26 Children were vaccinated
- Also on November 18, 2021, YFGC honored Tribal Veterans at an Appreciation Dinner

## 2021 HIGHLIGHTS

### NOVEMBER *continued*

- Beginning on November 20, 2021, a Sacred Fire was lit and burned continually for 30 days of prayer at the Edison Chiloquin Trust Land
  - This was initiated to help heal the Tribal Community from the loss it has endured in the past year
  - Tribal Members helped tend the fire, shared prayers, songs and brought traditional medicine to assist in the healing



*gletka maglaqs qepqi toloqsas*  
Change is Coming, People, Come to the Fire

**Edison Chiloquin Trust Land – plaikni koke**

**CALLING PRAYER WARRIORS**

**30 DAYS OF PRAYER**  
Nov. 20 TO Dec. 18

**ALCOHOL-DRUG-VIOLENCE FREE**

Saturday, November 20th at 4pm the sacred fire at plaikni koke will be lit

This sacred fire will burn continually for 30 days

We are calling on the community to help tend this fire, to bring your prayers, songs, and medicine.

spuklis on site  
Shelter for overnight fire tenders  
No recording/photos during ceremony  
Fire will burn thru rain-sleet-hail-snow

From Chiloquin go east on Sprague River Hwy 1/4 mile, right on Twin Rivers, right at the T, up and over the mountain

dic'il yawqs - KTHFS Prevention Edison Chiloquin Family (541)892-2577  
damni wac - KTHFS Recovery Support The Stronghold (541)241-2700  
(541)884-1841 Tayas Yawqs (541)363-1277  
Klamath Tribes Social Services (541)783-2219

Sacred Fire burning for 30 days



## 2021 HIGHLIGHTS

### DECEMBER

- KTH&FS held an Elders Drive Thru event on December 2, 2021 with over 100 attendees.
- KTH&FS held an Elders Drive Thru event on December 2, 2021 with over 100 attendees
- KTH&FS hired a Public Health Director, Erika Meng, on December 6, 2021
- On December 7, 2021, Tribal Council approved the 242 Fire Fund Policy for distribution of funds to victims of the fire
- COVID-19 Work Exclusion & Screening Standard of Operation was implemented on December 8, 2021
- On December 9, 2021, KTH&FS held our 2nd COVID-19 All Youth Vaccination Event where 25 children were vaccinated

**2021 Klamath Tribal Elders Drive-Thru**  
Where: KTHFS Wellness Center Parking Lot  
When: December, 2nd  
Time: 11:00am-2:00pm

KTHFS would like to honor our tribal elders 60+. Keeping your safety in mind, we have replaced the annual in person Elders Health Fair with a drive thru this year.

For more information contact KTHFS Public Health @ 541.882.1487 x 604

**KLAMATH AGAINST COVID**  
"MO BEN DIC HOS'INTEMBLEK"  
- TO BE IN GOOD HEALTH AGAIN!

- On December 13, 2021, the first COVID-19 Omicron Variant was detected in Oregon
- On December 18 and 19, 2021, KTH&FS held two Tribal Community Drive-Thru events giving Tribal Members traditional medicines, resource information, wellness incentives and support. These events were held in Klamath Falls, Beatty and Chiloquin with over 260 members served
- On December 22, 2021, KTH&FS started providing COVID-19 booster vaccinations



**COVID-19 ALL YOUTH VACCINATION EVENT!**

**DINNER PROVIDED!**  
\*Come get your vaccine, goodies, swag, and dinner to go!

**DATE/TIME:**  
12/9/2021 3-5PM  
1/7/2022 2-5PM  
1/28/2022 2-5PM

**LOCATION: CHILOQUIN**  
340 S. Chiloquin Rd.  
\*Klamath Tribal Fitness Center  
(next to KTH&FS Wellness Center)

**DETAILS:**

- For kids ages 5-11 years
- Parent/ guardian must be present
- Must be free from COVID-19 or COVID-19 symptoms for ONE WEEK

**KLAMATH TRIBAL HEALTH & FAMILY SERVICES**  
For more information regarding the event, please call 541-882-1487 ext. 252

DECEMBER *continued*

- To end the year, KTH&FS and YFGC held a New Year's Eve Sobriety Powwow at the new Klamath Tribes Fitness Center in Chiloquin with over 100 attendees

**Klamath Tribal Health Youth & Family  
Guidance Center invites you to the**

***New Year's Eve  
Sobriety Powwow***





**when:**  
**Friday December 31, 2021  
Grand Entry at 7:00pm**

**where:**  
**ne'tu shpo'tu shiwina  
Tribal Gym, 320 Chiloquin  
Blvd. Chiloquin, Oregon**

**First 5 drums guaranteed pay**

**Be Kind.  
Be Healthy.  
We are in this Together.**

**YFGC sponsored gathering.  
No Alcohol or Drugs allowed.**

Respecting our powwow protocol is something we do and it is a norm. We have and continue to adjust and live with new norms and protocols, facing changes, sometimes daily. For us to gather as a People during these changing times, there are protocols we will follow to help care for one another.

**Powwow attendees are obligated to follow these COVID safety protocols:**

- Wear protective face masks that fully cover nose and mouth, to be worn at all times.
- Present valid COVID vaccination cards for individuals 18 years and older upon entry; *or provide a*
- Valid printed negative test result within 72 hours of this gathering.

***These protocols are necessary and will be required.***





DEPARTMENT EMPLOYEES	
Health General Manager	Executive Assistant
Administrative Officer	Receptionist
Compliance Administrator	Support Services Clerk
Quality Assurance Specialist	Health Project Manager
Communications/Information Specialist	Health Contracts/Grant Writer

Under the provisions of Public Law 93-638, the Klamath Tribes contract with the Indian Health Service (IHS) to administer individual programs and services the IHS would otherwise provide (referred to as a Title I Self-Determination Contract, or PL 93-638 Contract). The Administration Department has the responsibility of ensuring that the administrative activities within the organization run efficiently by providing structure and strategic direction to employees throughout the organization. Administration ensures efficient performance of all departments to work together to achieve our mission. This department collaborates with all others to carry out its obligations under its PL 93-638 Contract.

The Health General Manager hosts monthly Health Advisory Committee meetings and attends Tribal Council meetings on a monthly basis, and as required.

Key responsibilities for KTH&FS Administration include:

- Carrying out Tribal Health directives by the governing body—the Klamath Tribes Tribal Council
- Ensuring the Vision, Mission, and Values of the organization are carried out
- Ensuring the organization's quality of care and patient safety
- Setting the organization's strategic direction and implementing the Strategic Plan
- Ensuring patient access to care
- Ensuring patient satisfaction
- Overseeing grants, contracts, and budgets
- Overseeing revenue cycle, designed to maximize receipt of third party revenue
- Managing the workforce, team-building
- Achieving regulatory compliance
- Overseeing emergency preparedness
- Provide guidance, direction and authorization to carry out matters of program, budget and legal responsibility
- Maintaining community relationships as well as relationships with the Indian Health Service, Northwest Portland Area Indian Health Board, Nine Tribes of Oregon, State of Oregon – Oregon Health Authority, and other local community partners and agencies; and
- Overseeing implementation of KTH&FS policy and procedure

In 2021, a combined 26,100 patient visits were made to the wellness center. An additional combined 2,135 patient visits were made to the Klamath Falls and Chiloquin Behavioral Health Clinics in 2021. In 2021, the population served was approximately 78.3% adult and 21.7% of those under 18 years of age.

KTH&FS' total 2021 staffing runs at an average of 152 employees – including support staff, providers and temporary hires. KTH&FS employ an average of approximately 86 Klamath Tribal Members, 12 other Tribal Members and 54 non-native staff members. The majority of staff members are direct tribal hires. KTH&FS also contracts with the Indian Health Services to employ five (5) United States Public Health Service Commissioned Corps staff members.

## ADMINISTRATION

Continued

Our health system at KTH&FS continues to expand to improve services to our patients, improve the workplace environment for our employees, and continue to plan strategically for the next several years. With expansion comes the need to develop new departments, positions and programs within our entire organization. In 2021, The Klamath Tribes Tribal Council approved several new positions at KTH&FS. These positions include a Public Health Director, Public Health Education Manager, Health Projects Manager, Communications/Information Specialist, Health Contract/Grants Writer, Assistant Accounting Manager, and Billing Pharmacy Technician.

Key responsibilities for KTH&FS Administration include:

- The Public Health department will address health disparities, promote health and wellness, and prevent disease among our tribal population. This department would focus on community outreaches, health education, ensuring equitable access to health services, prevention of communicable diseases, environmental health, and identifying and overcoming barriers our Tribal Members face to achieving health. The Public health department will initiate, plan, and execute tribally blended promotion and preventative healthcare programs for the tribes. Specifically, the department will ensure the effective implementation of the public health modernization program, champion the recently approved Ho Mas Gi initiative, ensure effective community based approach to health care services, and implement upstream sector care for better tribal health care programs
- The Health Project Manager will work with the Health General Manager to commence, continue and complete the development and finalization of KTH&FS strategic and operational plans, project plans and budget; implementation, monitoring, and control of projects; community development; and work with suppliers to deliver, document and report on approved Tribal Health projects
- The Communications Information Specialist will serve as the point of contact for all KTH&FS public relation and publication needs. The Communication/Information Officer's is responsible for the production and dissemination of information concerning KTH&FS business, programs, services, and events to Tribal Members, KTH&FS & Tribal Staff, and the public
- The Health Contracts/Grant Writer will develop grant proposals, research opportunities, and assist with implementing grants to ensure all KTH&FS departments or programs are in compliance with grant and contract requirements in accordance with Tribal, Federal, and State (as applicable) regulations
- The additional Assistant Accounting Manager will improve the performance and efficiency of the Finance Department. This allows the leadership within the Finance department to be distributed more consistently and also assists the supervisors to provide direction and backup to the respective positions they oversee.
- The Business Office added a Pharmacy Billing Technician to assist with the pharmacy billing duties. Due to the increase in volume over the past few years, one Pharmacy Billing Specialist can no longer perform the pharmacy billing functions alone. The Pharmacy Billing Technician additional assistance will provide new improved functions for pharmacy billing within the Business Office

We look forward to even more improvements to patient access to care, patient and employee satisfaction, and recruitment and retention throughout 2021-2022.



Administration Office Building / Photo by: Taylor Tupper, KTH&FS Communications

## ADMINISTRATION

### OUR FACILITIES:

#### ADMINISTRATION BUILDING

Located in Klamath Falls, Oregon houses the organization's administrative functions such as: accounting/finance, billing operations, human resources, and information systems and technology. In this building, clients may access outreach services such as Medicaid application assistance, health education services such as diabetes prevention education, and assistance for "Purchased/Referred Care" (formerly Contract Health Services).

#### WELLNESS CENTER

Located in Chiloquin, Oregon, 30 miles north of Klamath Falls. The Wellness Center is where patients go to access primary care (medical), dental, behavioral health, health education and pharmacy services.

#### YOUTH & FAMILY GUIDANCE CENTER

Located in downtown Klamath Falls, Oregon—only 2.5 miles from the Administration Building. Here, clients can access behavioral health services, including substance use disorder treatment/counseling, etc. This facility is not owned by The Klamath Tribes.

#### PUBLIC HEALTH (CHILOQUIN) \*\*NEW DEC. 2021

Additional health services have been expanded to serve the tribal community in Chiloquin, Oregon. This facility is located one mile from the KTH&FS Wellness Center and owned by The Klamath Tribes and now houses our newly developed Public Health Department.

#### YOUTH & FAMILY GUIDANCE CENTER (CHILOQUIN)

Located in Chiloquin, Oregon, 30 miles north of Klamath Falls, this facility is currently in the process of renovation to house on a rotating schedule: Mental Health Therapist, Substance Use Disorder Counselor, Intensive Case Managers along with the Prevention staff.

#### \*6000 NEW WAY (OFFICIAL NAME PENDING)

Located in Klamath Falls, Oregon and will soon house satellite locations for Medical, Dental, Pharmacy, Behavioral Health and other specialty services may be added after assessment of referral data. This facility is located near all of the Sky Lakes Medical Center services (hospital, specialty clinics and diagnostic centers) and Oregon Institute of Technology with several healthcare degree options. This satellite location is anticipated to be servicing our patients in January 2023.



6000 New Way

## COMPLIANCE AND QUALITY

DEPARTMENT EMPLOYEES
Compliance Administrator
Quality Assurance Specialist

### Quality Management & Improvement Program

The purpose of the Quality Management and Improvement Program is to assure ongoing excellence in the quality and safety of the care and services delivered by Klamath Tribal Health & Family Services (KTH&FS). The goal for the quality program is to establish and improve processes for providing care that is safe, effective, patient oriented, timely, efficient, and equitable. Quality involves the entire organization, not just the clinical component.

By implementing quality improvement activities, we improve quality of care and promote more effective and efficient utilization of facilities and services. The Quality Management & Improvement Program assists KTH&FS in fulfilling its mission and vision and aligning its programs with strategic objectives. We demonstrate our commitment to improving the health of our patients and tribal community by continually monitoring (measuring) and improving the excellence of patient care and operations. This program has provided the structure for the organization to achieve its long-term goal of becoming nationally accredited by Accreditation Association for Ambulatory Health Care (AAAHC).

### Accreditation Association for Ambulatory Health Care

KTH&FS achieved accreditation by AAAHC on October 1st, 2020. Accreditation distinguishes this tribally operated health center from many other outpatient facilities through its adherence to rigorous standards of care and safety. Status as an accredited organization means KTH&FS has met nationally recognized standards for the provision of high quality health care set by AAAHC. More than 6,100 ambulatory health care organizations across the United States are currently accredited by AAAHC. In 2021, KTH&FS worked to maintain its accreditation and prepare for re-accreditation in 2023.

### SCALES

Oregon Health Authority (OHA) awarded KTH&FS \$500K in 2020 to help implement programs to help in the COVID-19 pandemic relief. With these funds, KTH&FS created the Strategic Community Action for Lasting Empowerment (SCALE) project. The SCALE project provided the following:

- Conducted a Social Determinants of Health Survey (SDOH) which had over 1,800 participants
- Conducted 259 COVID-19 Case Investigations and Contact Tracing for KTH&FS patients
- Provided Wrap Around Services to 185 Tribal Members and staff
- Managed our Vaccination Incentive program, distributing \$1,009,000.00 in incentives

### Patient Satisfaction

Patient satisfaction surveys offer feedback on how KTH&FS is (or is not) meeting patient needs, identify areas where KTH&FS should adjust its services, and identify opportunities for improvement. Data gathered is targeted for use during the KTH&FS strategic planning process. Your voice matters. We encourage all patients to participate in this important process. Due to the current COVID-19 pandemic, our annual patient satisfaction survey process in 2020 and 2021 were placed on hold. Staffing limitations and limitations in patient visits were both factors that contributed to this decision. However, in 2021 KTH&FS did demo several web based programs to conduct future patient satisfaction surveys in real time. Qualitrics was selected and implementation will occur in 2022. We look forward to getting back on track at soliciting feedback on a regular basis from our patients!

### Quality Improvement Studies

Quality Improvement is a systemic, data-guided activity designed to bring about immediate improvements in health delivery. We had some concerns that many of our patient's current data was incorrect. This impacts KTH&FS' ability to process billing, contact, and refer patients to outside entities. We met with Patient Registration to figure out how to improve our ability to capture patient's current data. They come up with implementing an "Update Form" that was to be completed by every patient when they came into the clinic. In order to measure its effectiveness, we had billing, medical, and other sections let us know when outdated patient information impacted their jobs. We received 55 complaints over the course of 4 weeks. After the form had been implemented for a month, we stopped receiving complaints on current patient data.

## COMPLIANCE AND QUALITY

### Response to Patient Complaints

In the area of patient complaints, we noticed a slight decrease in patient complaints during 2021. We understand that the COVID-19 Pandemic did lead to decreased patient visits over the last two years and thus has affected the number of patient complaints. In 2021, we managed 33 patient complaints, a decrease from 43 in 2020. All patient complaints are tracked for response by a department supervisor, to trend patient concerns and find areas for improvement in services. We thank all of our patients for the feedback and appreciate that they followed our established process for patient concerns. Our patients are valued and their feedback will help us improve care.

### Public Health Modernization

Complex public health problems require a nimble, community-based and equity-centered public health system. Public health modernization ensures that our Tribal community has access to the same essential public health protections that protect and promote health. Over 2020 and 2021, KTH&FS partnered with the Northwest Portland Indian Health Board (NPAIHB) and the Oregon Health Authority (OHA) to conduct an assessment of The Klamath Tribes public health system. The assessment was completed in January of 2021 with several leaders participating in assessing the four areas of public health modernization framework: environment, infrastructure, mission and resources. Within each framework the team assessed the foundational programs of communicable disease control, environmental public health, prevention & health promotion and access to clinical preventive services. The next step will be to create a public health modernization improvement plan over the next year. Copies of The Klamath Tribes Public Health Modernization report are available from Erika Meng, Public Health Director.

### Healthcare Compliance

An effective healthcare compliance program helps keep our organization compliant with applicable laws and regulations. This is accomplished through having ways of deterring potential problems and also detecting them when they occur.

KTH&FS maintains a compliance program that helps keep the organization compliant with applicable laws and regulations. A compliance program helps prevent the submission of erroneous claims and discourages organizations from engaging in unlawful conduct involving the federal health care programs. This is accomplished through having ways of deterring potential problems and detecting them when they occur.

The Compliance Administrator teams up with department managers to achieve compliance with Medicare and Medicaid regulations, the False Claims Act; Fraud, Waste, and Abuse Laws; HIPAA (Health Insurance Portability and Accountability Act) Omnibus Rule, and applicable regulations. KTH&FS designates other program directors and department managers to achieve compliance with additional regulations such as OSHA (Occupational Safety & Health Act), Fair Labor Standards Act, the Family Medical Leave Act, ISDEAA (Public Law 93-638), Federal Tort Claims Act and other applicable regulations. For questions related to healthcare compliance, risk management, ambulatory care accreditation standards, and quality improvement, please contact LCDR Nikowa Mendez.

### Risk Management

KTH&FS has built a solid risk management program. The program is designed to protect the life and welfare of its patients, employees and resources of The Klamath Tribes. Both clinical and administrative activities are used to identify, evaluate, prevent, and control the risk of injury to patients, staff, visitors, unpaid workers, and other and to reduce the risk of loss to the organization itself. Within the program, the risk manager is responsible for coordinating ongoing risk management and monitoring activities. The risk manager managed 61 reported incidents in 2021. KTH&FS staff are encouraged to report any and all unusual occurrences in the work place.

### Health Care Worker Training

In 2021, KTH&FS planned to implement Health Stream, a cloud-based learning management solution for employees. This system is designed to provide online learning and the ability for supervisors to track training throughout the year. It will be used for annually required trainings such as HIPAA but also for new hire orientation and any emerging training needs. HealthStream will be implemented in 2022 by the Human Resource Department along with assistance from Compliance.

### COVID-19 Incident Commander

On March 3rd, 2020 KTH&FS activated the COVID-19 Incident Management Team (IMT). The IMT is highly trained group of personnel that responds to an emergency. The incident commander (IC) is the person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved. The incident commander sets priorities and defines the organization of the incident response teams and the overall incident action plan. LCDR Nikowa Mendez served as incident commander early in the pandemic and has taken over again most recently in October of 2021. As IC, LCDR Mendez activity monitored the pandemic, provided up to date information to leadership and the community at large and ensured resources such as testing, vaccines and medications were available for the Tribal community.

DEPARTMENT EMPLOYEES  
Communication/Information Specialist

**Summary/Program Overview:**

In November 2021, Klamath Tribal Health & Family Services (KTH&FS) Administration hired their 1st ever Communications/Information Specialist. Communication standards, practices, and strategy are the focus of this position. The goal is to work with staff, administration, and the outlying community, to further develop existing communication practices, promote key communication components, and help strengthen KTH&FS Core Values, Vision, and Mission.

**Annual Highlights, Accomplishments, Daily Activity:**

- New COVID-19 Awareness Billboards in conjunction with Kla-Mo-Ya Casino
- Emmy Award Submission with Tribal Council for Tribal Film Nomination in 2022
- Hyper-link for employee e-signatures to boost/promote KTH&FS Facebook traffic
- KTH&FS Facebook Stats: Nov. 2021 = 851 - Current Followers 1.8k
- Rebuilding email database sets for Communications
- Daily- Weekly Notices uploaded to KTH&FS Facebook page
- Job Announcements sent out via Internal and External communications databases
- KCC (Klamath Community College) Resource Fair with Human Resources
- Distribution of COVID-19 Healthy Lifestyles video
- Finalized Communication and Information Protocols for Multi-Media distribution
- Attended COVID-19 Vaccination Events in Chiloquin and Klamath Falls
- Attended Veterans Dinner provided by Klamath Youth & Family Guidance
- Provide New Employee Introduction Notices
- New Member - Klamath Film Festival Board of Directors, Klamath Falls, Oregon
- New Internal Office Committee Member: KTH&FS
- Assist/Share relevant tribal notices from external tribal offices/entities.
- Set up all new Communications/Information Office at 3949 So. 6th Street
- Building all new photo and data base information files for program
- Finalized Request for Public Information/News Files with Tribal Council
- All other daily office work, phone calls, budgets, email notices, etc.

**Future Projects:**

- New KTH&FS Information Passport & Office Location Map
- Communications Multi-Media
- 2022 Billboard Project continued collaboration with Kla-Mo-Ya Casino
- Roll-out Communication Protocols/Training for Employees
- KTH&FS Department Spotlights
- Strategic Planning for Communications
- Updated KTH&FS Patient Handbook
- Annual Restoration Celebration Activities
- New Employee Spotlights
- KTH&FS Administration Table & Public Information Display
- Quarterly Health Newsletter, Medical Bulletin re-set
- Other pertinent Health Communications and Media



I am proud to introduce myself to you as the new Klamath Tribal Health & Family Services Communications/Information Officer.

**Gayo Sassis ant Lamina Wach.** My tribal name is Thunder Horse, and my Christian name is Taylor Tupper. I am an enrolled Modoc of the Klamath Tribes (Klamath, Modoc, and Yahooskin-Paiute) and am of Quechan, German and Czechoslovakian descent. I am the youngest daughter of Cheryl and Jerry Parrish, and the late Rayson Tupper; granddaughter of the late Bill and Rachel Tupper, and Buttons Bodner and Shirley Curran.

I am blessed to join the Tribal Health Team and bring with me over 29 years of extensive tribal work. My experience includes, but is not limited to, public relations, news management, administration, tribal government, economic development, marketing, multi-media, event coordination, strategic planning, networking, and all aspects of communication in both the tribal and public sectors.

I joined the Health Team in Klamath Falls, Oregon, by transferring over from our Tribal Administration Offices in Chiloquin, OR, where I was honored to serve for the past 29 years as the Public Relations and News Manager. I prayed hard about this move to the "big city" and decided it was time to make the transition. I was blessed to work with so many elders and leaders over the many years. Late leaders and mentors like Chuck Kimbol, Bill Tupper, Phillip Jackson, Buttons Bodner, Corrine Hicks, Helen Crume-Smith, Bert Lawvor, Bob Bajorcas, Lynn Schonchin Sr., Stevie Riddle, Gordon Bettles, Neva Eggsman, Celia Langel, Irwin Weiser, Bobby David, Chief Reid David, Cleo Atchley, Elwood 'Cisco' Miller, Mouie Brown, and my late father, Rayson Tupper - just to name a few.

Honestly, there are too many people to mention both past and present that have helped shape my path. Each taught me lessons about what it means to be working for your tribe, our purpose, and

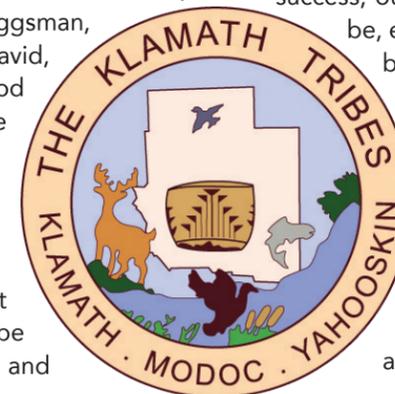
why we should never give up on one another and the 'true' purpose of the Klamath Tribes. They taught me to work hard, so people will respect you. They said we should never forget the past and work to create a better future. They said we should always support and empower one another and do things for the future 7 generations.



They said to remember you are each special and we are all connected. They said to not speak ugly of yourself or the tribe as it is a reflection and brings bad energy. And finally my own father, Rayson said, "If you want change or if you can help, you should do the work yourself, otherwise you have no right to complain... **Ho mas gi** – Just do it!"

So here I am, truly blessed by **Gmok'am'c** – God our Creator, to be here. I promise to work hard and join this team in a good way. Anything I have learned will be put towards the mission and promotion of the tribe as we were all placed here for a reason. Our legends and oral history tell about when the world and animals were created by **/Gmok'am'c/-** The Creator of all. If stability defines success, our presence here has been, and will always be, essential to the economic and spiritual well-being of our homeland and all who abide here - It is spiritual law.

**Sep'ket'cha** – Thank you. I look forward to working with you all. When the elders and General Council voted to move into Wellness, they developed the theme and brand for our people... **"Mo ben dic Hos'tem blek"** – To be in Good Health Again – Mentally, Physically, and Spiritually.



## HUMAN RESOURCE DEPARTMENT

DEPARTMENT EMPLOYEES
Human Resources Director
Human Resources Generalist
Benefits/Credentialing Coordinator

The KTH&FS Human Resource Department was staffed with four employees: Human Resource Director, Lead Human Resource Generalist/Credentialing Coordinator, Human Resource Generalist (Benefits) and Human Resource Generalist (Recruitment). Three Human Resource staff members are enrolled members of The Klamath Tribes and are certified as Tribal Human Resource Professionals (THRP). The HR Director is certified as Tribal Human Resource Professional (THRP) but is not a member of any tribe. The Human Resource Department provides indirect services to Klamath Tribal Health & Family Services including but not limited to, recruitment, new hire orientation, credentialing, employee benefit management, background investigations, employment contracts for providers, managing personnel files, COVID related actions that involve pay and benefit usage, personnel actions, staff training, internal investigations, assistance with interpretation and implementation of employment policies and employment law applicable to The Klamath Tribes.

For management of personnel records, the KTH&FS HR Department uses an electronic personnel data base system called KTH&FS Operations Support System (KOSS), which was developed in-house by the KTH&FS Information Systems & Technology Department. KOSS was designed specifically for our unique tribal needs and can be managed and updated internally.

The KTH&FS HR Department contracted with Drummond Woodsum to revise The Klamath Tribes' Personnel Policy & Procedure Manual in 2018 and the new Policy Manual was announced and effective on May 1, 2021.

### Major accomplishments for 2021:

- Pay scale revision
- Position Description revisions
- Electronic Open Enrollment
- Executed new pharmacy vendor
- Process of COVID incentives and paid leave processes
- Contract with Professional Recruiters for medical/mental health professionals
- Adaptations in KOSS to include Exit Interview and COVID vaccination information

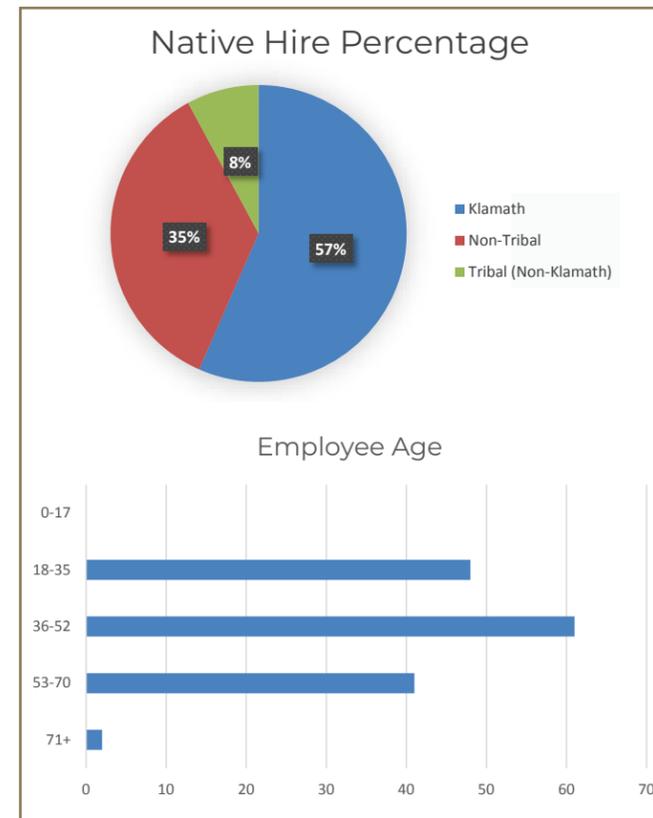
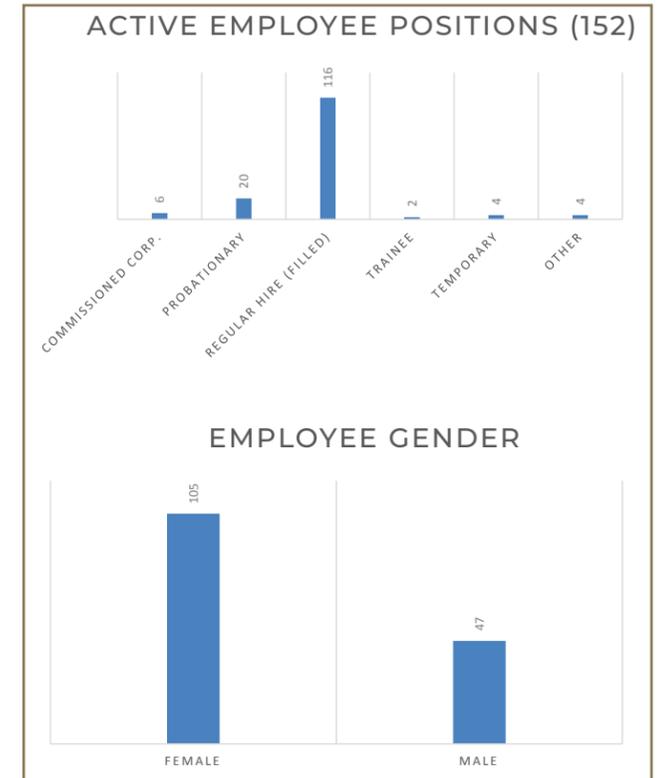
The KTH&FS HR Department revised the structure of the Department to utilize four staff members specializing in specific areas of day-to-day operations. The HR Director provides leadership, direction and management for the HR Department and HR staff. The HR Director works directly with the Health General Manger and supervisory staff in the areas of organizational compliance with established policies/procedures, established practices and applicable federal laws and regulations as they pertain to KTH&FS. The Lead HR Generalist/Credentialing Coordinator is responsible for the credentialing and reappointment of all Professional Licensed Providers. This position works directly with the HR Director to ensure all HR systems are in place and functioning effectively and serves as back up to the HR Director. The HR Generalist (Benefits) specializes in employee benefit management. This position serves as point of contact in all aspects of the employee medical/dental, life insurance, Cafeteria and Retirement Plans. The HR Generalist (Recruitment) specializes in the areas of regular and temporary recruitment and retention. This position coordinates all aspects of the recruitment process, screening/interview process and works with applicants on proper submission of application for employment.

The new structure of the HR Department has been beneficial to better serve the needs of supervisors, employees, providers and applicants.

## HUMAN RESOURCE DEPARTMENT

### KTH&FS EMPLOYEE DEMOGRAPHICS:

Note: Employees who fill multiple positions (*interim or special assignment*) can cause discrepancy between totals and itemized employee counts.



## FINANCE DEPARTMENT

DEPARTMENT EMPLOYEES	
Health Finance Officer	Payroll Specialist
Assistant HFO	Purchasing Specialist
Accounting Manager	Purchasing Assistant
Assistant Accounting Manager	Property & A/R Specialist
Business Office Manager	A/P Specialist
Travel Clerk	Billing Specialist (3)
Pharmacy Billing Specialist Supervisor	Pharmacy Billing Specialist

### Contract Management

The Finance department is responsible for the requirements set forth under auditing, accounting, and reporting standards for activities related to Federal, State, and local grant contracts. Subject to these requirements, Klamath Tribal Health & Family Services (KTH&FS) has numerous funding agreements, as well as Tribally-generated sources of third-party funds that are used to supplement our 638 contract with the Indian Health Service (IHS).

### Audit of KTH&FS' 2020 Financial Statements

To ensure that all the funds are properly accounted for, a full and complete audit is performed by an outside independent auditing firm.

Clifton Larson Allen (CLA) was selected as the primary auditor for the Klamath Tribes (Tribe), including KTH&FS for the 2020 audit year.

KTH&FS's 2020 field audit was performed the month of August, 2021. For the 2020 audit year, as part of the auditor's audit opinion, CLA reported no adverse findings or questioned costs. The firm expressed an unqualified opinion on KTH&FS' financial statements - the statements presented fairly, in all material respects, the financial position of governmental and non-governmental activities, including the major 638 program. The audit also did not disclose any matters required to be reported in accordance with Government Auditing Standards, or any matters required to be reported in accordance with 2 CFR 200.516(a).

### The New OMB Super Circular for Federal Awards

The Office of Management and Budget (OMB), in its efforts for all governments to be more efficient, effective and transparent, has streamlined the OMB Circulars on Administrative Requirements, Cost Principles, and Audit Requirements for all Federal awards into one document, referred to as the Super Circular.

The reform of the OMB guidance should improve the integrity of the financial management and operation of Federal programs, and strengthen accountability for Federal dollars by improving policies that protect against waste, fraud, and abuse.

For Tribal governments, the administrative requirements and cost principles will apply to new Federal awards, and to additional funding to existing awards, made after December 26, 2014.

### The New Affordable Care Act (ACA) Reporting Requirements

The Affordable Care Act added Section 6056 to the Internal Revenue Code, which requires applicable large employers to file information returns with the Internal Revenue Service (IRS), and provide statements to their full-time employees about the health insurance coverage.

Tribal Health falls under the large employer status category, and therefore will be required to provide detailed reporting to the IRS of full-time employees, and of health insurance offered to their employees, their spouses, and their dependents. Full-time employees will receive a Form 1095-C to file with their 2021 income taxes.

### 2021 Indirect Cost Rate

KTH&FS' 2021 Indirect Cost Rate proposal was submitted on June 30, 2020, to the United States Department of the Interior, Internal Business Center. A rate of 37.75 percent was negotiated.

## FINANCE DEPARTMENT

### Significant 2021 Funding Awards:

- **U.S. Department of Health and Human Services**
  - IHS COVID Vaccine Funds (CRRSAA) - \$312,095
  - IHS COVID Testing Response (CRRSAA) - \$921,311
  - IHS American Rescue Plan Act (ARPA) - \$6,373,011
- **Passed through the State of Oregon, Oregon Health Authority**
  - Tribal Active Monitoring & Vaccine/Equity (CDC) - \$1,069,167

### Finance Department 2021 Personnel Changes:

- Alec Joe-Burns joined the Finance team on July 5, 2021 as the Travel Clerk
- Aaliyah Powless was hired as the Finance Office Clerk, a temporary position. She was hired on June 23, 2021, and completed her hours on September 10, 2021

### 2021 Accomplishments:

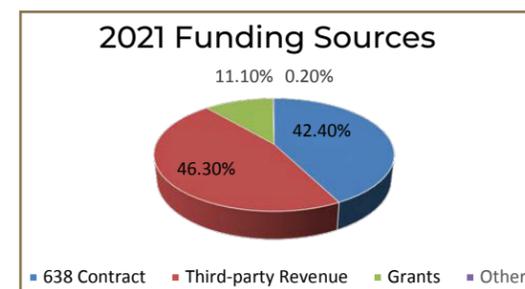
1. The Clear and Heart standards were introduced to KTH&FS
  - a. The Finance Department is continuing to implement the Clear and Heart standards to provide excellent customer service to those served by the department
  - b. The CLEAR standards are now used as a tool in all employee evaluations
  - c. The Finance Department has been mindful of the opportunities to provide the best customer service
2. The Finance Department continues to work with the IST department to BETA test and implement a new financial module in the KTH&FS Operations Support System (KOSS)
  - a. This new program is providing the department with a more efficient way to process payments made to KTH&FS
  - b. The program provides great internal controls and is allowing the department to move away from processing checks manually to electronically
3. The Finance Department is working together to help cover vacant positions and continue to meet the high demand of services offered every day, which took dedication from every team member

### Future Goals:

1. To continue and provide customer service using the CLEAR and HEART standards
2. Update the Finance Department's policies and procedures
3. Implement a Grant Management software system
4. Implement a new accounting software

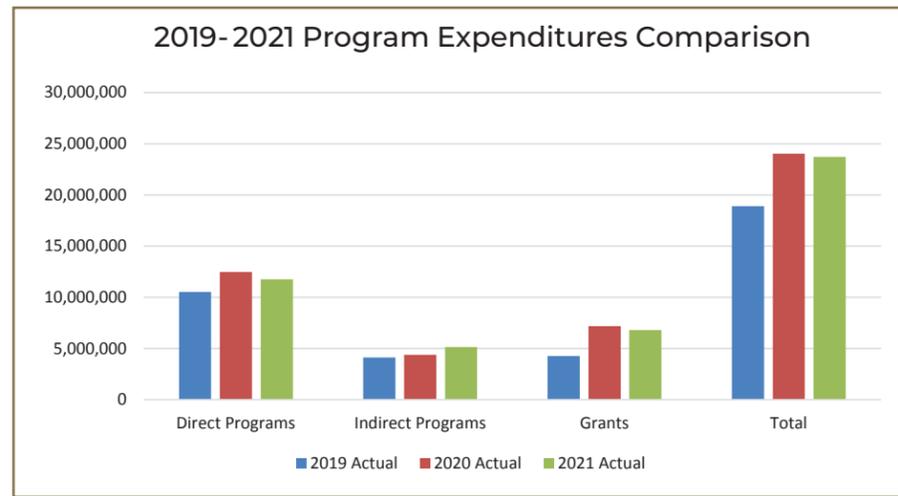
### 2021 Revenues:

The chart below shows Klamath Tribal Health & Family Service's revenue sources categorized by percentage. It shows where we receive funding including how much we generate in additional revenues through third-party insurance billing.



2019 - 2021 Annual Expenditure Comparisons

The chart shown below represents a break-down comparison of the 2019 – 2021 annual operating expenditures.



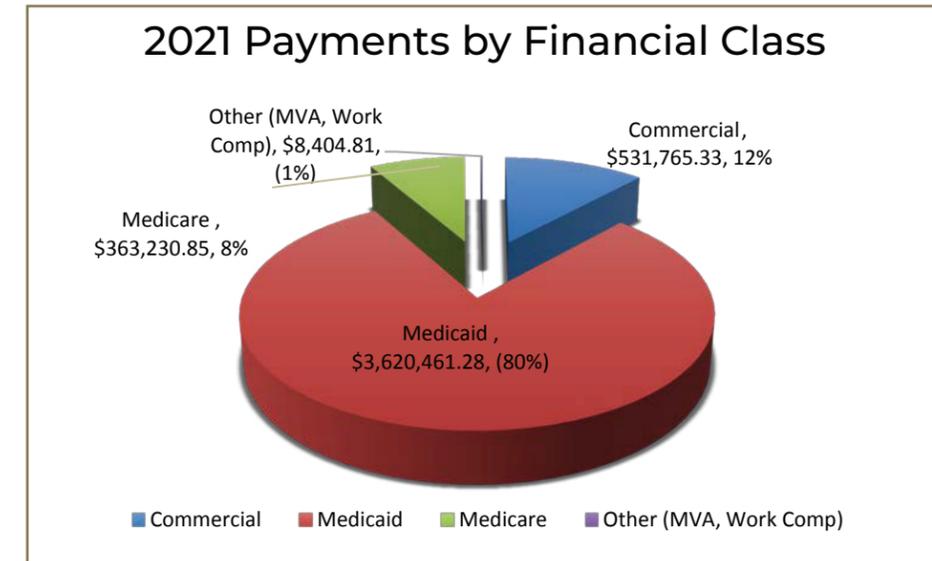
The responsibility of the Business Office is to ensure that the organization receives reimbursement for the services that health providers perform. More than half of all the patients we serve have insurance coverage. When insurance coverage is available then we are able to bill and receive revenue from the payers. Collecting these payments from the insurance payers is vital to our health care programs and the revenue collected can help with the overall growth of the organization. All Business Office employees, with the exception of the Pharmacy Billing Specialists, are cross-trained and knowledgeable in all aspects of the billing and coding systems. The Billing Specialists are also Certified Professional Coders who are committed to ensuring that services provided to patients have proper chart note documentation and are appropriately coded for in the patient chart by the providers &/or other certified staff. The Pharmacy Billing Specialists are also Nationally Certified Pharmacy Technicians.

Service elements that KTH&FS provides are listed below. The Business Office staff review and bill insurances for the service.

- Medical
- Transportation services
- Mental Health counseling
- Substance Abuse counseling
- Dental
- Specialty services
- Dietitian
- Pharmacy

2021 Accomplishments &/or Significant Events:

- **COVID Coding and Billing Payer Guidelines** – Staying apprised of the continual changes with each payer
- **Insurance Payment Methods** – Enrolled with the majority of the payers that offer Electronic Fund Transfers (EFT) at no cost. This will make our claim turn-around time better overall with the faster deposits
- **YFGC Review** – The Business Office staff have worked hard with providers and staff in the Youth & Family Guidance Center department to help providers develop good documentation habits, develop and improve workflows, and overall put in a good team effort to help ensure that the YFGC site review in 2021 was a success
- **Annual Medical Provider Coding Review & Training** – In 2021, the Business Office Manager was put in charge of the annual medical provider coding review and training. A coding compliance firm was hired to audit a few selected chart notes throughout the year every quarter. The firm will provide the overview of chart review and provide a training to all providers. The audit for 2021 will be wrapping up in June, 2022
- **3rd Party Payer Mix** – Our largest insurance payer is Oregon Medicaid (OHP) which currently makes up over 80% of our third party revenue for the year 2021. We also have patients with Medicare, employer or commercial insurance coverage. These typically are our next largest group of claims payers



Department	2021 Total Dept. Revenue Received
Medical	\$2,799,412.70
Dental	\$714,664.99
Mental Health	\$514,988.42
SUD	\$425,185.03
Transportation	\$69,611.13
Pharmacy	\$13,825,925.50
100% FMAP/ Misc. 3 <sup>rd</sup> Party Bonus Payments	\$23,542.84
<b>Total 3<sup>rd</sup> Party Revenue</b>	<b>\$18,373,330.61</b>

Challenges forthcoming for 2022:

There have been some significant challenges with provider turn-over and recruitment in 2021 that affected our insurance claims revenue. This will continue to be the case in 2022. Some other reasons for possible decrease in insurance revenue for 2022 may be:

- High deductibles & out of pocket expenses from private insurance coverage
- Loss or lapse of Oregon Medicaid coverage for many

Future Goals:

In 2022, the Business Office will:

- Strive to exceed the previous year's revenue
- We will be working on team building with the different departments of KTH&FS
- Provide technical support to each department to set reasonable revenue goals
- Participate in the annual audit & coding training
- Technical Assistance will be provided to all providers to ensure that all services are billed and that no services provides go undetected
- Expand contracts out for 100% FMAP to include more reportable services to expand the FMAP payment coverage
- Assure that claims are aging low

## MEDICAL DEPARTMENT

DEPARTMENT EMPLOYEES	
Chief Medical Officer	Registered Dietitian
Medical Administrative Assistant	Medical Office Manager
Medical Director	Medical Office Clerk (2) [1 of 2 positions vacant; 1 temp Medical Office Clerk employed]
Physician (vacant)	Health Information Coordinator
Family Nurse Practitioner (3) [1 of 3 vacant]	Medical Records Technician
Behavioral Health Consultant [Pending vacancy as of 3/3/2022]	Patient Registration Manager
X-Ray Technician	Patient Registration Clerk (2) [1 of 2 vacant as of 2/25/2022]
Nurse Supervisor (vacant)	ACA Outreach & Education Clerk
RN Case Manager FT(4) – PT(1) [2 of 4 FT vacant; 1 of 1 PT vacant]	Patient Benefits Coordinator
RN Case Manager/Infection Control (vacant)	Community Health RN Supervisor
Certified Medical Assistant & Trainee (7) [1 of 7 vacant; 1 temp CMA employed]	Community Health RN
RN Referrals Manager	Community Health Representative (2)
Referrals Coordinators (2)	[1 of 2 positions vacant; 1 temp CHR employed]

### Primary Care Visits

1. Preventive care – is when primary care practitioners work with patients to reduce risk for disease and prevent development of disease. They do this by providing periodic health assessments, risk assessments, screening, counseling, and patient education. This also includes screening patients to detect those in the early stages of a disease to enable early care.
2. Acute care (Same Day or Walk-in) Clinic – acute care is when a patient seeks health care because of symptoms. Health concerns can range from relatively minor illnesses (such as a cold virus) to a complex set of symptoms that could be serious or even life threatening. Symptoms can be physical, mental, or a combination of both.
3. Chronic care – is when primary care practitioners work with patients to manage chronic health conditions, such as diabetes and heart disease, and maximize the patients’ wellness within the context of these conditions, often over long periods.

KTH&FS Medical Clinic had 6,588 Primary Care appointments scheduled during 2021. Out of those scheduled appointments, 4,569 were kept; 279 were canceled by the patient; 33 were canceled by the provider; 106 were canceled by other (including hospitalizations, scheduling errors, clinic closures, deceased, or other); and 1,037 were the number of no-shows. The Walk-In Clinic/ Same day saw 1,505 (saw a Provider); and Nurse Clinic saw 1,215 (did not see a Provider). Since March 2020 KTH&FS Medical Clinic has included the following categories for reporting: Telehealth Visits, Cancelled by COVID-19, Same Day (listed above), and COVID Testing (positive and negative). There were 1,577 Telehealth patient visit. Patients cancelled by COVID-19 were 45. Patients tested for COVID were 2,370; out of those 283 were positive and 2,087 were negative.

Provider Name	# Available Appointments	# Patients Scheduled	# Patients Seen	# Telehealth Visits*	#Patients cancelled by patient	#Patients cancelled by provider	#Patients cancelled by COVID-19*	# of Patients cancelled by other*	# No Shows	# walk-ins	# Home Visits
C. Brown	1,522	1,341	469	336	53	9	13	23	245	167	99
D. Butcher	2,013	1,418	659	264	49	11	7	24	197	414	1
A. Devine	498	458	231	219	21	2	4	5	64	19	0
K. Martin	843	713	345	217	30	1	3	8	82	112	3
S. O'Brien	1,683	1,332	572	258	58	2	11	18	171	430	5
B. Stuart	1,854	1,568	823	291	64	8	7	26	258	262	0
J. Simmons	N/A	158	155	N/A	4	0	0	2	10	88	N/A

## MEDICAL DEPARTMENT

Medical Department	Dec 2021	Nov 2021	Oct 2021	Sep 2021	Aug 2021	July 2021	June 2021	May 2021	April 2021	March 2021	Feb 2021	Jan 2021
Appointments Scheduled	514	488	677	594	593	622	593	478	615	594	524	296
Appointments Kept	366	386	521	465	437	533	460	357	371	252	217	204
Walk – ins/ same day	92	101	116	125	100	163	96	133	119	185	139	136
Telehealth Visits Kept	110	112	138	101	71	82	108	121	122	165	197	250
Office Visits Kept	151	167	250	237	254	271	256	0	0	0	0	0
Home Visits Kept	13	6	17	12	12	17	0	0	0	0	0	0
Appointments Cancelled	33	17	27	27	26	27	27	26	18	23	13	15
by Patients												
Appointments Cancelled by Provider	4	2	4	1	2	4	3	3	2	2	3	4
Appointments Cancelled by COVID-19	0	0	0	1	38	0	2	1	0	2	1	0
Appointments Cancelled by Other (e.g., clinic closure, scheduling error, deceased, hospitalizations and other)	8	11	12	11	12	6	10	5	5	8	6	2
No Shows	72	82	108	88	78	87	70	70	103	100	118	61
Nurse Clinic	74	133	141	152	100	133	88	94	78	107	95	157
Third Next Available Appt. Average (days)	41	23	12	12	10	7	10	8	7	13	5.33	6.43
# of Outreach Patients for the month	786	788	980	726	808	796	709	796	977	1260	1093	855
Patient Appointment Show Rate*	.62	.84	.80	.84	.84	.85	.83	.58	.80	.70	.79	.79

### COVID-19 Testing

January Test Total	331
Pos	22
Neg	309
February Test Total	100
Pos	4
Neg	96
March Test Total	299
Pos	65
Neg	234
April Test Total	286
Pos	50
Neg	236
May Test Total	128
Pos	17
Neg	111
June Test Total	80
Pos	8
Neg	72
July Test Total	80
Pos	8
Neg	72

August Test Total	196
Pos	22
Neg	174
September Test Total	245
Pos	28
Neg	217
October Test Total	249
Pos	29
Neg	220
November Test Total	200
Pos	17
Neg	183
December Test Total	208
Pos	16
Neg	192
Tested 2021	2370
Positive	283
Negative	2087

COVID-19 Vaccination	
	Running Total (December 2020-December 2021)
<b>Total Doses Administered</b>	<b>4433</b>
Tribal Dose 1	1203
Tribal Dose 2	969
Non-Tribal Dose 1	875
Non-Tribal Dose 2	1055
Dose 1 and 2 Tribal	2172
Dose 1 and 2 Non-Tribal	1930
Tribal Dose 3 Booster	232
Tribal Dose 3 Booster	99
<b>Total J&amp;J Administered (Month of April 2021 Only)</b>	
Tribal	28
Non-Tribal	14
<b>Total</b>	<b>42</b>
<b>Total Pfizer Administered (Ages 12-17)</b>	
Tribal	85
Non-Tribal	49
<b>Total</b>	<b>134</b>

Specialty Visits

Specialty	#Patients Seen
Podiatry	241
Rheumatology	80
Dietician	155
Behavioral Health	274
Psychiatry	2
Anticoagulation Clinic	66

Medical Clinic COVID-19 Response

Background

COVID-19 was first diagnosed in Oregon with a patient in Washington County who first became symptomatic for the highly transmissible virus on February 19, 2020. With identification of the virus in the state, Klamath Tribal Health and Family Services launched a comprehensive COVID-19 response, which at the date of writing is completing its second year of functionality. The first positive COVID-19 case diagnosed at Klamath Tribal Health and Family services was identified June 23, 2020. The peak incidence of COVID-19 escalated in December 2020 with a positivity rate of 13% for December 2020 and an annual positivity rate of 7.5% for 2020. As we entered 2021, two significant COVID-19 variants, Delta variant and Omicron variant, emerged on July 19, 2021 and December 21, 2021, respectively. The 2021 annual positivity rate for COVID-19 was 11.9%.

COVID-19 Clinical Response Development

Community Outreach

In March 2020, KTH&FS medical providers and registered nurses attempted phone calls to all active patients of the clinic to ensure awareness of COVID-19 risk for Tribal Members, while also notifying of continued clinic availability and safety protocols. We made telehealth services available for patients, and have continued to provide those services through the 2021 calendar year. In addition, comprehensive wrap around services were developed to provide for patients to quarantine without the need to leave the home for essential supplies and to mitigate spread of COVID-19. Over 288 wrap around orders for essential needs were delivered to Tribal Members in 2020. The SCALES team, a division of Public Health, took over Wrap Around in 2021. Reporting of year 2021 wrap-around service numbers can be found in the KTH&FS Public Health report for 2021.

Incident Command Implementation

In 2020, the KTH&FS Incident Management team was activated with implementation of pandemic preparedness measures, including tiered response mechanisms, tracking of infection rates, strategic planning and logistical measures including inventories of supplies, PPE and allocations of needs to ensure continuity of functions, and provide for needs for Tribal Members.

Strategic Partnership Developments

Partnerships for facilitation of diagnosis, treatment, tracking and prevention of COVID-19 were developed with Northwest Portland Area Indian Health Board, Oregon Health Authority, and Klamath County Public Health at the start of the COVID19 pandemic. We have continued to partner with these agencies to stay abreast of changes in COVID19 virulence, guidance, and mitigation strategies.

Testing Protocols and SOP Development

COVID-19 Testing

Implementation of COVID-19 testing began on March 19th, 2020. During 2020, 1,821 tests were performed, of which 136 positive cases were identified. Total case positivity rates over the year amounted to 7.5%. KTH&FS was able to implement the only rapid testing widely available in Klamath County with utilization of two different rapid COVID-19 tests, including Abbott ID-now, and Binax testing, both which provide test results within 15 minutes of the test being performed. Testing was provided to all Tribal Members, tribal contacts, employees, employee contacts, and essential workers in the Klamath County region, as well as first responders for declared disasters in the region, such as fire crews to ensure continued protection of Tribal membership through continuity of their services.

In 2021, we completed 2370 COVID tests with a positivity rate of 11.9%. Of note, AAAHC accreditation was achieved in 2020, with a review of all COVID-19 protocols and approval of strategies for infection control. Testing capabilities and PPE decisions were reviewed by surveyors, and found to be in compliance or above the required level needed.

CDC Infection Control and Prevention Survey

On December 15, 2020, KTH&FS participated in an Infection Control and Prevention Survey with the Centers for Disease Control. This survey reviewed the infection control practices and prevention measures implemented by KTH&FS, as well as SOP development and employee health measures, and found that KTH&FS has substantial strengths, and exceeded the requirements deemed necessary by CDC for personal protective equipment for staff (a measure taken by KTH&FS to mitigate employee to employee COVID-19 spread). We have continued these practices through the 2021 calendar year.

Employee Health Program Implementation

Comprehensive Tribal-Wide Employee Health SOP implementation

A comprehensive employee health program was built to provide for the care of employees for all tribal entities as part of the COVID-19 response. This includes review of all employees with symptoms of COVID-19, issuing exclusions and clearance to return to work, as well as contact tracing to mitigate spread of COVID in tribal facilities.

Kokomo 24/7

Procurement of KOKOMO 24/7, a program to screen employees for COVID-19 symptoms, and track potential outbreaks was completed, with utilization throughout the peak months of the COVID outbreak, allowing for identification of potential cases, rapid isolation and prevention of spread within tribal entities.

COVID-19 Immunization Program

Comprehensive vaccination planning was completed with point of dispensing plans, as well as Oregon Health Authority partnership. A large scale vaccination program was implemented and planned for, with the first doses COVID-19 vaccination being administered on 12/23/2020. Tribal Members were called based on risk status for prioritization for vaccination, as well as mass messaging sent out to encourage vaccination. In 2021, we continued our vaccination efforts and began third doses or “booster” doses of COVID19 as recommended by the CDC. We also implemented vaccines for ages 12-17 and ages 5 through less than 12.

Patient Registration

Patient Registration screens all patients for alternate health care resources. During the year, Patient Registration Assists with the Oregon Health Plan (OHP) Due to COVID-19 and Family Medical leave we do not have an accurate number of how many Patients are on OHP, and 76 Patients in the Tribal Premium Sponsorship Program (TPSP). I.H.S funds are used as payer of last resort when all other resources have been exhausted. I.H.S. is limited and when patients apply for alternate resources it allows KTH&FS to bill for services and offset the costs to provide and grow our health services and provide additional services.

Staffing

In addition to the positions above based on our currently approved organizational chart, the Medical Department has other staff to help with our day-to-day:

1. One temporary Certified Medical Assistant (CMA)
2. One temporary Community Health Representative (CHR)
3. One temporary Medical Office Clerk
4. One temporary COVID screener

We also have the following Personal Service Contracts:

1. One Rheumatology physician, Dr. Heather Hansen
2. One Podiatry physician, Dr. Michael McCullough
3. Two Internal Medicine Specialists, Drs. Katie Martin and Chris Brown

The following Personal Service Contracts were discontinued in 2021:

1. Dr. Anthony Kahr, rheumatologist
2. Dr. Shane Coleman, psychiatrist

**Integrated Care Teams (ICT)**

In 2017 we began the ICT's, each Patient was given a biography of each member of the team and was able to choose which ICT they would like.

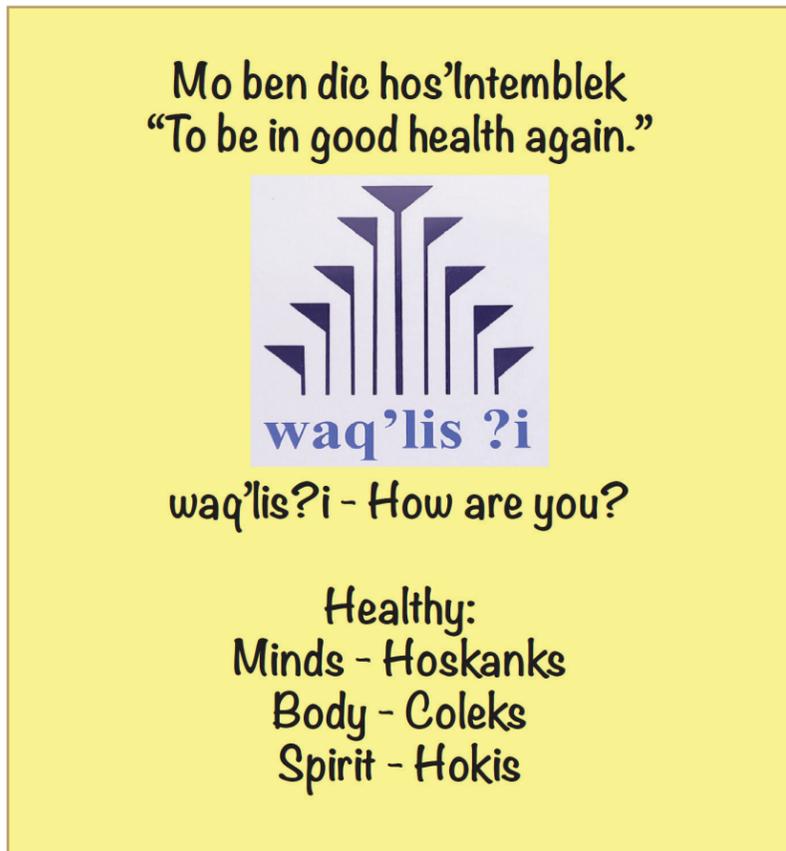
In 2021 our ICT's were resuming in Clinic Office Visit, the highest 3rd next available was at an average of 41 Days In December, Due to COVID-19 Staff Shortages and exclusions. In 2020 Medical had to change the schedule due to COVID-19 to be in compliance with the social distancing and keeping our Pts and staff safe. We added the Same Day appointments and limited in Patient appointments. We also added a COVID-19 Testing schedule and a COVID-19 Provider schedule. In 2021 we have continued with same day appointments, and have opened the schedule a bit more for in office appointments.

**Referrals**

In 2021 KTH&FS hired the RN Referrals Manager. She has worked really hard with referrals and Referrals is now coordinating better with the providers, Purchased and Referred Care and outside providers. For patients who have OHP, the referral process can take longer; this can sometimes be due to the patient being on a managed care plan and needing to be switched to an Open card. The switch to Open Card is effective the 1st of the following month of the month regardless if it's the first or last day of the month. Referrals can also be slowed due to prior authorizations from OHP; prior authorizations can take up to 90 days for OHP review. The prior authorizations are sent by United States Postal Service. Referrals can also be slowed due to specialty provider shortage.

Listed below are the referrals for the year.

1. Referral Tracking	Jan 1, 2021 thru Dec 31, 2021 Value
A. Total Number of Referrals	3023
2. Referrals by Type (Referred for) October 2021	Jan 1, 2021 thru Dec 31, 2021
A. Referral Type	
1. Assume care	9 (0.3%)
2. Consult	193 (6.38%)
3. Diagnostic Study	666 (22.03%)
4. Diagnostic Testing	1066 (35.26%)
5. DME	4 (0.13%)
6. Evaluate and Treat	932 (30.83%)
7. Follow-up and Treat	8 (0.26%)
B. Unknown	145 (4.8%)
3. Referrals by Status	Jan 1, 2021 thru Dec 31, 2021
A. Completed	1962 (64.9%)
B. Not Completed	371(12.27%)
C. Refused	179 (5.92%)
D. Canceled	164 (5.43%)
E. Denied	72 (2.38%)
F. No Show	63 (2.08%)
G. Duplicate	64 (2.12%)
H. Unable to Reach	148 (4.9%)



**Bright Beginnings Prenatal Program**

The maternal and Child Health Services Block Grant ( Title V of Social Security Act) is the only federal program devoted to improving the health of all women, Children and families. Title V provides funding to state maternal and child health (MCH) Programs, which serves 35 million women and children in the U.S. The KTH&FS MCH Program, "Bright Beginnings Prenatal Program". Pregnant Women who complete the KTH&FS bright Beginnings Prenatal Program receive a free diaper bag full of surprises for baby. In 2021, Bright Beginnings enrolled women. For the 2021 year, we continued the program and had nine (9) participants who completed the program. We plan to start more programs to support our youth and Teens.

**Health Education Events Highlights**

**Movie Nights.** Fridays between June 2021 and September 2021 we hosted a total of 22 movie nights with anti-drug and alcohol messaging.

**Suicide Awareness 3-on-3 Basketball Tournament.** On June 26, and 27, 2021 we hosted basketball tournament events to bring awareness to suicide and its prevention. Included in this event was a presentation by Kenny Dobbs, a Native American Basketball player. There were 43 teams who participated.

**Community Supported Agriculture.** Our diabetes program in collaboration with Sweet Union Farm provided vegetable boxes for 40 participants between June 1, 2021 and October 20, 2021.

**Ho Mas Gi Warriors.** This program is designed for diabetes prevention and education. Using our Diabetes grant, Tribal Members interested in diabetes prevention can sign up for a one year gym membership from National Fitness with KTH&FS (maximum 100 participants). We started signing people up for this program on October 21, 2021, but the program got off to a slow start. We did, however, have thirty-five participants attend our November 11, 2021 support class. Program includes 24-hour access along with support classes with Jim Johnston, former Buccaneers Coach and retired Health Educator. There is also a shoe incentive, but class attendance is required for the shoe incentive.

**Back to School Drive-Thru Event.** We hosted a back-to-school drive thru event on August 12, 2021 to get kids vaccinations and provide school supplies for the year. There were 400 participants.

**Health Row Drive Thru and Color Run.** On October 8, 2021, eight (8) total attendees participated in the Health Row Drive Thru and Color Run. Presentations included: a.) Developmental Nutrition on Women's Childbearing Years; b.) Opioids and Alternative Therapies; and c.) Aislyn's Diabetes Story. An activity also included was 9-holes of golf.

**Women's Health Event.** On October 8, 2021, eight (8) total attendees participated in the Women's Health Event. Presentations included: a.) Developmental Nutrition on Women's Childbearing Years; b.) Opioids and Alternative Therapies; and c.) Aislyn's Diabetes Story. An activity also included was 9-holes of golf.

**Trunk or Treat.** Completed October 29, 2021 with attendance in Chiloquin of approximately 400 participants. October 30, 2021 drive thru attendance in Klamath Falls of approximately 150 participants.

**Men's Health Event.** On June 18, 2021 we held a Men's Health Event to bring awareness to men's health issues and to promote men's health. The event was held at Shield Crest Golf Course with 17 participants.

**Children's Vaccination Events.** On November 18, 2021 and December 9, 2021 we held vaccination clinics specifically for children ages 5 to less than 11, as this vaccine became available with Pfizer. We are continuing to vaccinate everyone we can against COVID-19.

**Veteran's Day Drive Thru.** To honor our Tribal veterans who have dedicated their lives to serving this country. We hosted a drive-thru event on November 30, 2021 at our Pioneer Street location. We have 34 participants at this event.

**Elder's Drive Thru.** To honor Tribal elders ages 60+ and to provide information/education to Tribal elders regarding health issues that are often seen in this age group, we held an Elder's Drive Thru event. It was held December 2, 2021 in the Klamath Tribes Fitness Center Parking Lot. We provided giveaways.



## PUBLIC HEALTH

DEPARTMENT EMPLOYEES	
Public Health Director	Public Health Education Manager
Public Health Coordinator (4)	SCALES (4)

Our Public Health Department opened in December of 2021 in effort to address health disparities, promote health and wellness and prevent disease among our tribal population. It brought both the Strategic Community Action for Lasting Empowerment (SCALE) team and Health Education Team under its department.

### Health Education

Our Health Education Team is comprised of 4 members who manage our Diabetes Prevention, Opioid Prevention, Tobacco Prevention, and Maternal Fetal Health Education programs. These programs strive to educate community members through events, community engagement, educational classes and activities. These programs also work with community partners such as Klamath County Public Health, Chiloquin schools, and policy makers to influence health policy. During the month of December, our Health Education Team spent \$17,000 sponsoring the following tribal community events: Elder Drive-Thru, Chi Winter Wonderland Event, Tribal Administration Holiday Event and the KTH&FS Sobriety Pow Wow. The team spent \$4,000 partnering with Chiloquin Elementary school to provide snacks for winter break and toys for kids.

### SCALE Team

Our SCALE Team is comprised of three team members who conduct COVID-19 Case Investigations, provide Wrap-Around Services, manage our Vaccination Incentive Program, and put on vaccination clinics and events.

Case Investigations entail calling Tribal Members whom have tested positive at our clinic, educating them on the virus and how to properly quarantine. Wrap Around services are offered to all of our COVID + Tribal Members and employees. We provide grocery ordering and delivery. Our vaccine incentive program includes processing vaccination incentive applications and having checks cut to Tribal Members who qualify. The team conducted 18 Case Investigations and provided 11 wrap around services the month of December.

The vaccination incentive program was implemented in August 2021. Tribal Members and staff who were vaccinated could receive \$250 per dose of the vaccine, or \$500 for being fully vaccinated. We processed 84 vaccination incentive applications paying out \$35,500 in incentive pay to Tribal Members during the month of December.

At the end of October 2021, the use of the Pfizer vaccine for youth ages 5-11 years old was approved. During the month of December, the team put on one youth vaccine event which vaccinated 25 kids.



In December 2021, our Klamath Against Covid Billboard was placed on Hwy 97 near Klamath Falls. This project is in collaboration with Kla-Mo-Ya Casino Marketing Department, for community safety awareness.

## DENTAL DEPARTMENT

DEPARTMENT EMPLOYEES	
Dental Clinic Director	Dentist (2)
Dental Hygiene Supervisor	Dental Hygienist
DA Periodontal Maintenance (EFDA)	Dental Back Office Supervisor
Dental Assistant & Trainee (5)	Dental Front Office Supervisor
Dental Clerk	

This yearly report is being prepared by Tom Barratt, the Dental Director. I feel it is a privilege to be able to serve in this capacity. I am thankful for the kindness and consideration all the employees at KTH&FS have extended to the Dental Clinic. This all makes for a unified Health Care System. I have been the Dental Director since June of 2017 and look forward to serve this organization in the future. I have always had three main goals: 1. Patient satisfaction, safety, and availability of care. 2. Employee satisfaction and retention. 3. Monetary return for KTH&FS.

The current staff in the Dental Department includes 12 employees and 8 are Tribal Members. During 2021, we had 2 Dentists, 2 Hygienists, 2 Front Office, 1 Perio-Maintenance Assistant who can clean children's teeth, and 5 Dental Assistants. The 12 employees in Dental have a combined 207 years of experience and an average of about 17 years per employee. We are in the process of hiring another experienced Dentist. We will also be doing house training of a current Dental Assistant to become the second Perio-Maintenance Assistant. This means in 2022 we will have 7 providers who can all participate in directly caring for patients and reaping the financial returns. In 2021 we had only 5 providers. The increase in providers for 2022 will result in greater access to care for the patient base as well as more financial return for KTH&FS.

The Dental Department has actively participated in the plans for the satellite clinic at 6000 New Way. Dental had their plans in place and acquired all the proper bids in 2021. The equipment was all ordered last year because we knew there would be supply chain problems due to the pandemic.

The COVID Pandemic that began around March of 2020 had a big impact on the Dental Department. Since many of the dental procedures create a fine mist or aerosol, it severely influenced some of the common procedures performed. We are so thankful to KTH&FS for acquiring special aerosol collecting equipment that was installed in 2021. We are now back to offering all the procedures pre-COVID. During COVID, the Dental Department never did close down and we have followed all the standardized precautions which has resulted in few dental employees acquiring COVID.

The Dental Department received only 3 patient complaints in 2021 and they have all been resolved. Two of the complaints were associated with the reduction in procedures we were allowed to perform but they have now been taken care of. The other complaint dealt with a misunderstanding with the Front Office and they apologized and all is well.

As the Dental Director, I have taken advantage of my 3 Office Supervisors. They are Front Office, Hygiene, and Back Office Supervisors. They are so valuable because of their many years of experience and their familiarity with the patients. The Dental Staff has weekly meeting where we discuss different issues and express appreciation to each other. I really feel we have a unified team which makes our working environment enjoyable.

During 2021, our Dental Clinic has been involved with the Northwest Portland Area Dental Board in a program called We Smile. This program increases access to care, completion of treatment plans, incorporating minimal invasive dentistry, and patient satisfaction. Each patient fills out a simple survey of their visit and we use them to make any necessary changes to further strengthen patient satisfaction.

The Dental team is so thankful for the Purchased Referred Care that we can send out special cases to Oral Surgery, Endodontics, and Pediatric Dentistry. We also offer Orthodontic Treatment to about 15 children per year that are in the greatest need. The Dental Team has investigated being able to possibly getting an in house Specialist such as a Children's Dentist to come to our new facility at 6000 New Way. It will be equipped with the necessary equipment to make that possible.

The Dental Team has had the privilege to fully participate in all the Outreach Programs during 2021. We have also taken supplies to the local schools. Though the Outreach Programs were mostly drive thru, we were grateful to be able to participate. The Dental Staff loves to dress up and have fun together at these special events.

The number of patients seen and the financial returns have finally turned a corner since March of 2020 when COVID essentially began. Our plans to expand the number of providers will definitely reap rewards into 2022.

Patients Seen 2019: 3166      Patients Seen 2020: 1599      Patients Seen 2021: 2246  
 Payments Collected 2019: 1,003,501.00      Payments Collected 2020: 506,800.00      Payments Collected 2021: 714,609.00

## PHARMACY DEPARTMENT

DEPARTMENT EMPLOYEES	
Pharmacy Director (1)	Lead/Certified Pharmacy Technicians/Trainee (6), 1 Full time & 1 Temp open for recruitment
Assistant Chief Pharmacist (1)	Pharmacy Clerk (1)
Clinical Staff Pharmacist (3), 1 Full time & 1 Temp open for recruitment	Contract Pharmacists (utilizing 4 different pharmacists for this role in 2021)

### Program Overview

The KTH&FS pharmacy offers prescriptions, clinical, and administrative pharmacy services at no cost to Klamath Tribal Members and Native Americans of other federally recognized tribes registered for service. The pharmacy is located in the Wellness Center clinic in Chiloquin, OR. The KTH&FS pharmacy is controlled under the legal authority of the Klamath Tribes and follows required federal rules and regulations. The pharmacy staff cares for patients by making sure medications are used safely, effectively, and responsibly; striving to provide both a professional as well as personalized patient care experience. The pharmacist-patient (along with pharmacist-provider) relationships and conversations remain the most important part of ensuring that medications are used correctly and effectively.

### Scope of Pharmacy Services

- Administrate and operate the pharmaceutical services at KTH&FS
- Fill accurate, safe, legal, and effective prescriptions
- Educate patients on proper use, precautions, and disease states pertaining to dispensed prescriptions.
- Maintain an adequate stock of medications, within standards of care and legal requirements, to ensure both availability as well as security
- Assist providers patients with specific medication care plans for the prevention and treatment of disease
- Provide patients with Medication Therapy Management
- Advise and help manage policies, procedures, and practices related to medication therapy
- Manage KTH&FS medication formulary and drug use criteria
- Provide home delivery to eligible patients
- Provide a pharmacist managed anticoagulation clinic
- Pharmacist manage Medication Synchronization Refill Program (Med Sync) for patients
- Ensure appropriate insurance billing and accuracy to maximize revenue

The pharmacy staff aims to provide the best service possible to patients and requests feedback to continuously provide top quality service. Staff are continually considering new services, while retaining services that patients appreciate and value.

### Summary of Annual Activity:

#### COVID-19 Pandemic Impact on Pharmacy Operations

The global pandemic continued to force pharmacy staff to problem solve and coordinate with other departments more than ever in order to ensure our patients were taken care of and received their medications safely and in a timely manner. Major changes in operations that were necessary in order for pharmacy to succeed in 2021 included:

1. Pharmacy Hours of operation continued to be rolled back to pre-October 2017 operation hours. See “Expanded Pharmacy Hours” below
2. Remote Processing by pharmacists (as allowed by Oregon State Board of Pharmacy during the Public Health Emergency)
  - a. This allowed us to have a back-up pharmacist able to come work in the clinic if the scenario arose where the rest of the pharmacy staff needed to be quarantined.
  - b. The remote pharmacist was still able to manage the Med Sync remotely; that program accounts for ~60% of the prescription volume.
3. Curbside Pickup of medications outside of the Wellness Center continued for safety and convenience. This greatly decreased foot traffic into the clinic, limiting the possible community spread of COVID-19.

## PHARMACY DEPARTMENT

4. Expanded Home Delivery services continued per authorization from the Leadership Team.
  - a. Home Delivery was granted to any patient enrolled in our Med Sync regardless of age or tribal affiliation.
  - b. Transportation services coordinated with us to provide pharmacy delivery to patients in need on a case-by-case basis.
  - c. Home Deliveries per month more than doubled from <300 per month pre-COVID to as many as 666 in March 2021.
  - d. Started work to receive and use oral antivirals for COVID-19
5. Pharmacy coordinated with Sky Lakes Medical to obtain COVID-19 vaccine as well as to distribute monoclonal antibody IV medication for our tribal patients.
6. Pharmacy ordered and obtained regular supplies of COVID-19 home test kits through the IHS National Supply Service Center.

### Clinical Pharmacy & Patient Care

Pharmacists have unique knowledge and skills that allow them to support patients and providers with medication options. On a daily basis, pharmacists help with questions, medication management, care-plans, and additional support for disease states such as diabetes, pain management, and rheumatoid arthritis. Pharmacists managed anticoagulation patients at 88 visits through a “Collaborative Practice Agreement” in a Pharmacist Managed Anticoagulation clinic in 2021. During this last year, warfarin Time in Therapeutic Range averaged 71.75% (> 65-70% is clinical target.) Medication adherence for newer Direct-Acting-Oral-Anticoagulants (DOACs) averaged 88.17%.

### Committee Work

Pharmacists and Certified Pharmacy Technicians supported work through a number of committees: Credentialing, Customer Service, Electronic Health Records, Emergency Preparedness, Infection Prevention Control & Safety, Leadership Team, Pharmacy & Therapeutics (P&T), and Purchased and Referred Care committees. Pharmacists also supported the Indian Health Services (IHS) Antibiotic Stewardship Workgroup, Oregon Pharmacy Practice Formulary Subcommittee, Oregon Health & Human Services Cluster meetings, Oregon Health Authority P&T, and Tribal Health NextGen Consortium.

### Medication Formulary & Drug Use Criteria

The Pharmacy & Therapeutics (P&T) committee is comprised of providers, pharmacists, nurses, a behavioral health specialist, and a compliance administrator. This committee works together to promote the safe and effective use of medications, in a financially sustainable manner, to maximize access to high quality treatments for patients. Pharmacy staff continue to lead the P&T Committee and manage the Medication Formulary and Drug Use Criteria document. Through the P&T committee, 18 medications (including high cost specialty medications) were added to the Medication Formulary to increase access to medications that were previously restricted from dispensing. In addition, 9 Drug Use Criteria documents were created and/or updated to increase clinical awareness to the appropriate use of these medicines.

### Pharmacy Students

The pharmacy offers community, ambulatory care, and administrative student experiences with affiliated professional pharmacy programs. The pharmacy had three pharmacy students in 2021 for a total of 5months. The students were from OSU/OHSU College of Pharmacy and University of Pittsburgh. During their experience, students gain a better knowledge of clinical pharmacy and administration. In addition to their clinical experiences, students obtain a greater understanding and appreciation for the Klamath Tribes. Since 2010, KTH&FS pharmacy has proudly educated 52 students from 6 different universities.

### Home Delivery of Prescriptions

The pharmacy provides home delivery of prescriptions to eligible patients upon request. Due to COVID-19, pharmacy delivery services were expanded to patients previously ineligible for that service. In 2021, the pharmacy made 6972 deliveries with as many as 666 deliveries completed within a single month. This was made possible through coordination with Transportation services. Each day required 2-3 delivery drivers. In 2021, the pharmacy did 6753 deliveries (up 11.6%) of a 37,399 prescription (up 17.8%) to 478 patients. Klamath Tribal Members who are at least 65 years of age or medically disabled are eligible for home delivery. In 2020, eligibility was expanded to patients enrolled in Med Sync or authorized by the transportation for COVID-19.

### Patients Served

The pharmacy served 1759 Tribal Members (1.6% increase) at 11,351 unique visits (0.4% increase) in 2021, of which 77% of visits were for registered Klamath Tribal Members and 23% were from another tribe (same ratio as 2020.) 27% of prescriptions were for patients living in Chiloquin vs 59% of prescriptions were for patients living in Klamath Falls. 33% of prescriptions were for patients who lived closer to Chiloquin whereas 66% of prescriptions were for patients who lived closer to Klamath

## PHARMACY DEPARTMENT

Continued

were for patients who lived closer to Chiloquin whereas 66% of prescriptions were for patients who lived closer to Klamath Falls. This is important information to help predict future workload for the upcoming Klamath Falls satellite pharmacy. It should be noted that this info should be viewed as a baseline and doesn't account for the currently inactive pharmacy patients that will likely choose to use the Klamath Falls tribal pharmacy once it is open (especially with the current wait times seen at the retail Klamath Falls pharmacy locations.) By county, 94.8% lived in Klamath County and 5.2% lived elsewhere in Oregon, which is very similar to last year.

### Prescription Volume

In 2021, the pharmacy filled 93,050 prescriptions. This is an 1.6% decrease as compared to 2020. The pharmacy averaged 389 prescriptions per day (based on 239 working days.) Workload varies based on the day of the week; volume fluctuates between 72 – 685 prescriptions daily during 2021 with Mondays (409 average Rx fills) being the busiest and Fridays (327 average Rx fills) the least busy days of the week. Of note, the lowest and highest prescription days were the day after St Patrick's Day and the Monday after Thanksgiving Holiday's 4 day weekend respectively. Reports show 88.7% of prescription fills were ordered by prescribers at KTH&FS Clinics, a 1.1% over 2020. The pharmacy fills "new" and "refill" prescriptions for patients. Based on data using Pioneer Rx, 35.6% of prescriptions were "new" and 64.4% were "refills" in 2021. An astounding 58.79% of all prescriptions occur through the Med Sync, where a pharmacist calls the patient and coordinates refills. We initiated the pharmacy Interactive Voice Response (IVR) phone system in May 2019; however, patients overall still prefer to speak to a staff member as 14% of all fills still come from a patient calling in and requesting to speak to a staff member compared to the 6.7% of all fills coming through the IVR system. Only 1.1% of refills, were requested via "Rx Local," which is over the internet or through the mobile phone app. A pharmacy newsletter was previously published in the KTH&FS quarterly newsletter in both 2019 and 2020 to help explain and walk patients through process of requesting refills over the internet or through the Rx Local phone app. We plan in 2022 to enable the requesting of controlled substance refills over IVR/Rx Local to increase the number of patients who can then choose these streamlined options. It is expected that the IVR and internet refill options will increase in utilization as patients become more accustomed to these new features. Only 6.44% were filled via paper hardcopy as prescriptions are being sent almost exclusively via electronic means nowadays.

### Overview of Highlights and Accomplishments:

#### Pharmacy Hours changed during COVID-19

Beginning October 2017, the pharmacy expanded hours by staying open through the "lunch hour" and on Feb 5th 2018, the pharmacy extended hours to 5pm. In doing so, the pharmacy added 2 hours per day of operations to improve accessibility for patients to receive care and prescriptions.

The pharmacy remained open Monday – Friday continuously from 7:30am – 5pm until April 2020, when business hours were rolled back to 7:30-4pm (closed 12pm-1pm). The roll back in hours were vital to pharmacy operations being able to stay afloat. Implications included:

- Changed from 7:30-5:30 open during lunch (open 10 hours) to 7:30-4:30 closed for lunch (open 8 hours)
- As the pharmacy often only had 7 of 13 staff members working within the pharmacy during 2020, splitting shifts as before was not feasible or safe
- Workflow efficiency greatly improved with the rollback in business hours and all staff working the same shift. Annual prescription volume slightly decreased
- Pharmacy staff members greatly desire to maintain the 7:30-4pm operation hours during 2022 to continue improved efficiencies, patient safety, and moral

### Opioid Prescribing Safety

In, 2021, 2.46% of all prescriptions were written for an opioid medication, down from 2.53% in 2020. Pharmacy staff continued to address opioid safety through assisting with updates in pain policies and providing guidance on opioids and benzodiazepines ordered. Compared to 2015, these efforts have resulted in a 54% decrease in patients receiving opioids, while overall prescriptions increased 16% during this time. Pharmacists have also been working within the P&T Committee on the Pain Policy and Procedures for chronic pain and acute pain as well as medication assisted treatment (MAT) for those with alcohol use disorder or opioid use disorder. The pharmacy staff also support naloxone co-prescribing for opioid overdose prevention.

## PHARMACY DEPARTMENT

Year Totals	2015	2016	2017	2018	2019	2020	2021
# of Rx's	80,208	76,378	79,106	83,922	87,000	94,643	93,054
# of Opioid Rx's	4,303	3,256	2,819	2,629	2,611	2,395	2,287
% of Rx's dispensed that were for an Opioid medication	5.36%	4.26%	3.56%	3.13%	3.00%	2.53%	2.46%
# of Narcan Rx's	0	0	12	15	39	29	25
# of MAT Rx's	2	9	17	41	55	133	199

### Medication Synchronization Refill Program (Med Sync)

The Med Sync is where a pharmacist reconciles medications, calls the patient to confirm needed medications, and coordinates the medications being filled and then dispensed/delivered on the patient's designated "sync date." Since the program began in 2018, patients have expressed their appreciation for this service, in particular those who are on more monthly medications. In 2019, there were 317 patients enrolled in this program which accounted for 53.7% of all prescriptions dispensed by the pharmacy. In 2020, this program has grown to 341 patients, up from 317 in 2019, and has accounted for 57.5% (a 4% increase) of all prescriptions dispensed by the pharmacy. Now in 2021, the program has 344 active patients and is accounting for 58.79% (another 2% increase) of all prescriptions dispensed by the pharmacy. This program also includes patients who require bubble packing. In 2019, the pharmacy revamped the bubble pack prescription labels, giving patients a much clearer picture of which medications are in each timeslot.

Year Totals	2018	2019	2020	2021
Patients Enrolled in Med Sync	313	317	341	344
# of Rx's	41,883	46,762	54,467	54,707
% of Rx Volume	49.9%	53.7%	57.5%	58.79%

### Community Events

Pharmacy staff participating in community events was greatly reduced in 2020 due to cancellation of events and staffing. Pharmacy supported community COVID-19 related & Kids Back to School Drive-Through events.

### Medication Disposal Receptacle

The pharmacy continues to provide one of the only Medication Disposal Receptacles in Klamath County, allowing people to safely dispose of unneeded medications. These receptacles are highly regulated by the Drug Enforcement Agency (DEA) and only allowed in pharmacies or law enforcement agencies. People are greatly encourage to use this safe disposal method. In January 2021, the pharmacy changed vendors and started using MED-Project Disposal which is paid for by the State of Oregon. To date, we have shipped 157.4 pounds of no longer needed medication for safe disposal and destruction.

### Medication Use Evaluations

The pharmacy routinely performs evaluations of medication prescribing practices for the organization. This process improves the quality and safety of medication use according to established clinical guidelines.

In 2021, the pharmacy led three separate "Drug Use Evaluations": the review of urinary incontinence medications, pancreatic enzyme replacement therapy, antipsychotic agents, medications of alcohol use disorder, and medication for opioid use disorder.

### Pharmacy Technician Training Program

This program provides the Tribal Members with the training, education, and experience needed to become a nationally certified pharmacy technician and be licensed by the state of Oregon Board of Pharmacy. The pharmacy's third Technician Trainee completed training in 2021 and became a Nationally Certified Pharmacy Technician in 2021 before resignation for personal reasons. Our second trainee is still working within the pharmacy as a Nationally Certified Pharmacy Technician.

**Pharmacy Software Upgrade Plan**

Pharmacy staff transitioned to the PioneerRx Pharmacy Prescription Processing System on 4/30/2019. This system has added features: interactive voice response (IVR) phone system, web refills, phone app refills, inventory management, electronic home delivery coordination/logs, curbside app, medication synchronization refills, bubble pack tracking, coordinated medication bag batching system, FDA medication guides, electronic prescription/document storage, improved reporting functions, potential to increase to multiple pharmacy locations, and clinical medication therapy management (MTM). This system replaced the previous QS/1 (started 1996) and ScriptPro work flow systems (Started 2003), internal Microsoft Excel programs, and previously budgeted Third Party Management System, IVR, and web refills. In 2021, pharmacy added Curbside Delivery outside of the pharmacy, decreasing foot traffic inside the clinic and using iPads for electronic signature to help maintain COVID-19 precautions.

**Revenue Improvements**

The pharmacy revenue significantly improved in 2021, with an increase of \$1.3 million, or 10.54%, over 2020. Overall, revenue has increased by \$11.4 million, or 479%, over the last 5 years. This improvement was largely from an increase in the state Medicaid reimbursement for prescriptions. Other improvements are from Pharmacists and the Pharmacy Billing Coordinator providing clinical and administrative pharmacy services in collaboration with provider teams and the P&T Committee. These collaborations have helped manage specific patient care plans, the medication formulary, drug use criteria, and prior authorizations. This has improved revenue while increasing access to medications, as demonstrated by the medication formulary increasing by 12 to 72 medications every year over the last 9 years. This also reflects the additions of high cost (over \$1000 per month) specialty medications every year. A side note is that revenue from high cost drugs, with clear formulary guidance for appropriate use, netted a \$500,000 revenue in 2021.

**Program Challenges:**

**Increased Work Load**

and continuation of extended hours of operation over pre-October 2017. Thankfully, the extended hours were changed back to pre-October 2017 working hours around the end of March. However, due to the pandemic and new safety precautions implemented in response, staffing levels have been lower for extended periods of time during 2021. It was a common sight to have only 4 to 6 out, many unscheduled making pharmacy services challenging during 2021. By the end of 2021, hiring a replacement for the vacant clinical staff pharmacist and certified pharmacy technician, as well as for a temporary positions was in the works.

**Pharmacy Staffing**

The pharmacy had several changes in staffing in 2021: a Pharmacy Technician Trainee was hired, trained, and subsequently resigned before her probationary review was over; a nationally certified pharmacy technician transferred to the KTH&FS Finance Department, a nationally certified pharmacy technician was hired, a Clinical Staff Pharmacist was hired but ultimately was replaced with another Clinical Staff Pharmacist. There are 4 contract pharmacists that worked for the pharmacy in 2021. All four of these pharmacists are clinical pharmacist with Board Certified Pharmacotherapy Specialist (BCPS) certifications.

**Pharmacy Medication Budget**

The cost of prescription medication decreased 8.07% in 2021. Estimated cost increase was 6.3- 10.5% per the Centers for Medicare & Medicaid Services and CBS report. The pharmacy Drug spending for 2021 was \$2,281,285, which is 15% under budget and a 99% increase compared to the 2009 drug expenditures of \$1,153,000. Drug costs have steadily increased at an average rate of 7% each year, far exceeding the national average rate of 2% for other goods. A major contributor to the rise in medication costs is the high cost of specialty medication, which increased 30.9% in 2015 alone. The clinic's willingness to treat and cure high cost disease states, such as Hepatitis C, is a prime example of the expanded services that are offered to Tribal Members. These expanded services are the key contributor to the pharmacy's increased expenditures, which have increased slightly over the national average. The team of pharmacists and technicians have been working diligently to mitigate drug costs in 2020, by collaborating with patients, providers and outside pharmacies to find the most cost effective option for patients while still providing the best care possible. Fortunately, the pharmacy department has significantly increased annual revenue by 11.4 million, or 479%, over the last 5 years. This increase in revenue has more than offset the approximately \$1 million spent on high cost drugs in 2021, which alone paid for themselves and netted \$500,000 in profit margin.

**Complexity of Operations**

Pharmacy is often considered a mix of medical practice and business. This is due to the high level of regulation, complex medication pricing, challenging medication supply chain, and intricacies of insurance agreements. However, this is a challenge continually addressed by pharmacy staff. Providing medications in an efficient manner while also ensuring correct and safe use requires operational efficiencies, logistics, and quality staff who retain personal relationships and continue engaging patients. The pharmacy staff's ultimate goal is to continue to focus on providing excellent care, meeting the needs of the people served, and fulfilling the goals and mission of KTH&FS and The Klamath Tribes.

The pharmacy is owned and operated by the Klamath Tribes, which provides each Tribal Member a unique opportunity to individually manage their care. Recognizing that patients are an essential resource; the pharmacy staff values their opinions, insights, and input. If you appreciate the pharmacy's services or staff, please let us know. If we are failing you or you need help, please let us know and ask for help. That is why we are here. A comment box is conveniently located at the front of the pharmacy and we appreciate your comments, suggestions and feedback.

Year Totals	Prescriptions	Patient Visits	Unique Patients	Medication Costs after Credits	Revenue (*=Estimate)
2021	93,054	11,351	1787	\$2,215,312.26	\$13,825,925.50 <sup>++</sup>
2020	94,643	11,301	1759	\$2,263,552 <sup>+</sup>	\$12,507,150 <sup>*</sup>
2019	87,000	11,546	1704	\$1,519,136.73	\$9,303,461 <sup>*</sup>
2018	83,922	11,622	1942	\$1,572,157.10	\$7,862,945
2017	79,108	11,455	1908	\$795,167.94	\$4,155,702 <sup>*</sup>
2016	76,400	11,778	1930	\$1,340,757.11	\$2,386,021
2015	80,211	12,617	2086	\$1,386,511.29	\$2,401,481
2014	82,929	13,138	2196	\$1,261,862.68	\$2,237,662

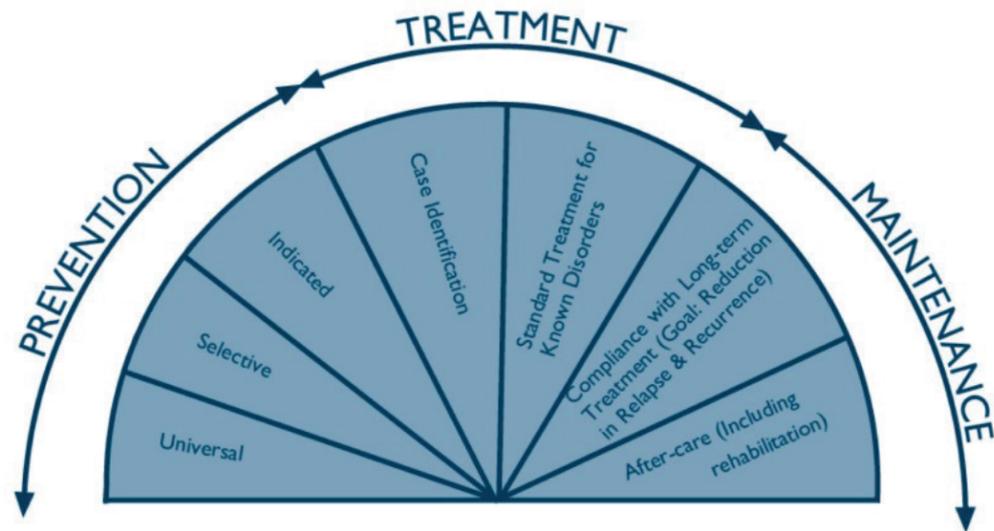
<sup>++</sup>Does not include 2020 AIR settlement money (2020 Q3: \$2,738,316 received Jan 2021; 2020 Q4: \$2,135,682.56 received May 2021)

<sup>+</sup>Actual drug expenditure was \$2,409,722 as \$146,170 was received in drug credits during 2020.

<sup>\*</sup> Estimations are due to total insurance revenue not being adjudicated during the time period represented. AIR estimates for 2020 3<sup>rd</sup>: \$2,738,316; 4<sup>th</sup>: \$2,067,141



DEPARTMENT EMPLOYEES	
Behavioral Health Director	Behavioral Health Manager
YFGC Office Manager	Prevention Supervisor
Recovery Support Supervisor	Clinical Supervisor LMHT
Substance Treatment Supervisor	Program Clerk
Administrative Assistant	Prevention Specialist (4)
Peer Support	Intensive Case Manager
Mental Health Therapist (4)	Substance Treatment Counselor & Trainee (5)
Intensive Case Manager (3)	

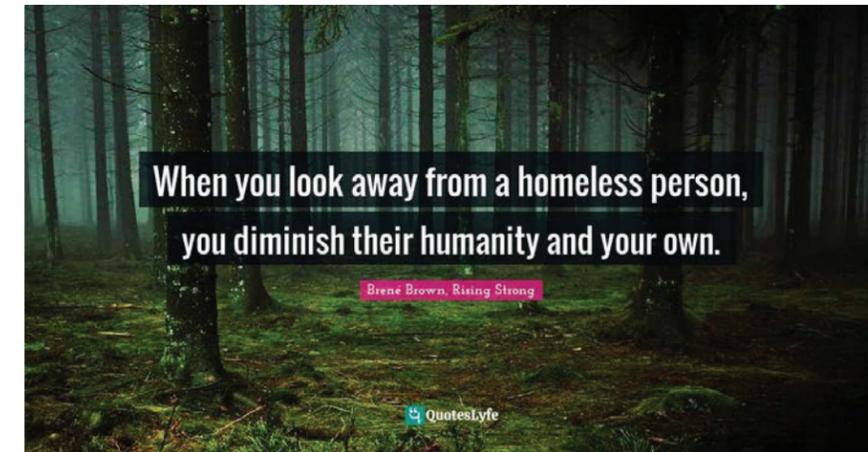


**Program Overview**

The KTH&FS Behavioral Health (BH) program, Youth & Family Guidance Center (YFGC), operates a Level 2.1 outpatient program for Substance Use Disorders, Mental Health Care treatment, Prevention and Recovery Support services, and a daytime Warming Center for Tribal Members struggling with homelessness. YFGC offers outpatient mental health care, chemical dependency treatment, recovery support, and intensive case management and prevention services to Tribal community members, families and other Native Americans living in Klamath County. The KTH&FS Behavioral is dedicated to advancing the overall mission of the Klamath Tribes by providing quality, client-focused health care in a culturally sensitive manner while eliminating disparities and barriers to behavioral health care. In 2021, BH began leading the effort to develop programs to address the complex needs of homeless and unhoused Tribal Members.

**Significant 2021 Funding Awards:**

- To continue to provide quality clinical, re-entry, support and prevention services and programs, while complying with the many restrictions required by COVID protocols, including but not limited to consistent reductions in staff availability and staff resignations, creating unusually heavy workloads and affecting employee morale.
  - Group offerings (Mental Health, Substance Abuse, Skills Development) were discontinued for most of the year to comply with COVID distancing restrictions. While groups were offered through Zoom, participation was negligible
- To operationalize directives by Tribal Council, established in the Klamath Tribes Homeless Initiative of February, 2021:
  - The Klamath Tribal Council directs the Klamath Tribes General Manager and Klamath Tribal Health & Family Services Health General Manager to develop and oversee a mission-driven team of inter-department leaders to assess, build capacity, plan, implement strategies, and evaluate collaborative services focused on fully supporting individuals and families from homelessness to self-sufficiency



- Late afternoon and evening appointments were added Monday through Thursday, allowing for services for Tribal Members who work or go to school during the regular workday. While these appointments were in high demand, and Saturday appointments were planned, staffing challenges led to discontinuation of these expanded hours

**Overview of Highlights and Accomplishments:**

**Clinic Certification**

- In September, YFGC underwent a regularly scheduled full site review by the Oregon Health Authority, leading to full renewal of the state Certificate of Approval for YFGC

**Continued Service Development**

- In the face of COVID restrictions, Behavioral Health (BH) continued to develop effective clinical, outreach, community, peer and family based support, prevention and Mental Health (MH) / Substance Abuse Disorders (SUDs) recovery services
- BH continued to provide MH, SUDs, and Case Management (CM) Services remotely
- MH and CM screening and intake processes were streamlined, eliminating unnecessary processes and forms.
- Increased screening appointments from 2/week, per CM to 4
- Reduced delay time between request for services and initial appointment by adapting master schedule to allow screening appointments to be scheduled at any open time rather than only during dedicated time slots.
- Increased appointment flexibility by having all providers and case managers have at least 1-2 traditional lunch hours per week available for clients.
- Adjusted intake assessment process for MH and SUD to move from a designated 2-hour appointment block to any available time
  - The appointment is now only 1-hour with up to 3 sessions/30 days to complete the assessment the service plan (congruent with billing requirements)
- Adjusted clinical flow for CM to having every client assigned to a case manager, some are active and some are passive depending on client needs. This created a clear line of support to the treatment providers for various case management needs
- Increased client access by allowing for providers to work 10 hr. days to accommodate more late afternoon/early evening individual appointments and groups
- Placed a MH provider in Chiloquin 1 day/week working in both the pioneer street location and at the elementary school

## » YOUTH & FAMILY GUIDANCE CENTER/BEHAVIORAL HEALTH DEPARTMENT «

Continued

- Implemented 1 same-day appointment block for every provider and case manager, roughly 9 same day appointments available every day. These are first come, first serve and are available to new or existing clients for immediate needs, resourcing, when appointment consistency is a challenge, and general triage
- Strengthened community partnership with KBBH crisis team and have been in direct communication with crisis team director for EVERY Tribal Member who has been served by them this year. Developed same with Emergency Department at Sky Lakes Medical Center
- Grief and Loss Support outreach program was developed in response to surge in losses, many related to, and/or affected by COVID. This outreach included cultural components, direct service resources, and helpful support for families moving through initial stage of grief
- plaikni koke 30 day prayer fire hosted by YFGC as a spiritual intervention for grief and loss. Prayer fire burned 24/7 for 30 days allowing for community members to tend the fire around the clock. This prayer fire began and ended with ceremony that included prayer, songs, words of wisdom, giveaway, and feast of traditional foods
- Klamath Lake Community Action Services contract to provide out of the cold temporary shelter to individuals during the coldest months of 2021

Prevention and Recovery Support Programs worked diligently to revive community based efforts as COVID safety precautions began to lift. The focus of these programs (below) was to carryout implementation plans and strategies for alcohol and drug prevention, suicide prevention, juvenile crime prevention, mental health promotions and stigma reduction, jail diversion, re-entry programming, and recovery support efforts.



- Criminal Justice Commission awarded IMPACTS funding to YFGC that allowed for intensive outreach and engagement services to individuals with high recidivism rates. This included partnerships with Klamath Basin Behavioral Health, The Stronghold Peer Support Program, and Link Access Center
- Oregon Ballot Measure 110 initial round of funding allowed for community voices from Beatty, Klamath, and Chiloquin to be gathered and integrated into the Klamath Tribes Measure 110 implementation plans for 2022-2023
- Native Wellness Institute Trauma Informed Care training for all Admin and KTH&FS Staff
- Restoration of the Spirit Virtual Event – Premiere of “noli geni” film
- 24 Sweat lodge bundles were issued to families, these included blankets, canvas waterproof tarps, tools, and hose.
- Native Veterans BH Outreach funding awarded and outreach services provided to reduce barriers for Veterans to access behavioral health services including alternative activities that promote behavioral health, reduce stigma and strengthen connectedness
- Women’s Retreats designed and implemented monthly with a focus on the ancestral connection to mindfulness practices and power of journaling. Retreats held monthly on virtual platform allowing for Tribal Members across the country to connect home
- Klamath Tribes Cultural Awareness Training provided direct education to approximately 250 individuals representing a variety of agencies. Training focuses on the Klamath Tribes history both pre/post contact and the impacts and effects of colonization on the spiritual, mental, physical, and social health of the Tribes, for the sole purpose of improving health equity

## » YOUTH & FAMILY GUIDANCE CENTER/BEHAVIORAL HEALTH DEPARTMENT «

- 11th Annual Modoc Ancestral Run.  
This year’s run acknowledged the strengths, wisdom, and gifts of our elder, Charlene Jackson, who passed on shortly before the run. The run route honored her teachings of land connection, time with sacred places, renewal of self, and seeking the creators ear. Runners spent the night on top of the peninsula and traveled into fern cave on their journey. This run reinforces the ancient teachings about homelands, tribalism, spiritual excellence, and perseverance



- Community Drive-Thru Outreach events in January/February, October, and December for communities of Beatty, Chiloquin, & Klamath Falls in response to COVID-19 (photo attached)
- Launch of Tribal Youth Community Suicide Prevention plan in Collaboration with the Substance Abuse & Mental Health Services Administration (SAMHSA) Tribal Technical Assistance team – events held throughout the year in collaboration with the University of Oregon Community Academic Partnership for Suicide Prevention
- Integration of cultural, mental health promotion, alcohol & drug Prevention messaging on social media & other virtual formats – Indigenous Way Classes & Traditional Storytelling with Prevention staff held virtually using KTH&FS Facebook, monthly virtual QPR Suicide Prevention Trainings developed for staff
- Prevention & Recovery Support supported 2 traditional dugout canoe making workshops in May and June – 1st community led canoe making effort in possibly a century. Reinforced cultural values of community building, hard work, prayer, and connection to land and water. 1 traditional canoe was completed with plans to complete 4 more in 2022
- Prevention collaborated with Friends of the Children on a Summer Learning Series – 2 field trips taken in July & August to cultural sites with tribal youth in the Friends mentoring program to learn about land connection and the importance of cultural sites for mental, emotional, and physical health
- Prevention supported the Annual Klamath River Salmon Run on June 5th & 6th – staff coordinated the run route, sponsored T-Shirts for runners, provided food and water for both days, and further supported this portion of the run by recruitment of tribal youth and families to participate for spiritual connection to the water and land
- Launch of Klamath Tribes Tribal Youth Resource Team (flyer attached) in an effort to better coordinate wrap around services amongst tribal programs for high-needs tribal youth – August 2021
- Prevention sponsored and organized the 2021 New Year’s Eve Sobriety Powwow in Chiloquin – over 100 community members attended this alcohol & drug free alternative event.
  - The Recovery Support program (RSS) goal is to reduce recidivism and is accomplished by initiating a relationship prior to release, and offering transport home
  - 22 Tribal Members were released to Klamath County in 2021
    - 14 chose to be involved in our Reentry program and none of them returned to prison from Klamath County
    - 8 chose not to be a part of our Reentry program and 2 returned to prison from Klamath County
    - COVID precautions have stopped sweat lodge in the prisons
- Regular meetings with health and Admin staff, facilitated by Behavioral Health Director
- Established services for homeless / unhoused Tribal Members, including:
  - A daytime “Warming Space” for homeless Tribal Members was opened and staffed, providing food, clothing, toiletries, and other necessities, and connections to other community resources
  - In late winter and early spring, a camp site was created and staffed, providing tents, food, sleeping bags, etc. to Tribal Members struggling with homelessness



## » YOUTH & FAMILY GUIDANCE CENTER/BEHAVIORAL HEALTH DEPARTMENT «

- Mission and Visions Statements Developed
  - Vision Statement: We envision a tribal community where everyone has safe shelter, opportunities for holistic healing, and a place to call home
  - Mission Statement: Our mission is improve the lives of Tribal Members experiencing homelessness, or who are at risk of homelessness, by providing safe shelter, support ,and resources that are culturally informed and promote self-reliance, dignity, hope and holistic healing



If you can't help all homeless people, then just help one... Then another... And another... And...

- 5 Populations Needing Services Were Identified
  - Chronic homeless
    - Living on the streets, needing immediate food and shelter, medical and mental health attention and social service support
    - Living on the streets, needing immediate food and shelter, medical and mental health attention and social service support
  - Unhoused
    - “Couch surfing”, staying with relatives / friends, needing reliable long term food and shelter but not immediately
  - Housing insecure
    - Facing immediate loss of shelter due to property owner selling home, etc.
  - Acute homeless
    - Immediate emergency requiring immediate food and shelter ~ i.e. fire/storm victims
  - Disabled/elderly/ill
    - Needing long term subsidized housing
- It was determined that it may be reasonable for us to develop different programs, accountable to different departments (KTH&FS BH, and Tribal Admin Housing), to target the unique needs of each of the five populations noted above
- Future, longer-term goals / objectives to be determined for Tribal Members in the additional categories of unhoused, housing insecure, acute homeless and disabled / elderly / ill populations (Tribal Admin Housing)

## » YOUTH & FAMILY GUIDANCE CENTER/BEHAVIORAL HEALTH DEPARTMENT «

- A consultation relationship was developed with Rogue Retreats, in Medford, to guide Tribal Admin Housing staff, and KTH&FS BH staff, in creation and implementation of 3 stage process to provide housing, health and dignity to homeless Tribal Members
  - 3 Phases Identified:
    1. Urban “Campground” with “Pallet Shelters”
    2. Dormitory
    3. Tiny Home Village
- Toured Rogue Retreat, Medford; Gospel Mission, Klamath Falls; Stronghold, Chiloquin
- Provided Case Management support services to Tribal Members at Thrive Church Warming Center, Stronghold and Gospel Mission
- House Bill 2006 eligibility determined
- Meetings with City Planners
- Rough site plan developed
- Budget drafted for 12 pallet urban campground site at 310 S. 5th St.
  - To include bathroom / shower trailers and Community Building



## TRANSPORTATION DEPARTMENT

DEPARTMENT EMPLOYEES	
Community Transportation Supervisor	Community Transport Scheduler/Courier
Transporter (5)	Courier/Transporter

### Department Mission:

The KTH&FS Transportation Program aims to provide transportation services that are reliable, safe, and efficient to and from health prevention and treatment services. The Transportation team values the health of our present and future generations; therefore, we strive to provide the means to reach the optimal care for our people with the services we provide.

### Department Hours:

Each team member works a set shift that varies on location and work requirements.

### Summary of Department:

The KTH&FS Transportation Program provides transportation to healthcare related appointments to improve access to care for prevention, treatment and health maintenance. In 2021, the Transportation Program provided 1,790 health related transports, driving 85,250 service miles, including transporting patients to 125 out of town specialty appointments. Our Pharmacy mileage was 96,126. The Pharmacy courier and transport team delivered 8,871 pharmacy prescriptions in the community and outlying county areas. The Transportation Program staff team support our patients in being proactive with their healthcare by helping them get to their appointments. Some examples of services for which transportation is provided are:

- Prevention - getting the patient to walk-in and specialty care
- Treatment - cancer treatment, dialysis, alcohol & drug treatment services, behavioral health, infusion and wound care
- Maintenance - attending regular healthcare appointments and classes and obtaining pharmacy prescriptions and services

Transportation Services include, but are not limited to:

- Assistance with help on making appointments; such as placing calls to the transport office for elders and those with disabilities for the next transport ride to their scheduled appointment
- Transport to locations throughout Oregon
- Temporary courtesy Pharmacy deliveries for everyone who is not eligible for home delivery services while we all are going through the pandemic.

### Transportation Vehicles:

The Transportation Program utilizes several vehicles to provide Transportation services based upon the needs of the patient. The Program has three passenger vehicles and two Hydraulic lift handicap vehicles with 850-pound maximum lift weights.



## PURCHASED & REFERRED CARE DEPARTMENT

DEPARTMENT EMPLOYEES	
PRC Director	PRC Technician (3)
PRC Program Clerk	PRC Patient Benefits Clerk

PRC Fax Number: 541-883-7501

Office is located at 3949 South 6th Street in Klamath Falls, Oregon

PRC is open Monday through Friday from 8:00am – 5:00pm

### Program Overview

Medical/dental care provided at our Klamath tribal health care facility is called Direct Care. The Purchased/Referred Care (PRC) Program at Klamath Tribal Health is for medical/dental care provided away from our tribal health care facility. PRC is not an entitlement program and a tribal medical referral does not imply the care will be paid. If PRC is requested to pay, then a patient must meet the American Indian/Alaska Native tribal affiliation, residency requirements, notification requirements, medical priority, and use of all alternate resources (including our tribal health facility).

Notification and authorization of approval for payment from the PRC Department. An individual must be authorized by a PRC authorizing official for the payment of services.

- Authorization is based on a Tribal Health provider issuing a referral for medical care being submitted to the PRC program. The referral is reviewed by the Managed Care Committee who will determine the medical priority
- In cases of emergency based on the Tribes medical priorities; a 72-hour notification to the PRC program must be made by the individual, provider, hospital, or someone on behalf of the individual
- Notification is extended to 30-days for the elderly and disabled. Disabled meaning the individual cannot physically/mentally notify the PRC program

An individual must apply for and use all alternate resources that are available and accessible, such as Medicare A and B, state Medicaid, state or other federal health program, private insurance, etc. The Klamath Tribal Health facility is also considered a resource, and therefore, the PRC funds may not be expended for services reasonably accessible and available at our Tribal Health facilities.

### Summary of Annual Activity

PRC authorizing official for the payment of services.

- Issued 4,614 authorization claims for payment
- Processed 2,385 referrals for services outside of what is provided at Klamath Tribal Health & Family Services
- Paid 4,545 billed claims for PRC eligible patients
- Assisted patients with Oregon Medicaid applications and questions
- Assisted patients with Medicare and Social Security questions and assistance
- Assisted patients with annual update forms, new patient packets, Release of information forms, proof of address updates, copy insurance cards and other required documents needed to be eligible for PRC services.

### Highlights/Accomplishments

The PRC Department has:

- Completed the Annual Mandatory Suicide Prevention Training
- Completed the Annual Mandatory Sovereignty Training
- Completed the Required 'Being Trauma & Healing Informed' Training
- Completed the New Personnel Policy and Procedure Manual Training
- Participated in the Mandatory All Staff Meeting for KTH&FS in December
- Remained open during this pandemic to assist our Patients and Providers



## INFORMATION SYSTEMS & TECHNOLOGY DEPARTMENT

Continued

### 2021 Other Significant Events

- Deployed an annual software upgrade for our EHR system. The annual software upgrade is deployed and tested in a test environment before deployment to our live production environment. The upgrade includes system enhancements and improvements
- Completed several physical and virtual server migrations/refreshes. Various replacements and upgrades of IT equipment and infrastructure
- Continued deployment and improvements of the KOSS Modules
- Added IT Trainee position specifically to recruit and train a Klamath Tribal Member

### Goals for 2022:

- 6000 New Way – Network design and IT infrastructure implementation
- FortiMail Project - Moving from IHS domain and Secure Email Gateway to KTH&FS own domain and Secure Email Gateway. Project will give KTH&FS complete control and autonomy over our email and domains
- Sentinel/Avamar Project – Additional Backup and Replication System for data protection, retention, and redundancy
- Security and HIPAA Risk Assessment - Conduct penetration testing and a HIPAA Risk Assessment from outside compliance entity
- Development of New KOSS Modules and continued upgrades and improvements of existing Modules

### EHR Overview:

Electronic Health Records (EHR) staff are part of the IST department and are responsible for evaluating and implementing new functionality and enhancements to the EHR, as well as maintaining and supporting the overall use of our EHR systems. We use these electronic systems to manage and document all patient visits and much more. They are important tools that help us collect meaningful data that we can analyze and use to provide patient-focused healthcare in line with our mission at KTH&FS. They support and enhance the quality healthcare our tribal community enjoys and deserves.

### Highlights and Accomplishments:

Electronic health records are a combination of Healthcare and IT, both industries that are constantly progressing and changing, so we're always working to keep up with required changes and also make improvements. Here are some highlights from our work during 2021:

- OTech Check-in Tablets and Kiosks for YFGC
  - Clients now fill out screening documents electronically and the data automatically uploads into the EHR. Where there was a delay before when using paper, this gives providers almost instant access to important treatment data for the client. It also provides support for our front office staff during client check-in
- COVID-19 Template
  - This third-party EHR template greatly reduced vaccine documentation time for our mass vaccine clinics - feedback from staff has been very good
- mHealth Coach: Patient Self-scheduling for COVID-19 Vaccination Clinics
  - This provided a way for patients to self-schedule, based on our clinic schedule
- Reliance Health Information Exchange Interface
  - This HIPAA compliant interface allows us to securely share patient data with providers outside of Klamath Tribal Health
- EHR Future and Recurring Orders Functionality
  - This implementation allows us to use enhanced EHR functionality to record and track recurring and future orders for our patients
- OTTO Telehealth for Behavioral Health
  - This HIPAA compliant functionality supports virtual visits that integrate with our EHR, and allows our providers and clients to interact via video conference

## INFORMATION SYSTEMS & TECHNOLOGY DEPARTMENT

Continued

- Dental X-Ray software upgraded
  - This upgrade provided some nice enhancements for using the Dental EHR
- Creation of In-house Email Notification Trigger for Positive Depression Screenings
  - This was a request from YFGC and a collaboration with our IST department. This trigger notifies certain providers when a patient has a depression screening with a score greater than zero. Providers can then follow up with the patient as needed
- Electronic Faxing within EHR
  - We migrated to electronic faxing for our EHR on 11/2/21. Next will be migrating several of our departments to electronic faxing
- Collaboration with the Tribal Health NextGen Consortium (THNC)
  - This consortium is a network of more than 300 individuals from around 50 Tribal Health Programs who use our same EHR. We regularly collaborate with members to work on common issues that affect THP's. We also have a seat on the THNC Executive Committee which gives us a stronger voice when addressing our own EHR needs

### Challenges:

- As was the case in the previous year, EHR was not immune to many challenges brought on by COVID-19, and it impacted most projects and work:
  - Greatly reduced in-person communication
  - Communication was more difficult, especially with departments hit by COVID-19 exclusions
  - Increased project implementation timelines due to unexpected absences or personnel displacements due to illness or from new COVID-19 policies
  - Delayed implementation decisions due to unexpected absences or personnel displacements due to illness or based on new COVID-19 policies
- Under-staffed, in both my department, and other departments, resulting in less availability for various department staff to participate in enhancements and quality assurance activities for the EHR
- Medical Staff turnover resulted in increased time needed for training. This included several new employees who received EHR training last year, some requiring multiple training sessions. Training was also needed for existing staff taking on new roles and responsibilities and who utilize the EHR for their job

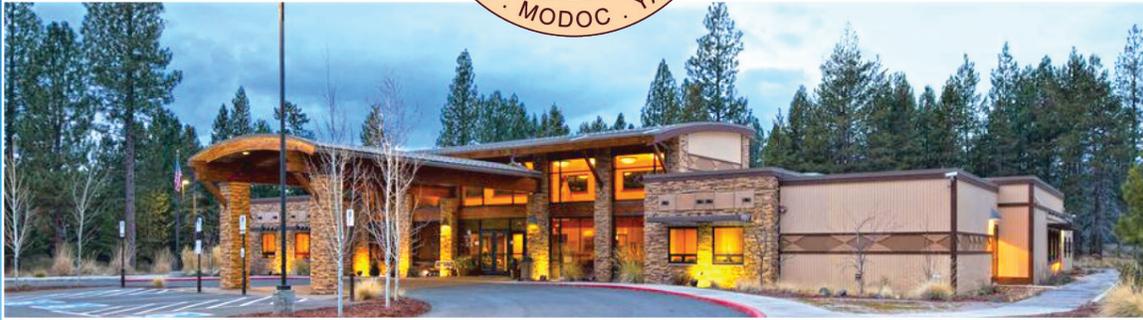
### Goals for 2022:

- EHR 5.9.2021 and BH 4.0 Upgrade, for enhancements and regulatory requirements
- Implementation of OTech Mobile Pre-Check-in and Check-in for Medical and Dental
- Simplify the referrals process by moving referral management over to the NextGen EHR
- Collective Medical - to give us more awareness of the needs of our most at-risk patients
- Patient Portal Upgrade and Refresh
- MOTS Interface – to assist YFGC with required OHA reporting
- OR Alert IIS Bidirectional Interface – to simplify immunization reporting to OHA
- Integrated Patient Education functionality in EHR
- Evaluation and possible purchase of a new and valuable Patient Population and Health Management tool for our EHR
- Ongoing work on electronically available EHR workflows to improved integrity and consistency in charting
- Ongoing development of custom EHR templates and documents as needed to improve provider ease of use with our EHR

### Summary:

For many reasons, 2021 was another challenging year. However, we were still able to work with several of our departments to complete many important projects and tasks - all with the goal of improving the quality and use of our EHR and the care we're able to provide to our patients. We'll continue to work and keep looking ahead with the goal of supporting the best patient care possible.





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