



yukon
hospitals

whitehorse
dawson city
watson lake

Year in Review

2019-20



OUR MISSION

Safe and excellent hospital care

OUR VISION

A journey together. The best care every time.

OUR VALUES

Working Together

Collaboration, teamwork, support, communication and engagement

Equity

Fairness, cultural safety, diversity and accessibility

Compassion

Valuing people, caring, comfort and kindness

Accountability

Reliability, honesty, trust, openness and professionalism

Respect

Acknowledgement, dialogue, patience and responsiveness

Excellence

Quality, safety, dedication, learning and improvement



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BOARD OF TRUSTEES 2019-2020

The activities and programs of Yukon Hospitals are governed by the Board of Trustees, which represents the interests of all Yukoners. It is comprised of members from Whitehorse and communities across the territory as well as representatives from Yukon First Nations, medical staff, public service and the public at large.

**Brian Gillen /
Public at Large**

Chair of the Board of Trustees,
Executive Committee, First
Nations Health Committee,
Pension Committee

**Jay Massie /
Council of Yukon
First Nations**

Vice Chair, Executive
Committee, First Nations
Health Committee

**Vera Holmes /
Public at Large**

Executive Committee

**Myra Iles /
Little Salmon Carmacks
First Nations**

First Nations Health
Committee, Quality
Management Council

**Richard Durocher /
Public at Large**

Executive Committee

**Ann (Laurel) Montrose /
Public at Large**

Quality Management Council

**Dr. Kathleen Dalinghaus /
Medical Representative**

Quality Management Council

**Judy Gingell /
Council of Yukon
First Nations**

First Nations Health
Committee

**Manon Moreau / Yukon
Government Public Service**

Yukon Government Public
Service Representative

MESSAGE FROM THE CHAIR & CEO

Many Yukoners see their hospitals as the heart of the health care system. For us, that means we have an important, and trusted role. Our team works around the clock to provide the very best acute hospital care, while delivering critical health services such as imaging and lab tests.

We are your partner and ally in ensuring that you have access to the care you need and your experience in hospital is positive and safe in all respects.

But your health journey often extends beyond our walls and halls. We can't do what we do without working collaboratively to ensure Yukoners are well cared for in hospital, at home or elsewhere in the community. Government, physicians and community agencies are our essential partners. We remain as committed as ever to a seamless and integrated health system that is centered on your unique needs.

In the past year, we have continued to operate in an environment with unlimited need and many resource constraints (not unlike other Canadian hospitals and health authorities), but despite the pressures we face, we have achieved so much.

As we moved into 2020, we faced a new challenge from the COVID-19 pandemic, which forced us to scale back services for a period of time, so we could plan, prepare and build more resilient hospital operations to carry us through an indefinite period.

Our work and our goal remains the same – no matter what comes – and that is to provide safe and excellent hospital care. In the pages of this *Year in Review*, you'll not only get a snapshot of our team's day-to-day work, our overall performance and some of the challenges we see today and tomorrow, but you'll also see some of the key highlights within each pillar of our strategic plan.

We extend a heartfelt thanks to our employees, physicians, volunteers, donors, government partners and all those we work with across the health system for what each of them does to care for us all. Thank you for joining us in service to Yukoners and on the journey together to the best care every time.



Brian Gillen
Chair,
Board of Trustees



Jason Bilsky
Chief
Executive Officer

BY THE NUMBERS

Here's a snapshot of some of the key programs, services and activities for the past year at Yukon's hospitals.



Our community hospitals in Watson Lake and Dawson City are truly health care hubs, providing a variety of critical health services such as 24/7 emergency care and inpatient monitoring, and on-site lab, imaging and pharmacy services. The community hospital facilities are also home to a number of community health services provided by Yukon Government and local physicians.

WATSON LAKE COMMUNITY HOSPITAL

815
Total Patient Days



34
Staff

Visits

Admissions
112

Imaging
583

Lab
1,720

Emergency
2,627

DAWSON CITY COMMUNITY HOSPITAL

568
Total Patient Days



27
Staff

Visits

Admissions
80

Imaging
577

Lab
2,603

Emergency
2,812



WHITEHORSE GENERAL HOSPITAL

Yukon's primary acute care centre, providing a full range of care, including 24/7 emergency care, inpatient (admitted patients) and ambulatory (non-admitted) care, surgical services, cancer care, visiting specialists clinics, medical rehabilitation, lab services and advanced diagnostic imaging.

17,887
Total Patient Days



636
Staff



MRI scans
2,496



Surgeries
3,332



Births
391

Total patient days are the number of days all admitted patients stay in hospital. While admissions increased slightly (3%) in 2019-2020, the total patient days (-5%) and stays greater than 30 days (-43%) decreased. This means we were able to provide the care you need, and safely get you back home or transition you to the right place for your care as soon as you're ready.

In mid-2019, we celebrated a significant milestone – performing the 10,000th MRI scan in Yukon. The number of scans has grown steadily year-over-year since being introduced in 2015, meaning more Yukoners each year are able to receive care closer to home. Last year, the number of scans we performed was up more than 6%.

Visits

Admissions

3,703

Lab

31,632

Chemotherapy

1,054

Emergency

35,418

Specialist Clinic

9,439

**Physiotherapy/
Occupational Therapy**

3,733

Imaging

35,613

The number of visits to WGH's emergency department increased by nearly 9% last year after remaining relatively stable over the last five years.

In general, volumes for services such as bloodwork/lab tests, x-ray and imaging, and cancer care continue to increase. This means the hospitals are challenged each year with continuous increases in demand (across the board) within limited space and resources.

With COVID-19, many non-urgent services were suspended, leading to a dramatic decrease in the first few months of our current year. During this time, there was also a significant decrease in the number of admitted patients and emergency room visits. A fuller picture of the impact of the pandemic on hospital operations will be seen next year in our reporting for 2020-2021.

OUR POSITION ON RACISM, EQUITY, DIVERSITY AND INCLUSION

We are deeply troubled by the recent overt acts of violence and racism that have occurred worldwide. As an organization, the Yukon Hospital Corporation condemns all forms of racism. We will not stand for discrimination, intolerance, or violence in our hospitals and we are committed to undertaking the work needed to eliminate racism and build an equitable, diverse and inclusive place for all who come through our doors, whether they be employees or patients.

Systemic racism is pervasive and deep-rooted. It is embedded in our society and its structures. We know it is present in Canada, in Yukon and in our communities. It exists within our hospitals and health care system.

At its heart, health care is grounded in the understanding that everyone has a right to the best possible care, in a way that is respectful, free of discrimination and culturally safe. We do not always get it right, and are reminded that we still have work to do. Evidence shows that racism creates barriers to care, and limits the ability of people to reach their best possible health outcomes and well-being.

We commit to being true to our values.

Yukon Hospital Corporation's Board of Trustees has reaffirmed that equity, diversity and inclusion remains is a priority for our organization, providing our team with the following guidance.

As an organization, we commit to advancing equity and making real and lasting change as necessary:

- 1.** We will identify barriers to care;
- 2.** We will build the competency and capacity of our team to better understand inequity and how to address it;
- 3.** We will cultivate a diverse workforce and leadership team; and
- 4.** We will continue to assess current policies, programs and services with a lens to supporting equity, diversity and inclusion.

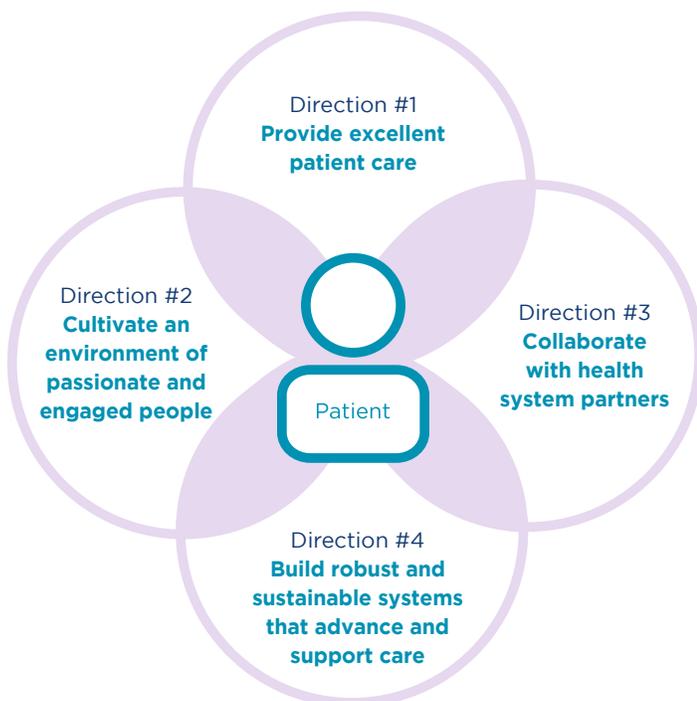
If you have an experience in our hospitals that goes against these values or you want to share with us how we can make our hospitals more equitable, diverse or inclusive, please contact us at **inclusion@wgh.yk.ca**.

OUR STRATEGIC DIRECTIONS

Our territory is a vibrant and inspiring place to live in and care for. The Yukon's diverse customs, cultures, experiences and communities shape who we are as an organization and health care team, making equity, partnership and reconciliation important to us.

Our values, directions and goals are designed to strengthen and further integrate our hospital system. We continue to work with our patients and all the communities we serve as partners in reaching our vision of:

A journey together. The best care every time.



PROVIDING EXCELLENT PATIENT CARE

HERE ARE SOME OF THE WAYS WE STRIVED TO DO JUST THAT.

Going above and beyond, closer to home

In our community hospitals, we have some great examples of how our team goes above and beyond each day to not only provide excellent care, but also how we work together with our partners to ensure that Yukoners have access to hospital care and are well supported.

Launching frozen meal program

Last year, we told you about a story from Watson Lake, where the community hospital team partnered with Liard First Nation when it came to our attention that some Kaska elders were having difficulty accessing hot, nutritious meals. By early 2019, more than 600 meals were delivered on a monthly basis and tailored to the needs of each elder. This helps improve health outcomes, increase elders' independence and rely less on hospital care.

This means striving for the highest standards of quality and safety, engaging patients in their care, providing care that is compassionate, timely, and culturally appropriate, and continuously finding ways to improve.

Bringing general ultrasound services to the communities

Whitehorse is already home to key health services. In an effort to bring more services closer to our other communities, we worked with government to introduce general, non-urgent ultrasound at Dawson City and Watson Lake community hospitals at the beginning of 2020. Based on historical trends, we expect to provide nearly 450 exams this year, meaning fewer Yukoners will need to leave their home community or travel long distances for a routine exam.

Ensuring culturally safe care

We introduced First Nations Community Support Workers in both communities to coordinate individual care planning, patient and family support, cultural programs such as traditional food and medicine, elder assistance and language supports, and advocacy to help First Nations and community members navigate the health system. Programs and supports will be based on our leading practices and tailored for Liard First Nation, Tr'ondëk Hwëch'in First Nation and surrounding areas in a way that meets needs in these communities.

OTHER HIGHLIGHTS FROM 2019-2020

 **Continued emphasis on ongoing quality improvement and learning**, particularly when it comes to medication safety by regularly improving policies and practices, enhancing communication and offering education and support. This is crucial and continuous work to ensure we have a patient's best possible medication history and we provide the right medication, in the right dose, in the right way, at the right time.

 **Significantly reduced wait times to see ophthalmologists** (for assessment and surgery) by working with Government of Yukon. Our target was to reduce wait list for assessments and perform 520 cataract surgeries last year, which we were able to slightly exceed, improving access to care at home and reducing travel outside the territory. We are now working together on a long-term plan to sustain this success.

 **Provided the 10,000th MRI scan** at Whitehorse General Hospital, meaning thousands of Yukoners were able to have this critical diagnostic test here in territory, improving access to care and requiring less time away from work and family.

 **Enhanced the quality and timeliness of diagnostic testing** especially for Yukoners outside of Whitehorse. It's a fact of life in the Yukon - we rely on larger centres to support critical services. Despite some geographic challenges in moving lab samples from remote parts of the territory to British Columbia, we continue to see important lab test results (such as microbiology and others) returned in a timely manner with almost no samples spoiled during transit.

 **Responded to the pandemic.** Although COVID-19 became a reality just at the end of our fiscal reporting year, it had almost an immediate impact in our community and on our hospitals, and for the months that followed. Our emergency response team mobilized immediately to keep up-to-date on the situation and coordinate the response.

We established screening at public entrances to the hospitals, developed policies for self-isolation and appropriate use of protective equipment, monitored and secured appropriate equipment and supplies, and suspended non-urgent services from lab tests to scheduled surgeries in order to protect critical resources (our people and supplies) and keep our patients and employees safe. Many measures are still in place even though we have reinstated all services previously postponed.

 **Continued to build a strong partnership with Yukon's physicians** so we're working together for the best care every time. Yukoners can be assured that ongoing collaboration, consultation and communication (on a range of issues, policies, practices and hospital services) between all levels of our team and physician partners helps ensure you are at the centre of what we do. Having a physician voice and leadership embedded in our operations has been critical to continuous quality improvement, and more recently, responding quickly to the pandemic.

 **92%** of respondents to our patient survey **were satisfied with their care.**

82% average occupancy

at WGH (decreased over previous year) with significantly fewer days at full capacity or higher. This means we worked hard to ensure there was a bed available when you needed it and safely transition you out of hospital when you were ready.



CULTIVATING AN ENVIRONMENT OF PASSIONATE AND ENGAGED PEOPLE

HERE ARE SOME OF THE WAYS WE WORKED TOWARDS THIS GOAL.

Modernizing and diversifying our patient care workforce

Human resource constraints are among the many challenges facing Canadian hospitals. Yukon's hospitals are no different. In fact, the Canadian Nurses' Association projects a national shortage of about 60,000 nurses by 2022. This is a significant concern and focus for us, as roughly one-third of our workforce is nurses.

Many of our services often require nurses with specialty training, which are more in demand than ever. The good news is Yukon's hospitals have been able to retain more of its nurses and we've been successful in filling most vacant nursing positions within 35 days. We've also

This means inspiring all of our people (employees, volunteers and physicians), actively supporting a culture of quality, safety and open communication, valuing growth, work/life balance and wellness, and fostering accountability, teamwork and supportive relationships.

been successful in recruiting highly sought-after and specialized maternity, critical care and operating room nurses.

But we haven't stopped there. We've expanded our nursing skill mix by adding more Licensed Practical Nurses (LPNs) to our strong complement of Registered Nurses (RNs). Our hospitals also introduced Health Care Attendants (HCAs) in Whitehorse, which means we have more frontline staff on the floor around the clock. We also introduced Advanced Care Paramedics (ACPs) to the clinical team in Watson Lake. By introducing more roles, we are also creating more opportunity to recruit locally trained talent and offer a rewarding career in the healthcare field for the next generations of Yukoners.

OTHER HIGHLIGHTS FROM 2019-2020

 **Met significant staffing challenges.** Our hospitals are not immune from human resource constraints, particularly in specialized nursing positions. Despite this, we were able to fill critical positions (in just over a month's time on average) in our maternity and post-surgery recovery unit as well as attract Licensed Practical Nurses, Health Care Attendants and Advanced Care Paramedics to round out our patient care team led by a strong complement of Registered Nurses.

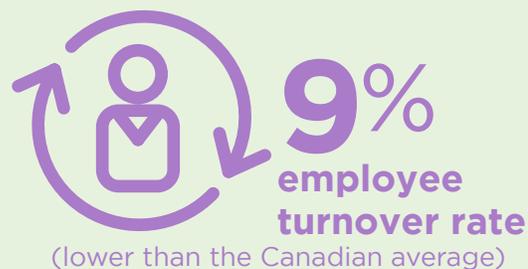
 **Joined forces with the Department of Health and Social Services and Yukon University to build a joint health human resources strategy for the territory.** Working collaboratively to attract and retain highly skilled healthcare providers; grow, diversify and build capacity in our health workforce; and support Yukoners in pursuing a health career right here at home. More to come on this exciting initiative!

 **Ongoing engagement of our people in the 1Health initiative.** Because a single electronic health record and information system touches every patient and employee, we have strived to have our people help lead us forward each step of the way - whether it's understanding what they need, how they want to be involved, and what excites them most about 1Health.

In fact, people across our hospitals and partner organization, the Department of Health and Social Services, came up with the 1Health name and played a critical role in the initial planning and scoping. People will continue to be a focus as we continue to build the system and start to roll out education and training in the coming months.

 **Opened our Clinical Simulation Lab (Sim Lab)** which is a state-of-the-art training facility inside WGH that is outfitted with equipment and high-tech, human-like mannequins. Funded by the Yukon Hospital Foundation and supported by our Clinical Nurse Educators, the 'sim lab' has already run numerous drills and training sessions that have helped to expand the skills and capability of hospital staff and physicians as well as health providers in the broader community.

Throughout the pandemic, our health teams have been able to run through real-life scenarios they could encounter - this ensures we can continue to provide the safest, best possible care.



Yukon has about
676 regulated nurses
with more than 11% at, or approaching, retirement age (source: Canadian Institute of Health Information).

Yukon Hospitals have
223 registered nurses
and **49** licensed practical nurses

COLLABORATING WITH HEALTH SYSTEM PARTNERS

This means providing the right care in the right place at the right time, working together to shape health care that meets unique individual and community needs, maintaining a seamless patient journey, using scarce resources wisely, and sharing knowledge and expertise to improve outcomes.

HIGHLIGHTS FROM 2019-2020



Started our journey towards 1 electronic health record for Yukon.

In what can be described as the largest collaborative initiative in the territory's history, 1Health will see our hospitals, Health and Social Services and Yukon Medical Association join forces to implement a standard health information system as a foundation to move to a single electronic health record. This means your health provider will have one system to get the information they need to make decisions about your care (such as knowing what medications you are taking). Every provider in the health system can work more effectively and efficiently together, and specifically, our teams will realize significant benefit in improved workflows and access to more a more user-friendly system that each of us use on a daily basis.



Expanded our orthopedic program.

In collaboration with Government of Yukon, we welcomed a second resident orthopedic surgeon, increasing the number of surgeries (such as knee replacements) and treatments we are able to do in Yukon, reducing the need for travel outside the territory and allow more people to remain closer to home as they recover.



Supporting the introduction of midwifery services.

We are working with our physician partners and government to facilitate the introduction of midwifery practice in our hospitals once territorial regulations come into effect.



Continued to work with Yukon Hospital Foundation to generate community support. We rely on Yukoners' support for key investments in equipment and infrastructure. The Foundation, with the generosity of individual donors and businesses, helped open the Clinical Simulation Lab at WGH. This new facility supports learning and training for health providers across our health system. As we speak, we are working together towards a new goal of purchasing a new, high-tech mammography unit, which will improve breast health through better, more detailed imaging and earlier detection of cancer.



Enhanced French language services. We are working to ensure that Yukoners are greeted with "hello/bonjour" when they come to hospital and have timely access to translation support. Our hospitals are also continuing to build the capacity of our team to provide service in French in order to improve access to hospital care.



BUILDING ROBUST AND SUSTAINABLE SYSTEMS

This means having strong and reliable infrastructure (including critical systems, equipment and facilities), using all hospital resources in the best way possible, valuing evidence and analysis in planning and decision-making, and remaining transparent and open in sharing results and outcomes.



HIGHLIGHTS FROM 2019-2020

 **Continued to meet Yukon's growing needs within a number of constraints.** Yukoners continue to rely more and more on hospital services whether it's emergency care, lab or imaging tests or cancer care. We must be ready to respond to these unlimited needs within finite space and resources. This requires our entire team to continuously flex, adjust and re-evaluate to address these growing pressures and ensure there are no gaps in your care.

 **Invested more than \$1.3 million in the last year for new equipment, systems and infrastructure.** This includes new, critical technology such as intensive care ventilators, fetal heart monitors and infusion pumps. With the support of our food services and custodial teams, we purchased and installed new ovens for the WGH kitchen and adopted new, lighter microfibre cleaning equipment. Often these major capital equipment investments are made possible with additional support from the Yukon Hospital Foundation.

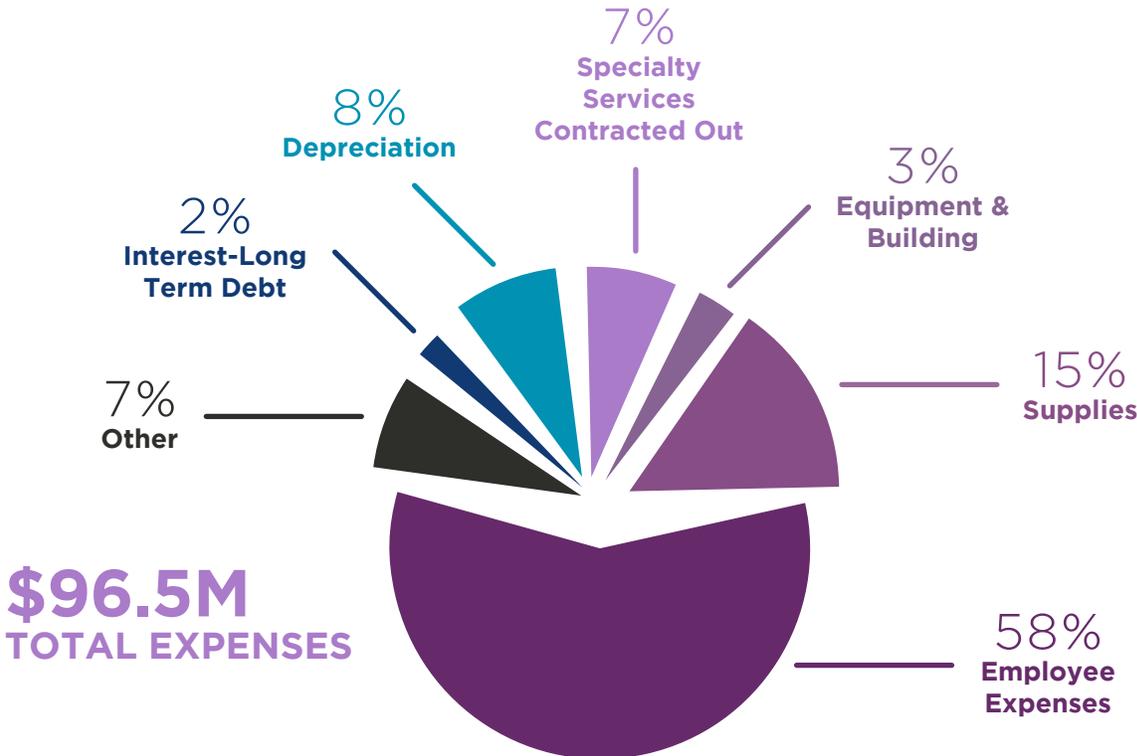
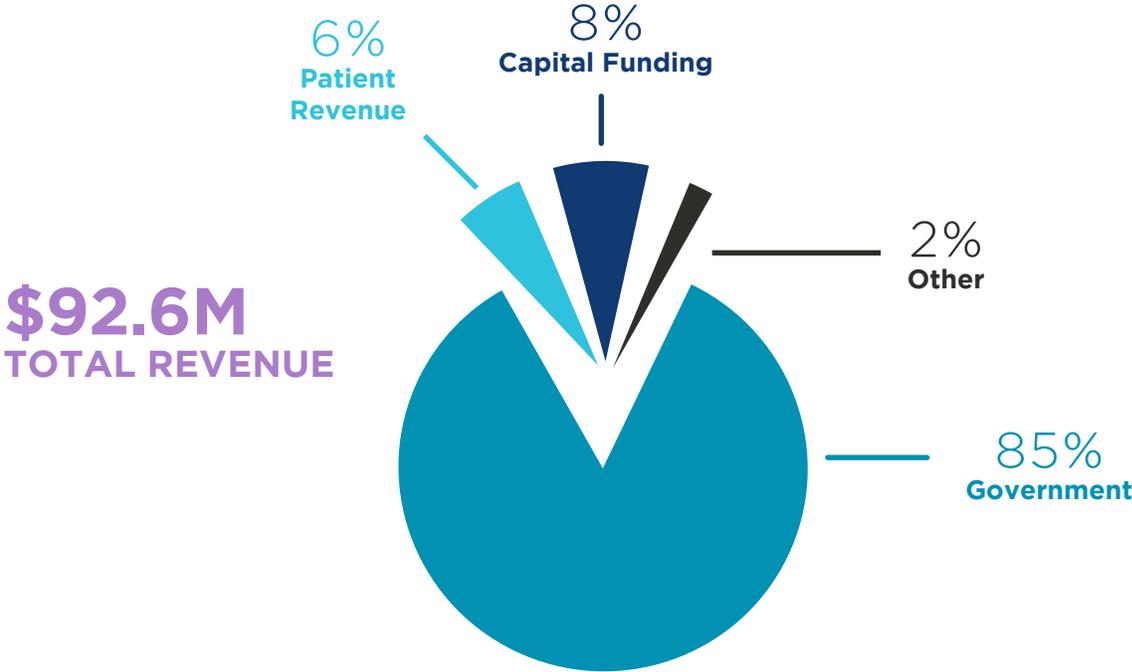
We were also able to make enhancements to the hospital facility and amenities by installing new TVs in WGH patient rooms as well as expanding our chemotherapy space (Karen's Room) to accommodate an increased number of cancer care patients, while maintaining a comfortable and safe environment for patients and their families. A huge thank you goes out to the exceptional team at ATCO Yukon who raised and donated more than \$18,000 towards this worthwhile initiative. We also redeveloped an area in our medical/surgical unit, so admitted patients have a private, dedicated space for physio/occupational therapy treatments.

 **Achieved nearly no unexpected downtime for critical hospital systems.** This is more than 'keeping the lights on'. It's important because when you need lifesaving care and support from oxygen or our team needs to access your health record to ensure we have information to provide safe care, we need to know these critical systems are running when we need them.

 **Continued to make privacy a priority.** Yukoners place an immense amount of trust in the hospitals to be great custodians of their health information. We take this role seriously by monitoring and reporting around the clock and working to ensure we take appropriate steps to protect you.

 **Leveraged national purchasing power to support hospital care here at home.** Our hospitals were able to tap into a national network to buy several critical pieces of equipment at the best overall value, while also meeting the specific needs here in the territory. During the pandemic, we've also been actively working with the territory's health providers and federal government to monitor and successfully secure critical protective equipment and other supplies.

SELECTED FINANCIAL HIGHLIGHTS AS OF MARCH 31, 2020



SELECTED FINANCIAL RESULTS (IN 000s) FROM 2016-2020

	2020	2019	2018	2017	2016
Operating Revenues	92,582	88,503	84,725	79,550	77,760
Operating Expenses (excluding Pension adjustment)	96,510	88,658	84,389	79,202	79,172
Surplus of revenues over expenses before Pension	-3,928	-155	336	348	-1,412
Pension Adjustment	5,104	2,857	3,804	5,526	7,442
Total surplus of revenues over expenses	1,176	2,702	4,140	5,874	6,030

BALANCE SHEET DATA

	2020	2019	2018	2017	2016
ASSETS					
Current assets	17,192	14,777	15,654	12,514	17,086
Accrued pension benefit	53,149	48,183	44,949	41,145	35,233
Capital assets	162,982	163,837	166,876	160,825	133,124
Other	26,271	29,810	33,815	37,119	40,054
Total assets	259,594	256,607	261,294	251,603	225,497
LIABILITIES					
Current liabilities and short term debt	49,825	45,573	48,606	55,442	55,334
Deferred Capital	155,890	158,343	162,478	149,880	129,535
Other	2,872	2,860	3,081	3,292	3,513
Total liabilities	208,587	206,776	214,165	208,614	188,382
Net assets	51,007	49,831	47,129	42,989	37,115
Total Liabilities and Net Assets	259,594	256,607	261,294	251,603	225,497



The Yukon Hospital Corporation and its employees wish to thank all individual Yukoners, partners, health agencies and community organizations. In these uncertain and challenging times, just as every day, we take immense pride in caring for you and incredible comfort in your support. We will continue to work hard for you, partner with you and stand with you on this journey together—the best care every time.



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