

Our Pulse

Fall/Winter 2018



Comfort and community as cornerstones of cancer care

Cancer diagnosis and treatment is complex, which can often be confusing and overwhelming for patients and their families. Many care providers and clinics support this journey, which is why Whitehorse General Hospital has established a highly collaborative and specialized team, providing a range of cancer care to support patients, when possible, to be closer to home.

In 2017, Registered Nurse Britt Udala joined that team in the role of Cancer Care Coordinator. Her specialized education and training, and experience as a chemotherapy travel nurse in Northern BC and the Yukon, supports Yukoners by helping them make informed decisions about treatment and access to timely support throughout our hospital and broader health system – inside and outside the territory.

"I'm here from day one. When someone is diagnosed, often they come into the office, and their emotions are very raw. All they want me to do is sit and listen

to them," says Britt. "Fortunately, here in the Yukon, we're able to offer one-on-one experience with somebody who is your advocate throughout your entire cancer journey."

A cancer diagnosis can affect patients and families physically, emotionally, financially, socially, and spiritually. It's a difficult path that cancer survivor and hospital volunteer Eileen Fraser understands all too well. "I was diagnosed in March 2010, and I didn't know at the time, but I was actually stage three plus," says Eileen. "It took me years to say that." Today, Eileen is using her experiences by welcoming patients as they arrive for appointments and treatments in WGH's chemotherapy clinic, which had 1,053 visits last year. She helps create a comfortable environment that supports the care by our team of physicians, nurses and pharmacists.



Five years of care closer to home

Our community hospitals in Watson Lake and Dawson City are celebrating an important milestone – five years ago these facilities opened and became part of our hospital system, offering safe and excellent care closer to home for many Yukoners.

Each has become an established community health care hub, providing an array of services including emergency care, 24-hour in-patient monitoring, on-site laboratory and imaging services, medical clinics, pharmacy and public health providers all under one roof.

A journey together

Highlights from the past year at Yukon's hospitals

Each year, the Yukon Hospital Corporation reports to you in its Year in Review, looking back over the past year and providing Yukoners with a snapshot of where we are headed into the future as we strive for the best care every time.

Here are some highlights:

- Providing the care that you need in the moments that matter through the story of 14-year-old Vincent Kaiser, who was able to receive treatment for a complex leg fracture here at home
- Opening a new state-of-the-art Emergency Department at Whitehorse General Hospital with modern treatment areas and optimum design for more direct access to care, improved infection control and enhanced patient flow, safety and security
- Continuing to work to increase safety with our team focused on preventing falls, closely monitoring medication administration and working to stop the spread of infections
- Continuing to listen to what our patients are telling us about their care and exploring ways to increase involvement with patients and their families in their care
- Ensuring patient privacy remains a top priority in your hospitals
- Using all resources and beds in our hospital system to ensure we maintain timely and safe access to care where and when it's needed
- Contributing to reconciliation by sharing our experiences to advance Indigenous health in Canada's health system
- Enhancing critical systems and equipment so there's always available to support vulnerable and recovering patients to breathe and remain comfortable
- Redeveloping WGH to enhance patient care, including a new blood/specimen collection area so Yukoners can receive quality lab services as well as moving a number of surgical services together so Yukoners can prepare, register and have a number of procedures within one area of the hospital



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Yukon's Hospitals By the Numbers

(for the year ending March 31, 2018)









35,434 IMAGING

8,618 SPECIALISTS*

38,818 EMERGENCY

5,085 THERAPY*

32,980 LAB

1,053 CHEMOTHERAPY*









Simple steps to stay healthy during flu season

It's that time again – flu season. This means your doctor's office, health centre or hospital can be busier than usual. It can be a miserable time of year, but it doesn't have to be. Here are some simple steps you can take to stay healthy and avoid having to seek medical attention:



Get the flu shot. It's the easiest, safest and most effective way to protect yourself and others around you. Yukon provides free flu shots. A full list of immunization clinics is available at www. yukonimmunization. ca. Remember, you may experience some discomfort from the flu shot, but you can't get the flu from the flu shot.



Practice good hygiene. Cough or sneeze into your elbow or a tissue – and remember to put the tissue in the garbage right away.



Clean your hands often and well. Make hand hygiene a part of your regular routine if it isn't already. Alcoholbased hand rub works best when hands are not visibly soiled and when soap/water is not available.

Remember to clean your hands when coming/going from hospital and entering/ leaving a patient room. If you have a cough, sore throat, fever or are just not feeling as well as usual, it is best that you not come to the hospital to visit.

The flu is a serious infection in your lungs caused by different viruses. It is highly contagious and can be spread through coughing and sneezing as well as touching contaminated surfaces.

Common symptoms of the flu are chills, fever, sore throat, muscle pains, headache, coughing and fatigue. Influenza is not the common cold. It doesn't cause stomach pain, diarrhea or vomiting – although some children may experience these symptoms - these are signs of what's commonly called the "stomach flu".

Most healthy people recover from the flu in a week to 10 days. People with chronic diseases, children, infants and people over 65 can be hit hard and suffer severe complications such as pneumonia.



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^{*}Service available at Whitehorse General Hospital only.

Message from the Chair of the Board of Trustees

Supporting personal and community health needs across the territory

Each journey through the health system is personal and unique. Our work at the Yukon Hospital Corporation through our state-of-the-art facilities in Whitehorse, Dawson City and Watson Lake, is focused on how we can meet the personal and community health needs across the territory.

Today's demands on the health care system are such that care givers must work collaboratively to address these needs. We can no longer work in isolation of each other particularly as our population ages. Our hospitals, while complex operations in and of themselves, are part of an extensive network of care providers, which includes public health, continuing care, home care, physicians, first responders and many others – all working to ensure Yukoners access and receive health services in a timely and safe manner.

It's no coincidence that one of our organization's values is 'working together'.

Our community hospitals have become health service hubs for Dawson City and Watson Lake, offering 24/7 emergency services, X-ray and lab services, public health, medical clinics and mental health and wellness services.

In Whitehorse, we successfully opened a new Emergency Department with modern treatment areas and an improved environment for patients and staff. This facility was only made possible with our team of project staff, nurses and support services working closely with government, physicians, community members and more than 100 Yukon businesses.

Our cancer care team is the very definition of collaborative care. Chemotherapy nurses, pharmacists and general practitioners with oncology training are working together to ensure Yukoners can receive treatment here and navigate the complexities of the health system (inside and outside the territory) during a difficult

and stressful period in their lives.
We are working with our health system partners so you receive the hospital care you need and are able to return home safely. This means a daily and often hourly effort by our team to work and communicate with other providers such as continuing care, home care and others to identify barriers to leaving hospital and ensure a seamless and safe transition back home or to another care facility.

Are there very real challenges ahead? Yes. But they come with many opportunities to ensure the best health outcomes for Yukoners. We are excited to continue this journey with you and we look forward to meeting the needs of our community and patients in the coming year.

Thank you to all of our community, staff, government and health system partners, donors and patients for joining us on our journey toward providing the best care every time.



Brian Gillen, Chair Board of Trustees Yukon Hospital Corporation

How Yukon's hospitals maintain access to care when volume exceeds capacity

When you are admitted or come to hospital for illness or injury, you expect that a hospital bed or service will be available when you need it. For most Yukoners this is the case – you will be admitted to a bed and that is where you will receive most of your care and treatment.

Over the last several years, our hospitals have been particularly busy. Whitehorse General Hospital, the territory's primary acute care centre operates most times at or above capacity. Some days, occupancy reaches or exceeds 115%. This means that more than half the time last year, WGH did not have a bed to meet the need.

Most hospitals in Canada aim to operate at 75% occupancy, which allows for capacity in times when there's a surge in demand such as during flu season.

During this time, hospital teams together with our health system partners, have been taking steps to ensure all people continue to access and receive the safe and excellent hospital care they need.

ENSURING A SAFE TRANSITION HOME OR ANOTHER LEVEL OF CARE

Moving from hospital to either continuing care or home care can be a complex process. It requires a detailed plan with input from multiple health providers (physicians, nurses, social workers, physio and occupational therapists, First Nations health and others) to ensure your well-being and prevent unnecessary readmission to hospital.

Over the last year, this team has continuously improved this hospital 'discharge' process, reviewing every patient on a daily basis, assessing any barriers to leaving hospital and putting a discharge plan in place so patients can leave hospital safely. This effort has positively contributed to the hospital's ability to operate, provide safe care while limiting the impact on other services during a period of sustained pressure.

With Whistle Bend Place continuing care facility opening in fall 2018, some of our patients who no longer require hospital care, but rather longer term continuing care, will begin to transition to their new residence. Together, with new continuing care beds to open in Thomson Centre, it is expected that bed pressure on the hospital will ease. Our health goal is to decrease the number of patients in hospital awaiting another level of care from 40% to 10%.

FINDING THE RIGHT SPACE

When WGH is full, it might mean that incoming patients spend more time in the emergency department or a room/space that is not intended for longer stays. This is never ideal, but our team is working hard to provide great care and move you to a more appropriate room when it becomes available.

The hospital did create three 'holding' beds to provide a private space for patients awaiting admission. These were not formal hospital beds meant for longer stays, but the space did have what you needed to provide a safer, more comfortable environment to begin the healing process. With an anticipated improvement in occupancy levels in the coming months, the hospital has future plans to convert this 'holding' space back to a standard inpatient room as well as treatment area where our physio and occupational therapists can provide specialized assessment and care to our admitted patients.

WGH will also begin planning to renovate vacated space (created when the Intensive Care Unit moved into the new hospital wing next to the Emergency department) for inpatient use.

These changes will allow the hospital to begin building inpatient bed capacity as needed to meet future acute care needs as Yukon's population changes and grows.

USING ALL HOSPITAL SYSTEM RESOURCES

Yukon is fortunate to have three modern, well-equipped hospitals. Each has a team of skilled and talented providers. Because we need to provide acute care and other hospital-based services to those who need it, when you come to hospital, you may be cared for at any one of these facilities and receive exceptional care.

We must use all of the beds and resources in our hospital system to their fullest potential in order to ensure you get the care you need. This means, from time to time and only as needed, some patients may be moved on a short-term, temporary basis from Whitehorse to one of our community hospitals in Dawson City or Watson Lake.

This allows us to use our resources in the best way possible, ensure you are well cared for at all times, and reduce capacity pressures. What's more, Yukoners who need an acute care bed or hospital service (such as surgery) only available in Whitehorse are able to receive this care in a more timely and safe manner.

WORKING WITH OUR PARTNERS

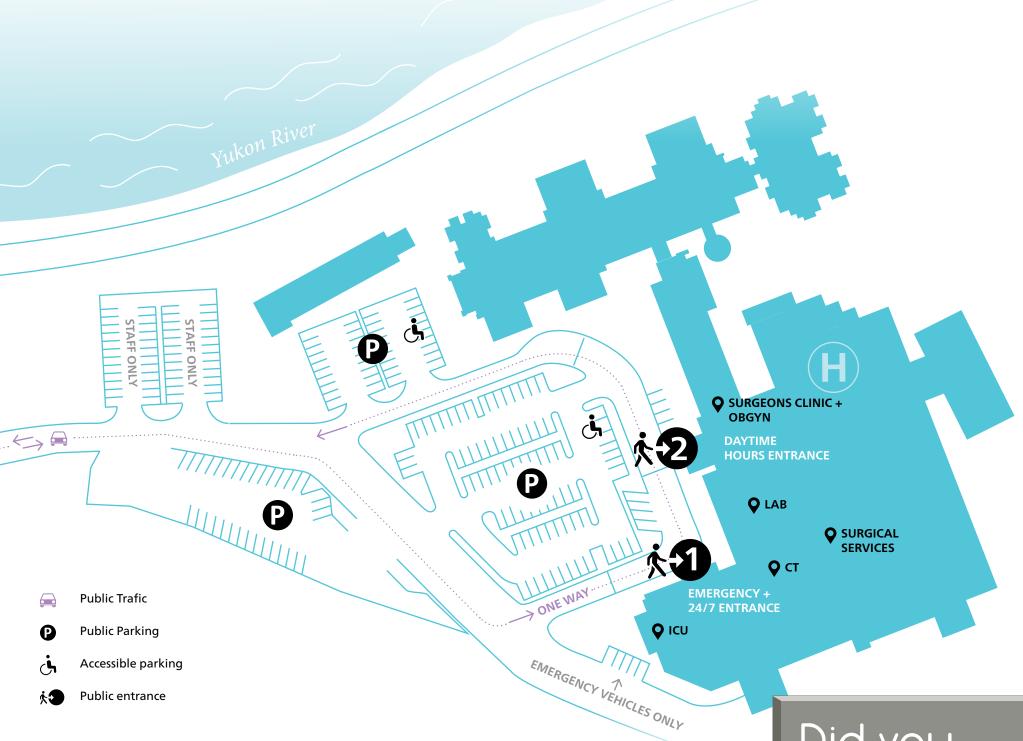
Yukon Hospital Corporation continues to work with Yukon's Department of Health & Social Services to prevent hospitalization whenever the hospital is not the right level of care. When Yukoners do need to be admitted to hospital, they can rest assured that we will focus on their safe and seamless transitions from hospital to home or continuing care facilities when appropriate.

This approach is also helping to forge stronger cooperation and collaboration within the health system and communities we serve.



Coming to WGH? You'll notice a few things have changed.

Over the past year, a lot has changed at Whitehorse General Hospital. We want to ensure all Yukoners are prepared and can find their way around the hospital whether it's to visit a friend or family member, attend a scheduled appointment or have an unexpected emergency.



Surgical Services

Whether you are coming to WGH for a minor surgical procedure or more complex surgery, you will register and receive care in the same area of the hospital. In fact, in advance of your procedure, you may be asked to visit our pre-operative clinic (that offers help and advice for patients who are preparing for surgery), which is also located in the same area as other surgical services.



tomography service (or CT scanner as it's commonly known) is an advanced X-ray machine that is used in many emergency situations to get a high-resolution, more detailed look at head, neck and body trauma. This is why we've moved this service next to our new Emergency Department. But your physician may ask you to visit the hospital for a CT scan to get information needed for the diagnosis for a range of health conditions. If you are coming to hospital for a CT scan, there are now two ways to find us, through the main 24/7 Emergency entrance or via our daytime hours entrance.

ICU

Our Intensive Care Unit (ICU) is the area of the hospital where our patients require complex care and close observation for significant illnesses and injuries. This unit has moved to the new hospital wing located next to the Emergency Department – and features four modern and spacious patient rooms, enhanced patient safety and infection control, family gathering areas and easier entrance/exit for your family and loved ones.

Lab

If your physician requests a lab test for any number of reasons, you'll need to go to a hospital or health centre in your community to provide a blood, urine or other sample for testing. At WGH, you'll go our new collection area now located in the main atrium of the hospital, using the day-time entrance. Patients bring their lab test requisition to register and have test samples collected in one area, which offers a more modern space, better infection control, skilled health team and all amenities (such as washrooms) together.

OBGYN/Surgeon's Clinic

Yukon's obstetrician/ gynecological and surgeon's clinic is now located in WGH's second level administration area. To find the clinics, vou'll use the day-time entrance and follow Stairwell #7 just to the left as you enter or use the elevator that is a few paces down the corridor on your left (just inside the Visiting Specialist Clinic area).



Need information? Patients and visitors can ask any hospital staff member or volunteer for help. Visit our main patient registration or volunteer information desk

in WGH's Emergency Department for general information and directions.

A volunteer information desk is also located just inside the day-time entrance to answer your questions or help you find the hospital service or patient you are looking for. There is also a red phone located at this desk to connect you with a hospital staff member who can provide assistance.

Did you know?

The opening of the new Emergency Department at WGH in January 2018 these areas that is expected to continue for the next several years.

However, we've already completed some us to improve the quality and safety of patient services, including locating all surgical-related services from preparation to procedure in one area (within the old Emergency Department) as well as opening a new blood/specimen location to come for lab tests (in the former patient registration/admission

Yukon's obstetrician/gynecologist and surgeons clinics have also moved to a new space on the second floor at WGH more convenience for patients.



Meet Reina Thurmer

a 23-year-old, who is aspiring to complete the Northern Medicine Program at the University of British Columbia.

On her educational journey, Reina is gaining valuable experience as a volunteer supporting patients in Yukon Hospitals' First Nations Health Programs and new **Emergency Department.**

"The hospital is like a huge well-run machine with many moving parts," says Reina. "Some people shy away from coming in or avoid it altogether – I'm here to help people not be afraid."

Reina is one of over 60 Yukoners who volunteer as part of the hospital team.

Together, our volunteers provide a combined total of over 150 hours of their time each month (offering social interaction, recreational activities, comfort and help navigating the hospital) as partners in our journey together to provide the best care every time.

Volunteer at the hospital - and make each day brighter

Want to make a difference in someone's life by supporting the quality care our team provides - volunteer at the hospital. We have a number of positions that meet a number of interests whether you want to give back, meet people, make friends, or understand what it's like to be part of the hospital team:

- Information desk welcoming patients and visitors to hospital and providing general information and directions both at WGH's day time entrance and in the emergency department waiting area
- Friendly visitor make a hospital stay more comfortable and less isolating for our patients by spending time reading, sharing a story, or making crafts
- Morning Brew Crew provide patients throughout the hospital with a smile along with a warm cup of tea or Midnight Sun coffee
- Comfort Care Provider offer comfort with a pillow, blanket or snack to Yukoners receiving treatment for cancer in Karen's Room
- Cultural Care Support make a hospital stay for our First Nations, Inuit and Métis patients more comfortable and safe by providing social interaction, sharing stories and making crafts

All volunteer roles only require a few hours of time over a few months. We'll provide all the training and support you need to get started. What's more, you can pick times to volunteer that work with your schedule.

An application package is available at www.yukonhospitals.ca/volunteer or by contacting Volunteer Services at volunteer@wgh.yk.ca or (867) 393-8673.

Bringing reconciliation to health care

Our First Nations Health Programs continue to serve as a model for other hospitals and health centres as they strive to improve Indigenous health With our success, we have an obligation to share our journey with other health providers, so they too, can advance the health of Indigenous peoples in their communities. That is why, in 2017, we helped with the development of a national report from HealthCareCAN (an association of Canadian hospitals and health authorities) entitled "Bringing Reconciliation to Healthcare".

The report focuses on changes for our health system that recognize the barriers faced by First Nations in accessing and receiving care. Our hospitals were able to share our experiences in offering our patients traditional foods and medicines; including First Nations beliefs and traditions into programming; having a sacred space on-site; offering an onsite First Nations Liaison service, and providing cultural education to all employees

Protecting your privacy

our privacy is a priority in our hospitals. That's why we take a number of steps to protect patient information, and only use it when we need it to provide safe and excellent hospital care. The Yukon Hospital Corporation's full privacy statement is available on our website as well as wherever you



Can't make it to a scheduled appointment? Someone else can.

If you have a scheduled appointment for an assessment, test or treatment, and you know that you can't make it, please notify us and we'll reschedule. Giving as much notice as possible allows us to use the time and resources to provide care to others.



OUT PUISE all/Winter 2018 life is worth giving...

Fall/Winter 2018

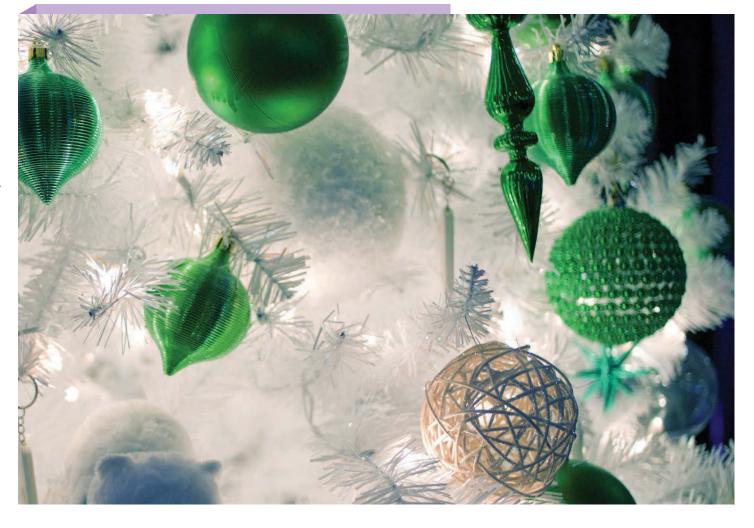
Celebrate the season of giving

2018 Northwestel **Festival of Trees**

Each year, the community gathers to celebrate the holiday season and help advance the care provided in Yukon's hospitals. Once again, the Yukon Hospital Foundation has an exciting series of events planned to bring Yukoners together in a spirit of giving as part of the 2018 Northwestel Festival of Trees.

Your generosity will support our campaign to create a medical simulation centre for Yukon's health providers to work together, practice skills, and learn new practices to be ready in the moments that matter.





Goldcorp BAH Humbug Cocktail Party

- Thursday, November 22, 5:30-7:30 pm
- Government of Yukon Main Administration Building Lobby
- Entry by donation

Help launch our annual festival with a Business-After-Hours Cocktail Party

Skookum Asphalt Santa Breakfast, held in partnership with the Whitehorse Rotary Club

- Saturday, November 24, 10:00 am - 1:00 pm
- Government of Yukon Main Administration Building Lobby
- \$5 per breakfast

Yukon families enjoy pancakes and a photo with Mr. and Mrs. Santa. We will have a photographer there, but feel free to bring your cameras as well.

Air North Cookies with Santa

- Tuesday, November 27, 2:00-5:30 pm
- Government of Yukon Main Administration Building Lobby
- Entry by donation

Enjoy a Yukon-famous, warm Air North cookie and have your photo taken with Mr. and Mrs. Santa. We will have a photographer there, but feel free to bring your cameras as well.

Save on Foods Seniors Soirée

- Friday, November 30, 6:00 pm (SOLD OUT)
- **9** Yukon Convention Centre

A wondrous Christmas party for seniors with dinner and dancing amid the glittering trees.

Alkan Air Grand Ball

- Saturday, December 1, 6:00 pm (SOLD OUT)
- **Y**ukon Convention Centre

Yukon's most prestigious annual gala, beginning with the elegant Champagne Reception, followed by live and silent auctions of the lavishly-decorated Christmas trees, cocktails served at the Martini Bar, a sumptuous gourmet dinner and dessert, and dancing to the finest live entertainment.



Contact us

Yukon Hospital Foundation 5 Hospital Road Whitehorse, Yukon Y1A 3H7

Karen Forward, President Karen.Forward@wgh.yk.ca Tel.: 867-393-8930





Message from the Board Chair

Your generosity supports the very best health care for us all

Greetings and Happy Holidays! I am pleased to have the opportunity to wish you the very best this holiday season.

As we gather with family and friends this holiday season, many of us will recall needing health care services at times over the year, whether for an illness or simply a broken bone. However, at Yukon Hospitals, care is not limited to the treatments and procedures provided at our Hospitals - it spans a spectrum of individuals, organizations and partners across our entire Territory.

Thanks to the doctors, nurses and staff at all three Yukon Hospitals and our community partners, your family and neighbours have benefited from that exceptional care this year, and will continue to receive it in 2019. In order to keep improving our patient experience and respond to emerging needs, we need your support – and the holiday season is the perfect time to give.

By making a gift now to our medical simulation campaign, you will be helping us to make a world of difference to hundreds of others all year round.

Thank you for your continuing commitment to our Hospitals and our community.



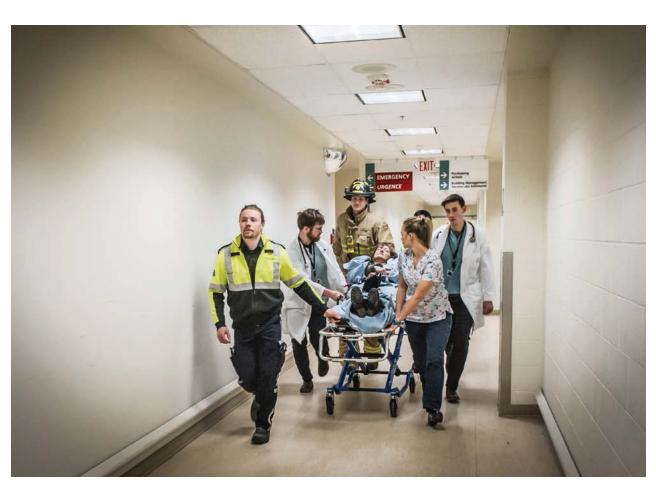
Philip Fitzgerald, Chair Board of Directors, Yukon Hospital Foundation.

What is a medical simulation centre?

You may have heard or seen something about a medical simulation centre campaign and wondered what it was and what it means for quality health care in Yukon.

A medical simulation centre will be a space in Whitehorse General Hospital where teams of health providers – physicians, nurses, first responders and others - can work together through real-life scenarios. This allows your health providers to learn new techniques and practice skills to stay current with injuries or illnesses they may not see on a regular basis. The centre will be set-up like a treatment area with equipment so our health providers can work together in a similar environment in which they will provide care. This means patients can be assured Yukon's health teams maintain competency, enhance knowledge, and be better equipped for the unexpected.

The Yukon Hospital Foundation has raised more than \$500,000 in its two-year \$1-million campaign (launched in 2017).



Board of Directors

The Yukon Hospital Foundation's volunteer Board of Directors provides direction to the YHF President to help provide Yukon residents with the very best health care possible, right

Philip Fitzgerald / Chair Business Affiliation: Northern Vision

Chris Milner / Vice-Chair Business Affiliation: Chu Niikwan Development

Andrew Anderson / Director Business Affiliation: Northwestel Inc.

Steven Bartsch / Director Business Affiliation: Associated Engineering

Alan Kaarsemaker / Director Business Affiliation: Save-on-Foods

Dana Klock / Director Affiliation: Urban Realty Group

Jocelyn Barrett / Director Business Affiliation: Lamarche and Lang

Yves Brouillette / Director Business Affiliation: Capstone Mining Corp.

Jason Bilsky / Ex-Officio

Dr. Ken Quong / Ex-Officio Affiliation: Past President, Yukon Medical

Make a difference. Have fun. Be a Foundation volunteer!

Volunteers are the heart of the Foundation and help to make every event a success. Whether it's for an hour or a day, your gift of time, effort and enthusiasm makes a significant contribution to our hospitals and supports the delivery of safe excellent care.

For more information, please contact Karen Forward at Karen.forward@wgh.yk.ca or 867-393-8930.





Our thanks for your generosity

Yukoners support the health and well-being of Yukoners all year long

Yukon Hospital Foundation works year-round through monthly giving as well as legacy, memorial and tribute gifts. There are also events held throughout the year to help us support and advance the high quality of health services in Yukon's hospitals.



Skookum Asphalt Charity Pro-Am (July 14)

The Skookum Asphalt Charity Pro-Am Golf Tournament drove home thousands of dollars for the Yukon Hospital Foundation. This past July, the event raised more than \$50,000 towards our planned medical simulation centre.

More than 150 players, professional golfers and volunteers enjoyed a day of friendly and competitive golf – all for great cause – the best health care for Yukoners. Over the past nine years, more than \$500,000 has been raised for Yukon hospitals through this annual event.

Be sure to watch for next summer's event and get in on the fun and fundraising!



One of Yukon's most innovative home-grown companies, Alkan Air, announced this fall that it will renew its long-standing support for the Yukon Hospital Foundation by generously donating \$200,000. This gift will see the company continue as title sponsor of the Alkan Air Grand Ball for the next five-years.



Archbould Photography

Teddy Bear Clinic (September 15)

More than 300 people attended the second Teddy Bear Clinic held at Whitehorse General Hospital. The clinic is a true community and family event which encourages young Yukoners to bring their stuffed toys to the hospital for a check-up. Many of our doctors, nurses and technologists give their time to ensure all teddys are in the very best of health. The event also helps make the hospital a friendlier, less scary experience for kids.

Yukoners Cancer Care Fund

Over the year, a number of events were held to support the Yukoners Cancer Care Fund, a program that provides some much-needed support to Yukoners that helps manage some of the financial hardship that can be experienced during cancer treatment due to travel, medical supplies or other reasons.



2019 Calendar and Art Auction (October 30) – an auction featuring photography and art from Yukoners raised **over** \$16,000 the calendar showcasing these one-of-a-kind works will be sold for \$20 at various locations around the territory.



Rlondike Spirit
Paddlewheeler
Cruise – a very special
evening was held in
Dawson City featuring
a riverboat cruise with
entertainment, raising
over \$6,000.



Stix Together paddles 2018 Yukon River Quest – an incredible group of women take on one of Yukon's most challenging events, paddling from Whitehorse to Dawson City and raising more than \$10,000.

Yukon Denim Day – hundreds of Yukoners bought a special button for \$5, wore denim and raised more than \$7,000 for the Yukoners Cancer Care Fund. Everyone in the community is encouraged to take part and keep the event growing by getting Yukon casual.



Did you know?

The Yukon Hospital Foundation helped raise \$2 million to help bring Canada's first MRI north of 60 to Whitehorse General Hospital. Since MRI service started in January 2015, nearly 6,000 Yukoners have been able receive this important diagnostic test without having to travel outside the territory. This means less time away from work and family as well as a quicker diagnosis.

MRIs are only requested depending on what your physician needs to know. It is not considered an 'emergency' test, but the hospital team works to ensure those who more urgently need a scan are seen in a timely manner. Fortunately, WGH also has a number of diagnostic imaging services from X-ray, fluoroscopy, mammography and CT to ultrasound and MRI to help provide information for diagnosis depending on the need.