# Table of Contents

**About Arctic Slope Native Association**  
*About ASNA*  

FROM THE CHAIR:  
*Bernice Kaigelak*  

FROM THE PRESIDENT & CEO:  
*Marie Carroll*  

**Board of Directors**  

**Samuel Simmonds Memorial Hospital Governing Body**  

**In Remembrance & Quyanaq**  

**A Year in Review**  
- A Victory for Tribal Health :: Contract Support Cost Settlement  
- A Year in Primary Care :: Putting You at the Center of Your Health  
- New Construction Department Helps Address Major Housing Shortage  
- First Annual Healthy Living Summit :: Sharing Knowledge, Strengthening Community  
- *The Winter Bear* Makes Its Northern Debut  
- Specialty Clinics Increase Access to Care  

**By the Numbers**  

**2014 Accolades**  
- Radiology Awarded Gold Seal of Accreditation in Mammography  
- Dental Named Outstanding Rural Health Program  
- Laboratory Re-accredited by College of American Pathologists  
- Samuel Simmonds Memorial Hospital Certified as Level IV Trauma Center  
- The Joint Commission Awards Samuel Simmonds Memorial Hospital *Gold Seal of Approval*  
- Samuel Simmonds Memorial Hospital Receives Honor Award for Excellence in Design  

**Social Services Highlights**  

**Financials**  

**American Indian Community Health Institute**  

**ASNA’s 2014 Accomplishments**  

**ASNA’s 2015 Accomplishments**  

**ASNA’s 2016 Accomplishments**  

**ASNA’s 2017 Accomplishments**  

**ASNA’s 2018 Accomplishments**  

**ASNA’s 2019 Accomplishments**  

**ASNA’s 2020 Accomplishments**  

**ASNA’s 2021 Accomplishments**  

**ASNA’s 2022 Accomplishments**  

**ASNA’s 2023 Accomplishments**  

**ASNA’s 2024 Accomplishments**  

**ASNA’s 2025 Accomplishments**  

**ASNA’s 2026 Accomplishments**  

**American Indian Community Health Institute**  

**ASNA’s 2014 Accomplishments**  

**ASNA’s 2015 Accomplishments**  

**ASNA’s 2016 Accomplishments**  

**ASNA’s 2017 Accomplishments**  

**ASNA’s 2018 Accomplishments**  

**ASNA’s 2019 Accomplishments**  

**ASNA’s 2020 Accomplishments**  

**ASNA’s 2021 Accomplishments**  

**ASNA’s 2022 Accomplishments**  

**ASNA’s 2023 Accomplishments**  

**ASNA’s 2024 Accomplishments**  

**ASNA’s 2025 Accomplishments**  

**ASNA’s 2026 Accomplishments**
Arctic Slope Native Association (ASNA) is an Alaska Native-owned, nonprofit, tribal health and social services organization serving the northernmost region of Alaska, including the communities of Anaktuvuk Pass, Atqasuk, Barrow, Kaktovik, Nuiqsut, Point Hope, Point Lay, and Wainwright. Formed in 1965 by original founders Samuel Simmonds, Guy Okakok Sr., and Charles ‘Etok’ Edwardsen Jr., ASNA was originally created to help protect the lands of the Arctic Slope region, beginning the process that led to the Alaska Native Land Claims Settlement Act.

Today, ASNA manages the Samuel Simmonds Memorial Hospital and administers social service programs for members of the eight Arctic Slope tribes and residents of the North Slope Borough.

**OUR MISSION**

Our mission is to promote the health and well-being of the people of the Arctic Slope.

**OUR VISION**

The people of the Arctic Slope are healthy and content.
AS WE LOOK BACK OVER OUR FIRST YEAR of the “next fifty years” in the new Samuel Simmonds Memorial Hospital, I would like to recognize our exceptional staff for the work they’ve done supporting our mission of bringing health and well-being to our communities. In the past year, ASNA caregivers, physicians, and frontline employees have put the new Samuel Simmonds Memorial Hospital to work. In doing so, they’ve opened our doors to over 11,000 primary care visits, 1,300 physical therapy visits, and delivered 19 new members of the Arctic Slope Native Association.

Since the beginning, ASNA has worked for stronger communities and protected our way of life. We’ve done it by standing up for what’s right – even in the face of difficult odds. In the past year, ASNA was rewarded once again for this approach with a historic victory that benefited not only the Arctic Slope region, but all American Indian and Alaska Native people. This victory was the result of tireless efforts, including two victories in the United States Supreme Court to oblige the Indian Health Service to honor contract commitments with Native organizations exactly as they are honored in the private sector.

Another significant accomplishment this past year was the certification of Samuel Simmonds Memorial Hospital as a Level IV Trauma Center. I would like to recognize Marie Carroll and her staff for working with community stakeholders to achieve this important milestone.

Certification as a Level IV Trauma Center acknowledges our focus on 24-hour emergency care for those times when it is needed most.

Outside recognition of our commitment to the ASNA mission also included Samuel Simmonds Memorial Hospital Dental’s award for 2014 Outstanding Rural Health Program by the Alaska Rural Health Conference.

These successes highlight the progressive nature of our work and add to the promise of healthier communities and stronger families across our region. On behalf of the ASNA Board of Directors, I would like to once again thank our staff for their hard work and dedication in 2014. Thanks to them, we have moved even closer to our vision that the people of the Arctic Slope are healthy and content.

Quyanaq,
BERNICE KAIGELAK
ON SEPTEMBER 21, 2014, we opened the doors of the new Samuel Simmonds Memorial Hospital and ushered in a new and promising era for health care. Now a year has passed and we can see that the promise of our new hospital has been fulfilled and that our vision of how it could help our community was true. We have new services in the hospital that are successful, such as physical therapy, CAT scan, and enhanced services. The new facility is a great place to work and it is our staff who are making the difference.

Thanks to our partners and dedicated staff, we’ve adopted a new model of care called the Primary Care Medical Home model. This model puts our patients in the driver’s seat of their own care, recognizes the patient as a valuable decision maker in all health care decisions, and provides the power of choice when it comes to primary care providers. We know that there is room for improvement in implementing this model, and we are dedicated to making it possible to have same day appointments.

In this time of looking back, we remember former employees that helped us reach the place we are today. Sharma Anant served ASNA for nearly ten years as an ultrasound technician. Dr. Lizabeth Smith served ASNA for twelve years. We remember them both in the year of their passing.

Anyone who lives in Barrow knows that there is a housing shortage that can have an impact on recruiting educators, professional services, and healthcare providers. ASNA is making a small dent through a newly established ASNA Construction Department. In 2014, three new houses were constructed through this department. This is one small step in a journey of a thousand steps to address housing shortages, and we consider it an important and essential beginning. In order to find a long-term housing solution, we, as a community, need to come together to address the issue. The new hospital happened because there was overwhelming support from everyone on the North Slope.

2014 was a year of growth and accomplishment, and I thank all those who helped us along the way.

Quyanaq,
MARIE CARROLL
Chair
BERNICE KAIGELAK
Native Village of Nuiqsut

Vice Chair
THOMAS OLEMAUN
Native Village of Barrow

Treasurer
LILLIAN LANE
Native Village of Point Hope

Secretary
ISABEL NASHOOKPUK
Wainwright Traditional Council

LILY ANNISKETT
Native Village of Point Lay

JUSTUS MEKIANA JR.
Naqsragmiut Tribal Council

NANCY OVIOK
Native Village of Point Hope

HERMAN KIGNAK SR.
Native Village of Atqasuk

IDA ANGASAN
Native Village of Kaktovik
SAMUEL SIMMONDS MEMORIAL HOSPITAL GOVERNING BODY

THE ASNA BOARD FORMED a hospital governing body in 1996 to specifically oversee Samuel Simmonds Memorial Hospital operations; the governing body includes tribal council representatives, local community members, physicians, and nursing staff.

Chair
BERNICE KAIGELAK
Native Village of Nuiqsut

Vice Chair
DOREEN LEAVITT
North Slope Borough Health Department

AMOS NASHOOKPUK
Native Village of Wainwright

IDA ANGASAN
Native Village of Kaktovik

KATHAREEN LIEB
Native Village of Atqasuk

HAZEL KUNAKNANA
Native Village of Nuiqsut

MARIE CARROLL
ASNA President/CEO

BARBARA MEDLIN
SSMH Chief of Staff
ASNA WOULD LIKE TO REMEMBER two of our former staff members that have passed, Sharma Anant and Dr. Lizabeth Smith.

Sharma Anant served ASNA for nearly ten years, from November 2004 until his passing in July 2014. He started as a temporary-duty ultrasound technician at Samuel Simmonds Memorial Hospital Medical Imaging and a few months later became permanent. Sharma chose to live a simple life and was driven to help other people. He gave generously to his home country of India to help build a school, pay teachers’ salaries, and provide educational materials and uniforms for students.

Dr. Lizabeth Smith served ASNA for nearly twelve years, from February 2001 until November 2012. She passed away in October 2014. Dr. Smith was employed as a physician, specializing in obstetrics and gynecology at Samuel Simmonds Memorial Hospital. At the end of her tenure, she served as medical director. She loved the community of Barrow and considered it her home. In her spare time, Dr. Smith enjoyed traveling. After retiring, she moved to Reno, Nevada to be closer to family.
THE ARCTIC SLOPE NATIVE ASSOCIATION was founded on the idea that it’s important to stand up for what’s right. Throughout our history, we’ve taken this understanding to heart, even when it was unpopular or the odds were stacked against us. Our approach was vindicated this past year in a settlement with the Indian Health Service (IHS) that resulted in a one-time $1.8 million payment to ASNA to cover contract support costs from 1999-2000.

The settlement resolves 14-year-old claims, which ASNA fought for and, in the process, advocated on behalf of all Alaska Native and American Indian people, taking the claims to the Supreme Court twice. We won both times.

The settlement was paid from the federal Judgment Fund created by Congress for payment of breach of contract claims against the government.

The U.S. Supreme Court ruled in a related case (*Salazar v. Ramah Navajo Chapter*, 2012) that the U.S. government is responsible to tribes for paying the full costs incurred when fulfilling U.S. government contracts. In August 2013, the Federal Circuit Court of Appeals agreed that the ruling in *Ramah* applied to ASNA’s contracts with IHS.

In January 1996, the U.S. government contracted with ASNA to operate the IHS hospital. But in following years, the U.S. government failed to pay the full costs as it had promised. The U.S. government argued that it had insufficient appropriations from Congress to pay ASNA’s contract in full, but the U.S. Supreme Court disagreed.

ASNA Board Chair Bernice Kaigelak applauded the settlement. “*This settlement vindicates years of litigation to establish that the government’s contracts with Indian tribes are just as enforceable as its contracts with the private sector.*” President/CEO Marie Carroll added, “The government’s underpayments caused significant hardships and cutbacks in patient care, and we will never fully recover from those losses. Still, the time has now come to resolve these old claims and to move forward.”
One of the goals at the new Samuel Simmonds Memorial Hospital is improving access to care. At the old hospital, scheduling was created by walk-in appointments that were triaged at the time of check-in. This often resulted in wait times of many hours for less serious conditions.

Now we’ve established an appointment system so patients can know when they will receive care. This directly supports ASNA’s mission of promoting health and well-being among the people of the Arctic Slope, because care times are dependable and can be scheduled around work and subsistence activities.

We’ve also established the Primary Care Medical Home model to great result. This new model recognizes patients as valuable directors of their own care. Under this model, patients choose their own primary care provider. The Primary Care Medical Home model recognizes every patient as a valuable member of the health care team; they are to be listened to and respected like every other member of the team.
ASNA established a construction department in 2014 and now employs eight regular, full-time, local employees. It’s helping to address a serious community issue with the lack of housing. The first project was house number 7093, which is itinerant housing with nine shared bedrooms. The construction crew has also built three new houses from the ground up and they’re currently occupied.

In December 2014, ASNA started the process of transferring one of the employees from carpentry to an official electrical apprentice through the IBEW and Liberty Electric. The process to become a journeyman will take approximately four years, at the end of which ASNA will have a full-time electrician to assist in the building of new homes.
The North Slope Borough Health Department and ASNA hosted the first annual Healthy Living Summit April 14-16, 2014 in Barrow. There were over 200 people in attendance. The summit included a variety of presentations, healthy activities to jump-start health and fitness goals and networking with friends and colleagues. Over 20 exhibitors from regional and statewide organizations attended.

We were pleased to have presenters from Barrow, including Rebekah Gueco and Dr. E.J. David. Rebekah Gueco presented *The Mental and Emotional Effects of Substance Abuse Among Youth*. Dr. E.J. David presented a talk entitled *Colonial Mentality Among Indigenous Peoples Throughout the World: Where, Who, How, and So What?*
The Winter Bear Project play made its northern debut in April of this past year. The goals of the Winter Bear Project are to broaden awareness about the causes of teen suicide, promote healing and healthy decision-making, and to open conversations between elders, youth, and the community.

Angela Cox, ASNA Vice President for Administration, shared her support for the play.

“It has been a longtime goal to bring the Winter Bear Project to Barrow. With our current suicide rates and our recent losses, it’s important to talk about suicide in new ways.”

The play showed twice and over 400 people attended. The Winter Bear tells the story of an Alaska Native teen who rises above past traumas and suicidal thoughts to become a leader.
A record number of specialty clinics were held at Samuel Simmonds Memorial Hospital this past year. There were over 2,000 appointments for clinics, including audiology, gynecology, pediatrics, orthopedics, and ear, nose and throat. Specialty clinic physicians assist primary care providers by bringing optimized care and the latest treatment methods to patients throughout the year.

The specialty clinic videoconferencing program has also grown from cardiology to include pulmonology, diabetes, adult and pediatric endocrinology, dermatology, neurology, and oncology. The benefits of videoconferencing are many. They include reduced personal costs associated with travel, and increased access to care. Videoconferencing allows patients to get the care they need without missing work or leaving home and experiencing separation from families and communities. Plans for additional videoconferencing services include pediatric endocrinology, audiology, and sleep studies.
368 MAMMOGRAMS

9,071 EMERGENCY ROOM VISITS

2,504 SEALANTS PLACED on cavity-free teeth

1,327 PHYSICAL THERAPY VISITS

89 CAT SCANS for village patients

55 COLORECTAL SCREENINGS
11,110 PRIMARY CARE VISITS

19 BABIES DELIVERED

2,647 MEDICAL TRAVEL & FUNERAL ASSISTANCE applications approved

6,410 VILLAGE VISITS, including physician, community health aide, and dental visits within the service area

6,681 SPECIALTY CLINIC VISITS
Dental Named Outstanding Rural Health Program

Samuel Simmonds Memorial Hospital Dental was named the 2014 Outstanding Rural Health Program by the Alaska Rural Health Conference. The Outstanding Rural Health Program award recognizes a community, regional, or statewide program involving one or more health professionals or entities that promotes or facilitates the development of rural health delivery systems. “This recognition helps demonstrate our commitment to the highest level of care for our community. We hope that this honor will instill a sense of pride in our community as we continually strive to promote oral health and reduce the burden of oral disease among the Iñupiat people of the North Slope,” says Dr. Kimlea Medlin, Samuel Simmonds Memorial Hospital Dental Director.

Laboratory Re-Accredited by College of American Pathologists

Our commitment to high quality care was reflected this past year when Samuel Simmonds Memorial Hospital Laboratory announced its Re-Accreditation by the College of American Pathologists (CAP), following successful completion of its two day assessment in summer 2014. The CAP Laboratory Accreditation Program is internationally recognized and considered the gold standard of laboratory practice. “The laboratory is grateful to Samuel Simmonds Memorial Hospital leadership, our nursing staff and doctors, colleagues at Alaska Native Medical Center, and our laboratory director for helping us achieve this high standard of care. As a customer-focused laboratory, we recognize the importance of maintaining this high standard for our patients,” says Sophia Alexander, Samuel Simmonds Memorial Hospital Laboratory Manager.
After a review by the American College of Radiology, Samuel Simmonds Memorial Hospital was awarded a three-year GOLD SEAL TERM OF ACCREDITATION IN MAMMOGRAPHY. The Gold Seal of Accreditation represents the highest level of image quality and patient safety. Board-certified physicians and medical professionals award the Gold Seal after a peer-review evaluation.
SAMUEL SIMMONDS MEMORIAL HOSPITAL
CERTIFIED AS LEVEL IV TRAUMA CENTER

Samuel Simmonds Memorial Hospital is now certified as a LEVEL IV TRAUMA CENTER by the State of Alaska Department of Health and Social Services. The Level IV Trauma Center distinction means our facility can provide evaluation, stabilization, diagnostic capabilities, 24-hour laboratory coverage, available trauma nurses and Advanced Trauma Life Support (ATLS) certified physicians upon patient arrival—with the ability to provide ATLS before transfer to a higher level trauma center. Samuel Simmonds Memorial Hospital is now the 14th Level IV Trauma Center in the state.

This certification was the result of a community effort. The North Slope Borough, Barrow Fire/Emergency Medical Services, Barrow Police, Search & Rescue, and ASNA all worked together to reach this important benchmark in our growing quality of care.
THE JOINT COMMISSION AWARDS SAMUEL SIMMONDS MEMORIAL HOSPITAL Gold Seal of Approval

Just six weeks after opening, Samuel Simmonds Memorial Hospital earned THE JOINT COMMISSION’S Gold Seal of Approval for accreditation by demonstrating compliance with national standards for health care quality and safety in hospitals. “In achieving Joint Commission accreditation, Samuel Simmonds Memorial Hospital has demonstrated its commitment to the highest level of care for its patients,” says Mark G. Pelletier, R.N., M.S., Chief Operating Officer, Division of Accreditation and Certification Operations, The Joint Commission. “Accreditation is a voluntary process and I commend Samuel Simmonds Memorial Hospital for successfully undertaking this challenge to elevate its standard of care and instill confidence in the community it serves.”

The Joint Commission’s Gold Seal of Approval is an internationally recognized symbol awarded to hospitals that meet the highest levels of patient care. By awarding the Gold Seal of Approval to Samuel Simmonds Memorial Hospital, the Joint Commission recognizes our commitment to more than 180 clinical practice guidelines and over 500 national performance measures.

SAMUEL SIMMONDS MEMORIAL HOSPITAL RECEIVES HONOR AWARD FOR EXCELLENCE IN DESIGN

Samuel Simmonds Memorial Hospital has been awarded the 2014 HONOR AWARD FOR EXCELLENCE IN DESIGN by the American Institute of Architects (AIA), Alaska Chapter. For this project, the team included RIM Architects and HDR Architecture as healthcare design consultants. The AIA jury selected seven projects from 19 submissions in 2014. According to the AIA Alaska Chapter, “The jury was impressed with the architects’ success in creating a landmark without overwhelming the scale of the surrounding community.” The jury was also won over by interior design features that integrate native elements from the region with modern design concepts.
ASNA is pleased to feature three of our BIA scholarship recipients, Edgar Caldwell, Charles Caldwell II, and Piquuraq Aguvluk, all tribal members with Wainwright Traditional Council.

Edgar “Gar” Nivikana Caldwell is attending the University of Alaska Anchorage and majoring in Business Management. He also works full-time as a project manager at Olgoonik Oilfield Services, overseeing various projects that benefit the community of Wainwright. Gar’s parents are Charles P. and the late Darlene Julie Patkotak Caldwell. He is married to Emily and they have four children.

Another BIA scholarship recipient is Charles Caldwell II, brother of Gar Caldwell. He was born in Barrow and his parents are Charles P. and the late Darlene Julie Patkotak Caldwell. Charles is attending Santa Rosa Junior College in Sonoma County, California, and is majoring in electronic technology.

Piquuraq Aguvluk is attending Ilisaġvik College through distance education courses and is working toward an Associate of Arts degree in Office Administration. She is enrolled in the Office Administration Program and recently received her second certificate. Piquuraq’s parents are Virginia and the late Michael Tagarook.
The Medical Travel and Funeral Assistance (MTFA) program is the only program of its kind in Alaska; it supports the ASNA mission by providing help to families when they need it most. This past year, 2,647 applications were approved and over $1.9 million invested in helping patients to get access to the healthcare they needed, highlighting a significant effort by the MTFA program to coordinate care for participants from every community in the North Slope region.
### Income Statements

#### Operating Revenue

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant and contract revenue</td>
<td>$45,141,416</td>
<td>41,346,912</td>
<td>40,840,114</td>
</tr>
<tr>
<td>Patient services revenue, net</td>
<td>15,696,645</td>
<td>14,665,438</td>
<td>13,791,923</td>
</tr>
<tr>
<td>Other</td>
<td>1,549,275</td>
<td>563,161</td>
<td>519,435</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>62,387,336</strong></td>
<td><strong>56,575,511</strong></td>
<td><strong>55,151,472</strong></td>
</tr>
</tbody>
</table>

#### Operating Expenses

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and fringe benefits</td>
<td>24,805,577</td>
<td>17,272,824</td>
<td>14,319,206</td>
</tr>
<tr>
<td>Contractual and professional services</td>
<td>8,691,532</td>
<td>7,617,634</td>
<td>5,833,677</td>
</tr>
<tr>
<td>Direct assistance</td>
<td>4,381,477</td>
<td>4,809,145</td>
<td>3,237,920</td>
</tr>
<tr>
<td>Construction</td>
<td>4,204,613</td>
<td>20,891,486</td>
<td>22,910,624</td>
</tr>
<tr>
<td>Supplies</td>
<td>3,583,093</td>
<td>3,524,198</td>
<td>2,652,870</td>
</tr>
<tr>
<td>Travel and per diem</td>
<td>1,340,592</td>
<td>1,231,411</td>
<td>1,196,129</td>
</tr>
<tr>
<td>Indirect recovery</td>
<td>—</td>
<td>(1,741,005)</td>
<td>1,741,005</td>
</tr>
<tr>
<td>Other</td>
<td>7,145,352</td>
<td>3,778,752</td>
<td>3,058,847</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>54,152,236</strong></td>
<td><strong>57,384,445</strong></td>
<td><strong>54,950,278</strong></td>
</tr>
</tbody>
</table>

#### Operating Income

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Income</strong></td>
<td><strong>8,235,100</strong></td>
<td><strong>(808,934)</strong></td>
<td><strong>201,194</strong></td>
</tr>
</tbody>
</table>

#### Net Non-Operating Revenues

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Settlement revenues</td>
<td>5,300,000</td>
<td>1,400,000</td>
<td>—</td>
</tr>
<tr>
<td>Capital contributions</td>
<td>1,998,392</td>
<td>11,458,580</td>
<td>—</td>
</tr>
<tr>
<td>Investment income</td>
<td>752,729</td>
<td>460,429</td>
<td>92,457</td>
</tr>
</tbody>
</table>

#### Change in Net Position

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change in Net Position</strong></td>
<td><strong>16,286,221</strong></td>
<td><strong>12,510,075</strong></td>
<td><strong>293,651</strong></td>
</tr>
</tbody>
</table>

Net position at beginning of year

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net position at beginning of year</td>
<td>29,092,013</td>
<td>16,581,938</td>
<td>16,288,287</td>
</tr>
</tbody>
</table>

#### Net Position at End of Year

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Position at End of Year</strong></td>
<td><strong>$45,378,234</strong></td>
<td><strong>29,092,013</strong></td>
<td><strong>16,581,938</strong></td>
</tr>
</tbody>
</table>
## ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$26,801,491</td>
<td>$29,176,734</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>3,475,926</td>
<td>3,464,480</td>
</tr>
<tr>
<td>Net patient accounts receivable</td>
<td>4,503,421</td>
<td>3,422,333</td>
</tr>
<tr>
<td>Funding agencies receivable</td>
<td>1,689,080</td>
<td>2,256,333</td>
</tr>
<tr>
<td>Other accounts receivable</td>
<td>57,954</td>
<td>41,362</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>456,972</td>
<td>239,546</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td><strong>36,984,844</strong></td>
<td><strong>38,600,788</strong></td>
</tr>
</tbody>
</table>

| Capital assets, net       | 17,087,757 | 15,198,901 |

| **TOTAL ASSETS**           | **$54,072,601** | **53,799,689** |

## LIABILITIES

### Current:

<table>
<thead>
<tr>
<th>Account</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$2,969,024</td>
<td>12,132,136</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>5,002,008</td>
<td>12,051,699</td>
</tr>
<tr>
<td>Accrued annual leave</td>
<td>723,335</td>
<td>523,841</td>
</tr>
</tbody>
</table>

| **TOTAL CURRENT LIABILITIES**    | **8,694,367** | **24,707,676** |

## NET POSITION

<table>
<thead>
<tr>
<th>Account</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net capital assets</td>
<td>17,087,757</td>
<td>15,198,901</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>28,290,477</td>
<td>13,893,112</td>
</tr>
</tbody>
</table>

| **TOTAL NET POSITION**           | **45,378,234** | **29,092,013** |

| **TOTAL LIABILITIES AND NET POSITION** | **$54,072,601** | **53,799,689** |
Comparatives

KEY

- **Salaries & Fringe Benefits**
- **Contractual & Professional Services**
- **Construction**
- **Direct Assistance Payments to Individuals**
- **Supplies**
- **Travel & Per Diem**
- **Other**

FINANCIALS

ARCTIC SLOPE NATIVE ASSOCIATION
Employees

**ASNA Employee Head Count**

*Fiscal Year 2013 to Fiscal Year 2014*

- **FY 2013**
- **FY 2014**
FINANCIALS

Collections and Charges

COLLECTION TOTALS

Fiscal Year 2013 to Fiscal Year 2014

CHARGE TOTALS

Fiscal Year 2013 to Fiscal Year 2014
**FINANCIALS**

**Insurance Class**

% OF ALL ENCOUNTERS

*Fiscal Year 2014*

**KEY**

- **Beneficiary and CDC Grant**
- **Blue Cross Blue Shield**
- **Commercial Insurance**
- **Meritain Health**
- **Medicaid**
- **Medicare**
- **Self Pay**
- **Workers’ Comp**

**COLLECTION TOTALS**

*Fiscal Year 2014*