

CLOSER TO HOME

Year In Review 2016-17



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Watson Lake Community Hospital

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Watson Lake, YT
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(867) 536-4444

Dawson City Community Hospital

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Dawson City, YT
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Photo: GBP Creative

OUR MISSION

Safe and excellent hospital care

OUR VALUES

Accessibility

Offering open, unrestricted access to all people seeking hospital care

Compassion

Acting with empathy, understanding and kindness

Respect

Believing in dignity and human rights, honouring the individual, and demonstrating courtesy for others' feelings and circumstances

Collaboration

Committing to work with our partners to achieve the best possible care for our patients

Excellence

Pursuing continuous improvement and innovation to achieve exemplary performance

2016/17 BOARD OF TRUSTEES

The activities and programs of Yukon's hospitals in Whitehorse, Dawson City and Watson Lake are governed by a Board of Trustees, which represents the interests of all Yukoners. The Board is comprised of members from Whitehorse and communities across the territory, as well as representatives from Yukon First Nations, non-medical hospital staff, medical staff, the public service and the public at large.

The Yukon Hospital Corporation is an independent body and the mandate of its Board, as set by the *Hospital Act*, is to provide oversight of and direction to our hospitals through the Chief Executive Officer.

Brian Gillen Public at Large (Chair)

Dr. Kathleen Dalinghaus Medical Staff

John Firth City of Whitehorse

Vera Holmes Municipality other than Whitehorse (Dawson City)

Clarke LaPrairie Public Service

Patricia Martin Council of Yukon First Nations

Jay Massie Public at Large

Susan Mooney Public Service

George Nassiopoulos Municipality other than Whitehorse (Haines Junction)

Tanya Solberg Hospital Staff

Sue Stokes-Nash Public at Large

Diane Strand Council of Yukon First Nations

SAFE AND EXCELLENT HOSPITAL CARE, CLOSER TO HOME

We are pleased to present the Yukon Hospital Corporation's Year in Review for April 2016 to March 2017. This is one of the ways our hospitals report to the communities we serve.

Our hospitals play an important role in your health care journey. Whether you come to our hospitals for a visit, test or treatment, we want it to meet your needs and achieve the best possible care.

Our organization serves the entire territory with a small, and geographically dispersed population and remote locations. We cannot provide all of the same hospital services, or in many cases, provide them in the same way as larger jurisdictions. However, we remain committed to meeting a high standard of care. We want to continuously grow and adapt our services to meet changing needs. We want to be respectful and responsive to your personal and community needs. We also want to continue to get better and look at innovative ways to provide quality care.

We've been able to bring more services to the Yukon, including advanced diagnostics such as MRI. We now offer 24/7 urgent and emergent care along with a range of other health services in hospital in for all Yukoners. This means you can stay in your community or be closer to home for many tests and treatments. We also strive to create culturally safe, comfortable and healing environments that reflect and support our traditions and way of life here at home.

Our team has been working to improve care for seniors as our population gets older and health needs grow more complex. We've continued to further integrate our hospitals so patients receive consistently great care in (or closer to) their community and move more smoothly within and between facilities. We've enhanced cancer care so specialized treatment and support is available in the Yukon. We're building a state-of-the-art facility at Whitehorse General Hospital to improve emergency care and enhance safety, security and comfort. This is the very best care, closer to home.

It's no secret that our hospital system is facing significant capacity challenges in continuing to meet growing volumes and manage high occupancy. Overcapacity puts pressure on our

team to maintain quality and safety while ensuring a hospital bed or service is available here when you need it.

Despite the challenges, our team continues to be seen as health leaders, sharing innovative approaches developed here at home with others across Canada and beyond. This year, a Yukon physician and WGH pharmacist put our hospitals on the map using a new treatment for frostbite. Our First Nations Health Programs continue to serve as a model for other hospitals and health centres as they strive to improve indigenous health outcomes. Our traditional food program is a success story that others look to in order to provide comfort and healing.

Beyond our hospitals in Whitehorse, Dawson City and Watson Lake, we are part of a larger health care system, which includes family physicians, pharmacists, continuing care facilities, home care, mental health services, paramedics, out-of-territory hospitals and others. Yukoners rely on us—in fact, they expect us to work together so every person receives the right care, in the right place, at the right time.

Yukoners tell us each day how proud they are of the work we do. They value the skilled health providers, timelier access to care, quality services and modern health facilities. While we have moved quality hospital care closer to home, the journey continues in the years ahead. There is more work to do.

Our work is not possible without the support of our incredible hospital and medical staff, volunteers, our Board of Trustees, health system partners, governments, foundation, donors and many other community supporters. We commit to you that we will continue to strive to meet your needs and expectations, look for ways to improve, involve you more in your care, and deliver on our promise to provide safe and excellent hospital care, closer to home.



Brian Gillen
Chair, Board of Trustees



Jason Bilsky
CEO



Photo: Nate Jones

QUICK FACTS

(for the year ending March 31, 2017)

	WHITEHORSE GENERAL HOSPITAL	DAWSON CITY COMMUNITY HOSPITAL	WATSON LAKE COMMUNITY HOSPITAL
Staff	503	25	29
Admissions	3,365	83	81
Patient Days	20,181	955	698
Patient Stays Greater than 30 Days	5,936	-	-
Emergency Visits	32,995	3,132	2,419
Imaging Visits	35,002	496	502
MRI Scans	2,132	-	-
Lab Visits	28,847	2,110	1,622
Chemotherapy Visits	818	-	-
Specialist Visits	8,753	-	-
Therapies Visits	5,913	-	-
Surgeries (same-day & inpatient)	2,605	-	-
Births	408	-	-

► HIGH AND GROWING DEMAND for hospital services in the Yukon

96% average occupancy at WGH
more than half of the time the hospital doesn't have beds to meet the demand

Able to MAINTAIN REASONABLE WAIT TIMES for diagnostic scans and tests as well as emergency department visits

Opportunity to BETTER UTILIZE BEDS ACROSS THE ENTIRE HOSPITAL SYSTEM (Whitehorse, Dawson City and Watson Lake) to meet Yukoners' need for quality, accessible and timely care

OUR GUIDING PRINCIPLES

1. Create excellence in patient care

Provide care that enhances health and well-being, and is timely, safe, compassionate, comprehensive, and culturally appropriate.

2. Support passionate and engaged people

Support our highly skilled, caring and professional employees in the delivery of quality care with competent leadership in a culture of communication, appreciation and empowerment.

3. Create strong organizational capability

Be fiscally responsible and progressive in terms of providing a high standard of service as well as the infrastructure required to be effective in providing health care.

4. Enhance effective health care partnerships

Foster effective partnerships with our colleagues that are collaborative and cooperative to optimize resources and create excellence across the full health care continuum.

Photo: GBP Creative





*Our team has worked together over the last year with our patients and their families to enhance elder care at Whitehorse General Hospital. Pictured is Dorothy Sorensen (centre) with members of the hospital's patient care team (left to right) Krystal Olito (First Nations Health Programs), Natalya Brost (Registered Nurse), Meghan Merchant (Recreation Therapist) and Suzanne Evans (Volunteer).
Photo: GBP Creative*



EXCELLENCE IN PATIENT CARE

Yukon hospitals focus on timely, safe, compassionate, comprehensive and culturally appropriate care that enhances your health and well-being, closer to home.



Photo: GBP Creative

Taking a new approach to seniors care in hospital

Our territory's demographics are changing with the number of older adults on the rise. Our hospitals have had to change and adapt by looking at how we can better meet the specialized acute care needs of seniors over the long-term.

Our nurses, physicians, pharmacists, social workers, First Nations health team, volunteers and others have worked together over the last year with our patients to enhance elder care at Whitehorse General Hospital.

The hospital was selected to join a national initiative called Acute Care for Elders (ACE) in spring 2016 to use practices that have been developed and shown to work at other Canadian hospitals. The WGH team gained access to coaches, educational materials and new tools to adapt our processes and practices, which can be used across the hospital system.

As a result, we grouped patients together in an 11-bed Elder Care Unit. This allowed us to create more consistent routines, streamline and enhance documentation, offer recreational and social activities and establish spaces for patients to gather with loved ones.

WE WORK TOGETHER AND
CONTINUOUSLY LOOK AT WAYS
TO IMPROVE SO WE PROVIDE THE
BEST CARE, CLOSER TO HOME



Welcoming volunteers to enhance care

All Yukon communities are a big part of our hospitals, so we created a new way for community members to bring compassion and skills into our hospitals by welcoming volunteers to our team.

In December 2016, we launched Canada's first hospital volunteer program North of 60. Our team now boasts nearly 40 volunteers – friendly faces and passionate people in blue vests and shirts – who greet patients and visitors as they arrive at the hospital, provide general information, offer comfort for patients and families during cancer treatment and offer companionship to patients admitted to hospital.

Jason Bilsky, Yukon Hospitals' CEO, says that health care is something that is very important to all of us and our volunteers have an opportunity to make a real and lasting impact.

Our team now boasts nearly 40 volunteers – the first hospital program of its kind in Canada's North. Volunteers are currently placed at Whitehorse General Hospital with plans to explore opportunities at our community hospitals in the future. Photo: GBP Creative

"Our hospitals offer a rewarding experience as volunteers work directly with patients, families and our professional staff in a dynamic and inspiring environment," he says. "No matter your reason for volunteering, whether to give back, make friends or gain experience, we have a variety of opportunities to make a real difference in the health of Yukoners."

And in a very short time, volunteers have made a positive difference. They've been able to enhance the patient experience by making the hospital more welcoming, comfortable and less isolating. They also support and work closely with our incredible employees and medical staff. In return, volunteers are able to learn and grow, bring new skills and experiences to our team, and have an opportunity to make each day brighter for someone in our care.

"Our volunteers are a valued part of our team," says Jessie Rushant, a Licensed Practical Nurse at Whitehorse General Hospital who played a role in introducing volunteers. "We really appreciate the time they give to our patients whether it's to go for a walk, have a chat, bring water or play a game of cards. It allows the hospital team to focus on providing quality care, makes hospital stays more enjoyable and helps with the healing process. Thank you."



Ensuring the right care, in the right place, at the right time

Over the last few years, Whitehorse General Hospital has worked on a number of fronts to meet the challenges of overcapacity and limited bed availability. Our approach has been to work collaboratively within the hospital and with partners across the health system to alleviate pressures, ensure that patients receive the right care, in the right place, at the right time, and maintain timely access to hospital care when it's needed most.

A contributing factor to this on-going challenge is that many of our admitted patients at WGH no longer require hospital care, but are awaiting a place in another level (or type) of care such as long-term care.

During the past year, a number of steps have been taken to manage overcapacity issues in the hospital and allow our team to focus on safe and excellent care:

Photos—below, and at right: GBP Creative



- ▶ Renovations to the Thomson Centre were completed in partnership with the Yukon government, opening 10 much-needed continuing care beds
- ▶ Four “holding beds” were opened in WGH’s East Unit, creating a private space for patients awaiting admission, reducing the need to wait in the emergency department
- ▶ Additional and extended temporary nursing staff to manage increased pressures and care for patients awaiting admission
- ▶ Additional housekeeping hours to maintain a comfortable and safe environment around-the-clock as well as help prepare beds as they become available
- ▶ Multi-disciplinary team exploring ways to standardize and further enhance discharge planning and coordination, so patients can safely transition back home or to another, more appropriate level of care
- ▶ Work with the Government of Yukon and the Department of Health and Social Services on a system-wide approach to ensure Yukoners receive the right care, in the right place, whether it be at home with community support or within our hospitals, or another health care facility
- ▶ Continued longer-term activities such as holding daily bed meetings and improving patient flow
- ▶ Look to utilize all hospitals beds – Whitehorse, Dawson City and Watson Lake – in the best way possible on an on-going basis

Even in this challenging environment, our team is working hard on a daily basis to focus on quality acute care, maintaining comfort, keeping patients safe and limiting any negative impacts, including continuing to keep deferred surgeries to a minimum.



Always working toward better and safer hospital care

We are proud of the high standard of care we provide in all three Yukon hospitals, but we always strive to do even better. Here's how we've demonstrated our strong, on-going commitment to continuous quality improvement.

- ▶ **Cleaning our hands** is one of the most effective ways to prevent the spread of harmful germs that cause infection. This year, we worked to provide education and conduct audits within patient care areas that build awareness about the key moments when hand cleaning is absolutely essential.
- ▶ As we take action to enhance our **infection prevention** and control practices, and ensure we are doing our best to use antibiotics appropriately in order to slow the resistance some bugs have to these drugs. Our hospitals also introduced a reference tool called "Do Bugs Need Drugs?" – now available to all health practitioners in the territory – with helpful guidelines on how to manage infectious diseases while using antibiotics responsibly.

Cleaning our hands is one of the most effective ways to stop the spread of germs that cause infection. We are also taking steps to ensure the proper use of antibiotics to slow the resistance some bugs have to these drugs.
Photo: GBP Creative



- ▶ **Medication reconciliation** is one important way we ensure the appropriate and safe use of medication. When you come to hospital and throughout your journey, we will ask questions and talk with you about any medications you take in order to have the best possible information. This is so we can monitor for and prevent any errors. Members of our team are also involved in the development of a Yukon-wide electronic drug information system that will streamline records, increase the accuracy of your medication history, and improve safety.
- ▶ We want to foster a culture of safety through conducting routine **chart reviews and audits**. These help us learn about and from the care we provide by looking at whether your treatment is properly documented and if the right steps were followed. We will undertake an automatic review if anything unexpected happens while in our care.

USING TECHNOLOGY TO
ADVANCE AND SUPPORT
THE VERY BEST CARE,
CLOSER TO HOME.



► RESPECTING END-OF-LIFE CARE DECISIONS

With the recent changes in federal law, medical assistance in dying is now an option for Canadians. Working with government, physicians, nurses, pharmacists and other practitioners, our hospitals took steps to ensure we have the appropriate policies and protocols in place.

Our priority was to ensure that we continue to respect our patients' decisions and provide our team with clear direction and support in working with physicians to provide end-of-life care.

Supporting quicker diagnosis and increased safety

Whitehorse General Hospital achieved another Canadian first worth celebrating – the first inter-jurisdictional electronic transfer of health information – when certain lab orders and results were processed and transferred electronically between the BC Centre for Disease Control and the hospital.

Test results are then automatically sent from the hospital's system to Yukon physicians. This reduces the time it takes for patients to receive results, allows hospital staff to monitor trends more easily and enhances patient safety because there's less room for clerical errors.

This electronic health achievement is made possible through the collaboration of eHealth Yukon, Yukon Hospital Corporation and BC's Provincial Health Services Authority. More lab tests are expected to be added to this new system in the coming months.

Photo: GBP Creative



Introducing new technology to support safe medication practices

Yukon's hospitals have further strengthened safe medication practices with the introduction of new automated drug dispensing cabinets at Whitehorse General Hospital.

These high-tech devices now in WGH's emergency department and inpatient units provide the hospital with an advanced tool that not only securely stores medications, but also offers additional safety measures. With a quick tap of a fingerprint, nurses can access a patient's profile and select the appropriate medication. The cabinet will then unlock and lights will guide the nurse to the appropriate compartment/bin with medication.

"Medication safety is a significant and ongoing priority for us," says Claire Hills, Clinical Nurse Educator. "As part of this effort, we look at practices and tools that will help us continuously improve. This pharmacy automation technology gives our entire team an extra level of support to ensure we provide safe and excellent hospital care."

The automated cabinets dispense various types of medication – such as tablets, liquids, injectables and IV solutions. They also work in conjunction with the hospital's new secure, mobile cart to bring medication directly to the patient's bedside – which means medications can be administered more quickly and with less room for error.

Harnessing the healing power of food

Whitehorse General Hospital, along with other health care organizations across Canada, is taking part in a collaborative effort to elevate the role of food in patient care.

The initiative is called “Nourish” and it has selected 25 health care providers (including WGH) to look at new ways to use food to enhance the patient experience and community well-being. As part of the program, the hospital can connect and collaborate with its peers, work with mentors and identify best practices to harness the healing power of food.

This joint effort will provide insight on how other centres use food in the healing process and allow us to share some of our own successes, including offering traditional foods to First Nations patients and using locally-sourced vegetables grown at Yukon farms.

“Many people may not realize how important it is to have fresh, healthy food when you’re recovering from an illness or procedure,” says Leslie Carson, who’s spear-heading these initiatives for the hospital. “Local and traditional foods provide our patients with tremendous comfort, helping them to feel better and return home sooner.”

Advocating for and supporting culturally safe care

Our First Nations Health Programs (FNHP) strive to ensure that patients who self-identify as First Nations, Inuit or Metis feel welcome and culturally safe, and have the support to heal physically, emotionally, mentally and spiritually.

This year, the FNHP team continued to be a strong advocate for our patients here in the Yukon as well as a leader to organizations across Canada and the world looking to advance indigenous health.

Advance knowledge and work opportunities for First Nations in the health care field

The FNHP team has taken the lead on building our hospital team’s understanding of cultural awareness and safety (the

ability to communicate effectively between cultures) as well as advancing the concept of health equity (health services based on need and fairness to improve care).

“In addition to supporting our employees learning and growth, we have tried to create opportunities for First Nations in the health care field,” says Laura Salmon, Director of First Nations Health Programs. “One of the reasons we’re here is to work with the education system and communities to build a workforce that better represents the Yukon’s First Nations population and we do this through programs such as job shadowing and student placements.”

Work around-the-clock to proactively offer support to First Nations peoples

First Nations, Inuit and Metis peoples represent about one-third of Yukon hospital patients. Our FNHP services include helping patients navigate the health care system, as well as offering traditional foods, medicines and cultural programming to offer comfort and support the healing process. The team also actively assists with discharge planning to ensure patients have what they need to safely return home. This year, the team has focused on ensuring we provide the same level of service and support for outpatient services (scheduled appointments for diagnostic, therapeutic, dietetic or visiting specialists) as we do for our admitted patients.

Made language and culture a more visible part of the hospital experience

The FNHP team led a unique initiative built on the idea that language and culture go hand in hand with healing. When patients see their language and culture represented in our hospitals, it creates a connection that links them with their identity and home. On this front, FNHP worked with First Nation elders to give names in three Yukon First Nation languages to rooms in Dawson City Community Hospital and Whitehorse General Hospital.

Photo: GBP Creative



Meeting high standards of hospital care in the community

Our community hospitals in Dawson City and Watson Lake serve as two of our most significant achievements in bringing safe and excellent hospital care, closer to home.

Improved access to hospital services

With our two community hospitals now well established, we are continuing to see a strong need for our services in both communities. Visits to emergency in both Dawson City and Watson Lake increased 5.6% and 3.8% respectively from the previous year, while demand for X-ray and lab services held relatively steady.

Continued integration of our hospital system

We are now a hospital system providing quality care for all Yukon communities at our facilities in Whitehorse, Dawson City and Watson Lake. Throughout the past year, we continued to focus on integrating systems and processes across the hospital system to ensure our patients receive the same high standard of care at each of our three sites. We continue to be responsive to the unique needs of the communities.

With the need for hospital services in high demand, our team is now focused on making the best use of all resources in the hospital system. This means Yukoners may receive care at any of one of our three hospitals based on individual need.

Strengthened health services in the communities

We've also been able to share space within the hospital buildings to create community health care hubs. Many of our community partners are co-located inside our community hospitals, including medical clinics and public health centres. In Dawson City, for example, the hospital is located next door to, and shares services with, McDonald Lodge continuing care facility.

Having multiple services in the same geographic location such as emergency care, physician appointments, lab services, and First Nations Health Programs builds capacity and value in the health system by fostering collaboration among partners and creating a more seamless health care journey for Yukoners.

In Watson Lake Community Hospital, for example, our team has worked with home care nurses to establish a bathing program at the hospital for clients with mobility challenges or other issues. This has created an additional opportunity for hospital nurses to assess these clients for emerging health needs.



In Watson Lake (pictured left to right): Tracey Nolan (Licensed Practical Nurse), Jeannie Lamont (Registered Nurse), Carol Chiasson (Director, Community Patient Experience), Dr. Tanis Secerbegovic, Bev Lister (Cook), Belinda Fjellner (Custodial), Dr. Julia Vallieres-Pilon and Dr. Eric Contant. Photo: Submitted



In Dawson City (pictured left to right): Dr. Lee Glazier, Dr. Courtney Thompson (locum), Diana Zammit (Registered Nurse), Yvonne Dekok (Registered Nurse), Joy Taylor (Admitting+Discharge), Jaimee Gilson (Admitting+Discharge) and Marg Saunders (Custodial). Photo: Nate Jones



Our team is comprised of skilled and passionate Yukoners who support the growth of all of our people and help foster a culture of safety and quality. Pictured (left to right) Stacey Ashley (People Services+Culture), Sean Secord (Quality Improvement & Risk Management), Claire Hills (Clinical Nurse Educator), Colin Graham (Environmental Services) and Samantha Stewart (Infection Control & Prevention). Photo: GBP Creative



PASSIONATE & ENGAGED PEOPLE

Yukon hospitals continue to improve support for our highly skilled, caring and professional team that provides quality care, closer to home.

Our people

Employees

557

Average length of service

9 years

Recruitment

93%

of all job opportunities are filled within two months

Volunteers

40 and growing

Average volunteer hours per month

110 and growing

Photos—below, and at right: GBP Creative



Leaders in care

Our three hospitals are fortunate to have a great team of skilled and caring professionals. They are proud to serve all Yukoners and continuously improve the care we provide. This year alone, there are many outstanding examples of how all our people are leading in practice and dedicated to safe and excellent hospital care:

- ▶ Participate in research to prevent pressure ulcers or “bedsores”
- ▶ Facilitate education opportunities where a number of health practitioners (within the hospitals and across the health system) practice skills together
- ▶ Work together to ensure patients receive the right care, in the right place, at the right time through developing improved processes, maintaining quality standards and managing increased demands
- ▶ Teamwork and commitment to learning and growth to improve seniors care
- ▶ Introduce Canada’s first hospital volunteer program North of 60
- ▶ Bring knowledge and experience to other health care organizations looking at the role of food
- ▶ Be recognized for advocacy and promotion of cultural safety and indigenous health



Dedication to learning

An important part of the work we do is continuously updating our skills and staying current with standards and best practices. Here's some of what we did to learn and grow in order to provide the best possible care, closer to home:

- ▶ In partnership with Yukon College, staff from all three hospitals along with physicians and paramedics honed their skills with a fully interactive, remote-controlled patient simulator (mannequin) called SimMan 3G
- ▶ WGH maternity nurses practiced important skills using the hospital's new neonatal mannequin to practice using "Bubble CPAP" (continuous positive airway pressure), a device designed to assist a newborn's breathing in critical situations
- ▶ In partnership with the Yukon Registered Nurses Association, nurses, physicians and others from all three hospitals took part in three courses designed to improve care for pregnant mothers and newborns – fetal health surveillance, neonatal resuscitation provider and acute care of the at-risk newborn
- ▶ Four WGH's emergency nurses became certified instructors of the Canadian Triage & Acuity Scale course (assess and prioritize urgency), which means it can be offered more frequently here in the Yukon
- ▶ Special Neonatal Intensive Care Unit practicums to improve care for sick infants
- ▶ First Nations Health Programs partnered with Yukon College to create an online and in-person First Nations 101 course for all employees, physicians and volunteers
- ▶ Regular nurse skills days, CPR, advanced cardiac care life support, palliative care essentials training and more
- ▶ WGH Registered Nurses developed specialized skills to provide chemotherapy and support our enhanced cancer care team
- ▶ A second Clinical Nurse Educator was added to support learning, growth and policy development as well as provide clinical guidance for nurses at all three hospitals
- ▶ YHC also offers easy access to many of our training programs through our online learning system, including mandatory education. This allows staff and volunteers to complete courses at their own pace, from the comfort of their own home. This online coursework includes orientation modules, violence prevention, infection control and safety awareness

Our nursing team at Dawson City Community Hospital trains with physicians and paramedics by practicing emergency scenarios with Yukon College's patient simulator. Photo: Submitted



RNs Krista Bruzas and Katelyn Just look on as Clinical Nurse Educator Claire Hills demonstrates the Bubble CPAP machine, a device that assists newborn breathing. Photo: Submitted





Photo: GBP Creative

Attracting talent and maintaining a strong team

We are proud of the fact that our hospitals are able to both attract leaders and respected practitioners from within the territory and across the country to join our team, and that we can support this talented team as they develop their skills and/or take on new roles.

In the last year, nearly 60 employees of Yukon's hospitals celebrated service milestones from 5 to 30 years and beyond. Combined, our team represents hundreds of years of health care experience and service to Yukoners and others who rely on our hospitals. The average length of service of our employees is 9 years – which is a considerable commitment to our patients.

WE BUILD, DEVELOP AND
SUPPORT A STRONG TEAM
TO PROVIDE YOUR CARE,
CLOSER TO HOME.



STRENGTHENING COMMUNICATION

In a busy and demanding work environment such as our hospitals, it's always a challenge for us to keep staff up-to-date with everything that's going on, so they can keep their focus on patient care. But over the last three years, we have made significant strides in establishing strong communications processes, sharing information in a timely manner and bringing the voice of employees into important decisions:

- ▶ Enhanced internal publications and more timely employee bulletins/alerts
- ▶ Regular employee town halls and visits to nursing units and clinical support teams to provide an opportunity to share detailed information and facilitate discussion
- ▶ Including employee feedback and perspective in important projects and initiatives such as WGH expansion and strategic planning
- ▶ More consistent and timely information about urgent and emerging issues such as high occupancy/bed pressures and other public health trends
- ▶ Good communication is essential to providing safe and excellent care

Fostering a positive work experience

A key part of getting better at what we do is asking our team what it's like to work in our hospitals. Understanding how our employees feel about different aspects of their work, including job satisfaction, team work and leadership, helps us identify opportunities for improvement that better support them in providing great care to you.

Once again, we invited our staff to take part in the People Pulse employee survey. This past year, nearly 60% of our employees responded – the highest participation rate we've seen to date. We found out that the majority describe their overall work experience as positive, but also we identified several issues that are important to our team:

- ▶ Managing high occupancy and increasing volumes influences overall satisfaction
- ▶ On-going access to learning and development opportunities
- ▶ Employee wellness and work/life balance
- ▶ Maintaining a safe and respectful workplace

With these results, our hospitals remain committed to working with our staff to identify the steps we need to take together in making any improvements.

Building a culture of safety

Safe employees are the foundation of safe patient care. That's why we provide the knowledge, tools and training to keep our team safe at work.

We offer training that includes comprehensive violence prevention education to help staff identify and manage potentially unsafe situations as well as update skills to help prevent the spread of infections. We also encourage employees to report all incidents as a way to learn, improve and be safe.

What's more, our three hospitals carry out monthly workplace assessments in every department and area, to identify, report and resolve any potential safety hazards and maintain a safe environment for all.

We also ask all staff to report all incidents, so we can undertake an appropriate review, understand what's happened, take action and learn for everyone's safety.



Our medical, clinical and support services teams are working together with health partners such as Yukon Emergency Medical Services to create a great work and care environment in WGH's new emergency department set to open January 2018. Pictured (left to right) is Val Emery (Registered Nurse), Pascal Vautour (Medical Imaging), Leeanna Van Loon (Medical Imaging), Dr. Dave Storey, Juanita Fewer (Admissions & Discharge), Gareth Sloan (Information Systems), Darla-Jean Lindstrom (First Nations Health Programs), Randy Diceman (Yukon EMS), and Andrea Cook (Registered Nurse). Photo: GBP Creative



STRONG ORGANIZATIONAL CAPABILITY

Yukon hospitals are making significant progress towards our goal of building strong and sustainable systems that support and advance the best possible health care, closer to home.

Moving closer to the opening of WGH Expansion

After several years of assessment and planning and nearly 18 months of construction, the final countdown is on toward completion of the expansion to Whitehorse General Hospital – one of the largest enhancements to the facility in nearly two decades. Our team has now turned its attention to getting ready to provide care in the new space.

The new 40,000 square-foot hospital wing is home to a new emergency department and critical care observation area. The building also includes a shelled second floor for future use, enhancements to information systems for patient care, and other upgrades to power and mechanical systems.

Construction wraps up – on schedule and on budget – in September 2017. Behind the scenes, our team will conduct tests, receive training and run through scenarios to ensure we're ready when doors open to patients in January 2018.

These modern patient care areas will enable our health teams to support a more positive experience in a comfortable and safe environment that will ultimately improve care by:

- ▶ Minimizing the spread of infection
- ▶ Improving visibility between hospital staff and patients
- ▶ Improving privacy
- ▶ Ensuring triage personnel are the first point of contact in the emergency department, providing more direct access to care

Photos – below, and at right: GBP Creative



- ▶ Creating more direct access to the emergency department
- ▶ Increasing our capacity to meet a wide range and volume of needs

WGH will also introduce new technology, including a computerized patient tracking system that manages assessment, status, test results and flow through the new emergency department. This will reduce travel time and improve communications for everyone working in the new larger space, facilitate electronic documentation of patient data, and improve care delivery and outcomes.

PCL Constructors Westcoast Inc. led the design and build of the new wing and worked closely with nearly 100 Yukon-based businesses that performed a range of services from electrical/mechanical, excavation and concrete to paving, landscaping, equipment/supplies, signage, transportation and accommodation.

The public and First Nations communities also provided important input, which resulted in several key aspects of the expansion's design, including natural elements to make the hospital less institutional and enhance the healing environment.

"We've been successful because of the strong support we received from the government, community, individual Yukoners and local businesses who have been part of this project from the very beginning," says Jason Bilsky, Yukon Hospital's CEO. "As we move closer to opening, we will invite everyone to see the new facility firsthand and some of the significant improvements we've made to hospital care."



WHITEHORSE GENERAL HOSPITAL EXPANSION INCLUDES:

- ▶ An increased number of larger, more suitable treatment spaces for emergency care
- ▶ A modern critical care observation unit located within emergency department
- ▶ A facility designed to meet high standards in patient safety and comfort, security and infection control
- ▶ Enhanced hospital care through improved patient flow and safety
- ▶ Expanded diagnostic services with the addition of MRI
- ▶ Enhanced work environment for physicians, nurses and other hospital staff
- ▶ Improvements in the hospital's infrastructure and systems along with a new data centre to provide information systems and support technology for patient care

Growing into our space

As volumes continue to grow and occupancy remains high, WGH has experienced patient flow pressures and service challenges due to space constraints across the facility. Expansion creates much-needed space in the new building as well as vacated space within the existing hospital. We have completed a number of steps in order to use this space to meet health needs of Yukoners:

- ▶ Detailed assessment process to determine how to best use, adapt and outfit the new and vacated space

- ▶ Look at space challenges, workload pressures, Yukon demographics and health needs to identify priorities
- ▶ Determine patient and work flows and activities that will take place in these spaces and what needs to be in place to support these services
- ▶ Identify short-term renovations to be completed once the new emergency department opens and plan for longer-term facility improvements needed to better meet Yukoners' health needs



WGH EXPANSION CONSTRUCTION IS COMPLETE. WHAT'S NEXT?

A lot of planning and preparation goes into being ready. Our focus is now on ensuring the right people, in the right place, at the right time with the right equipment/technology and the right policies and procedures in place so we can provide outstanding care on day one, when our new emergency department/critical care unit opens in January 2018:

- ▶ Finalize new systems, processes and flows
- ▶ Move in furniture, equipment and supplies
- ▶ Test new equipment, systems, processes and flows
- ▶ Provide training on new processes and equipment, conduct mock run-throughs
- ▶ Offer tours to employees and the public to become more familiar and comfortable with the new space



Photos—above, below, and at right: GBP Creative



Setting the future direction of our hospitals

Five years ago, the Yukon Hospital Corporation was a new family of hospitals with new facilities set to open in Dawson City and Watson Lake. We put in place a strategic plan to provide excellent care, support our people, build strong facilities and enhance partnerships – and everything we do is guided by these four principles. We have made considerable progress over this time, becoming a more integrated hospital system, setting new standards, growing services, fostering a strong team, maintaining robust systems that support care, and working with partners.

Now it's time for us to set the direction for the next five years. With the help of our staff, volunteers, physicians, health partners, First Nations communities, government and community groups, we've had a great discussion about what's important to Yukoners, what's next for Yukon's hospitals, where we want to be and how we'll get there.

We will launch our Strategic Plan 2018–22 this fall.

Keeping pace to advance and support care

Our hospitals continue to invest in systems and technology that enable us to maintain high standards and keep pace with advancements in health care. With that in mind, we have made capital investments in a number of key areas to enhance care and keep patients safe:

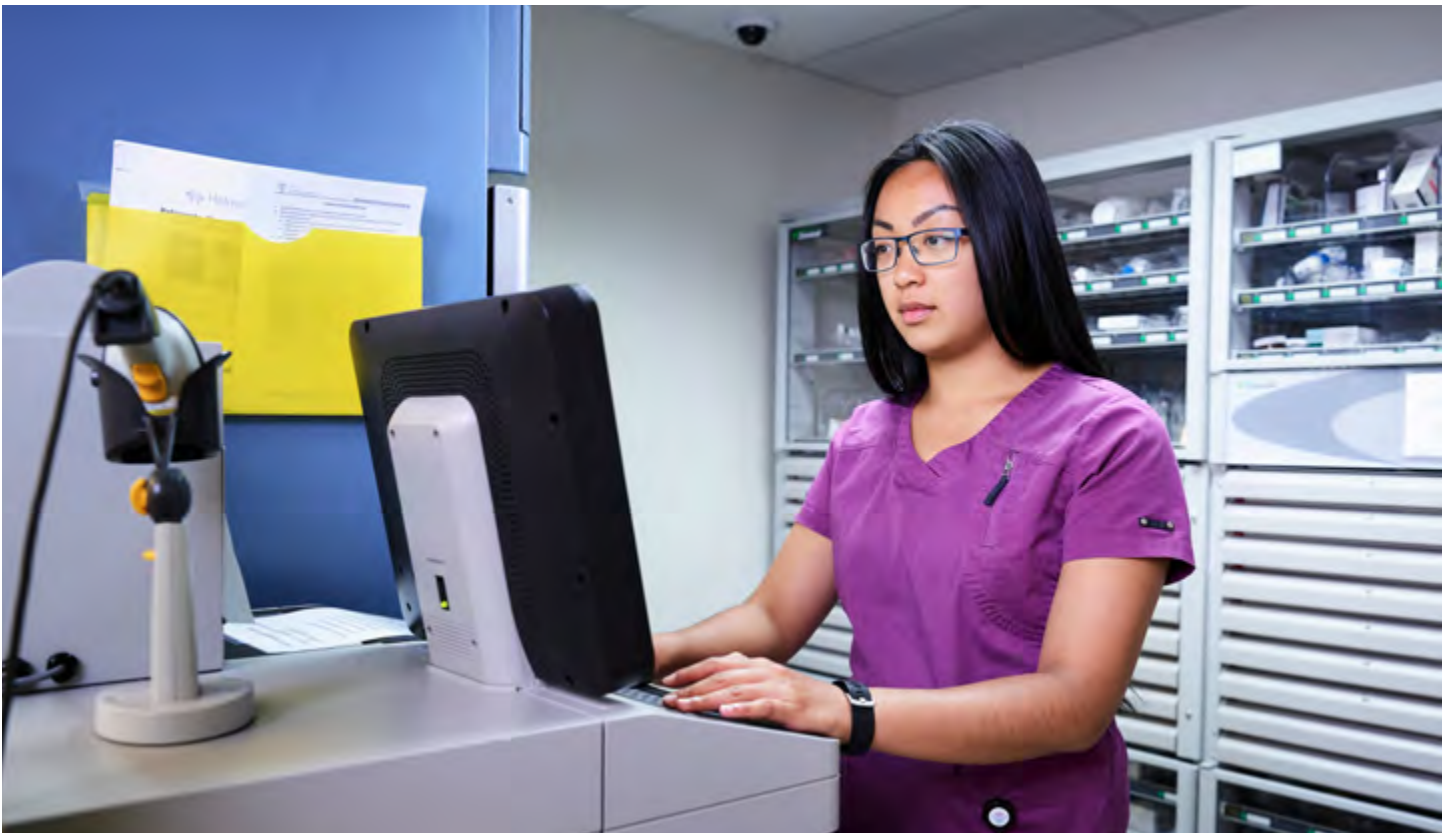
- ▶ Automated drug dispensing cabinets and mobile carts to support safe medication practices
- ▶ State-of-the-art data centre (part of our WGH expansion) to ensure our information systems and technology that support care are available when we need it most – and we can continue to add more advanced technology in the future
- ▶ Upgrades and enhancements to critical infrastructure that delivers medical gases such as oxygen to our patients

Wisely managing resources

Our organization must use all of its resources in the best way possible, while continuing to strive for a high standard of care that Yukoners have come to expect.

Over the last year, our hospitals have worked hard to live within our means, while at the same time experiencing considerable challenges due to high occupancy and growing volumes. To meet these needs, we added much-needed permanent and temporary nursing and support service staff to alleviate some of the pressure, created better patient flow within WGH's emergency department and fostered closer working relationships with our health system partners.

While many of these resource and service challenges are not expected to ease in the foreseeable future, our hospitals will continue to focus on ensuring safe and excellent hospital care is always available when Yukoners need it.



YUKON HOSPITAL CORPORATION

Selected Financial Highlights (Consolidated)

(as of March 31, 2017)

Selected Financial Results (in 000's)

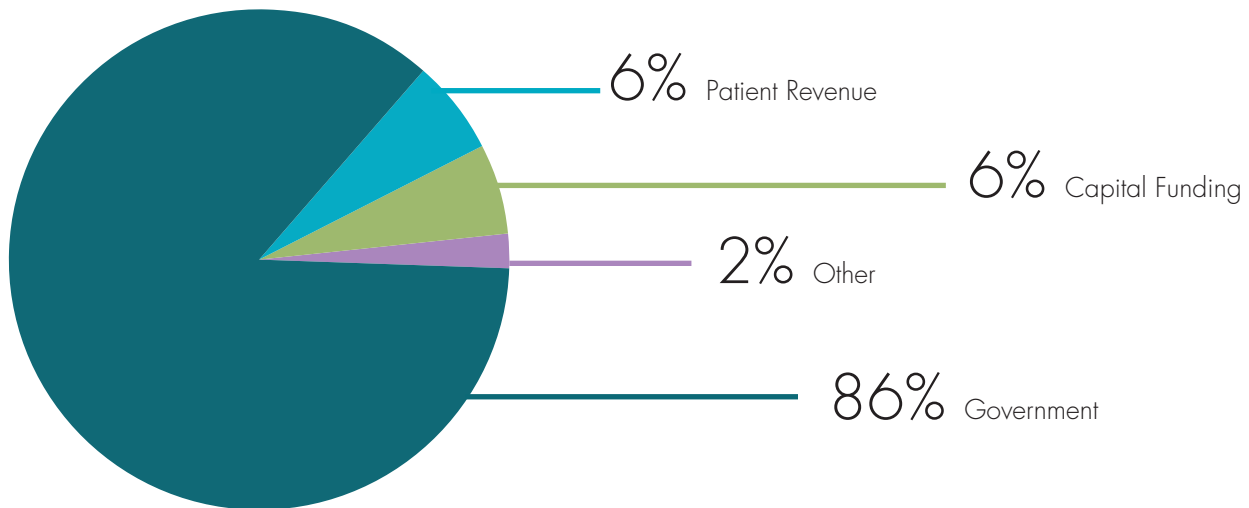
	2017	2016	2015	2014	2013
Operating Revenues	79,550	77,760	74,056	68,475	61,142
Operating Expenses – (excluding pension adjustment)	79,202	79,172	75,340	67,670	61,026
Surplus (deficit) of revenues over expenses before pension	348	(1,412)	(1,284)	805	116
Pension Adjustment	5,526	7,442	5,464	2,514	1,538
Total Surplus of Revenues over Expenses	5,874	6,030	4,180	3,319	1,654

Balance Sheet Data

ASSETS					
Current Assets	12,514	17,086	11,046	14,500	11,238
Accrued Pension Benefit	41,145	35,233	27,791	22,327	18,627
Capital Assets	160,825	133,124	120,473	118,359	114,223
Other	37,119	40,054	43,280	47,949	69,360
Total Assets	251,603	225,497	202,590	203,135	213,448
LIABILITIES					
Current Liabilities and Short-Term Debt	55,442	55,334	56,402	58,702	79,052
Deferred Capital	149,880	129,535	11,838	114,469	107,827
Other	3,292	3,513	3,265	3,059	2,983
Total Liabilities	208,614	188,382	171,505	176,230	189,862
Net Assets	42,989	37,115	31,085	26,905	23,586
Total Liabilities and Net Assets	251,603	225,497	202,590	203,135	213,448

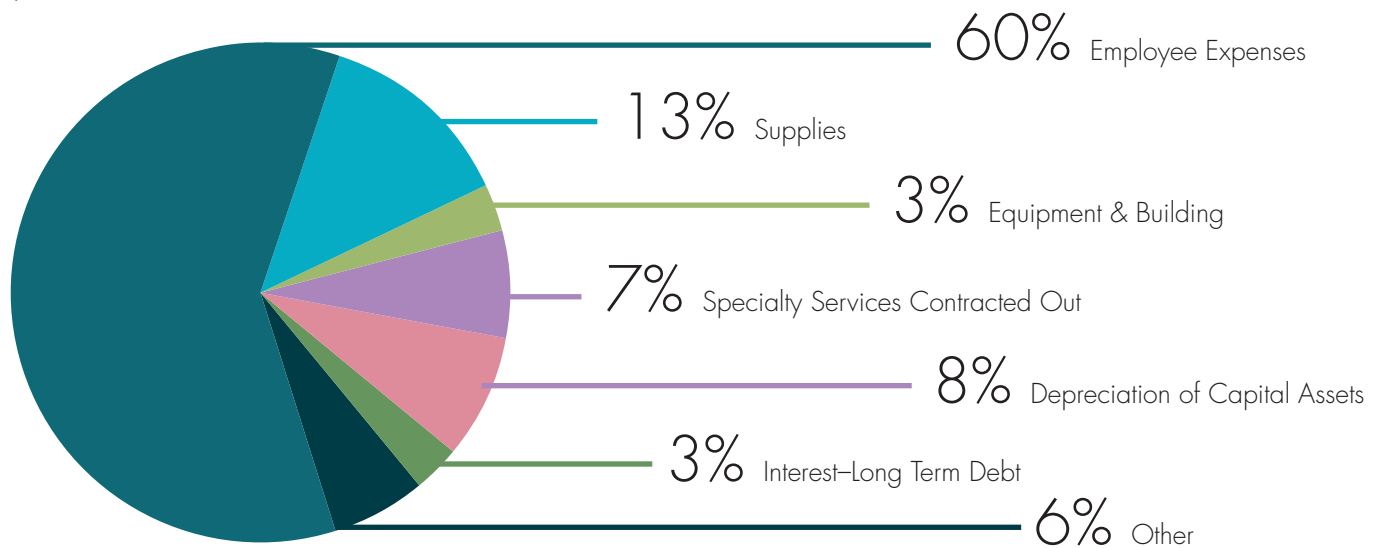
TOTAL REVENUE

\$79.5 million



TOTAL EXPENSES

\$79.2 million





Our team works within and between our hospitals and with practitioners and agencies across the health system to ensure patients get the right care in the right place at the right time. Pictured (left to right) is Lauren McClintock (Occupational Therapist), Josianne Gauthier (Pharmacist), Kim Harwood (Registered Dietitian), Kat Leblanc (Social Worker), Davis McKay (First Nations Health) and Alicia McDougall (Clinical Nurse Leader). Photo: GBP Creative



EFFECTIVE PARTNERSHIPS

Yukon hospitals work with health practitioners and partner agencies across the community and health system to make the best use of resources and provide quality hospital services, closer to home.

Working together to support health and wellness across Yukon

Health care is provided by many individuals and organizations across our territory, but Yukoners see us as one health care system and expect us to work together. Our hospitals have strengthened communication, collaboration and cooperation with our partners to ensure patients receive the right care, in the right place, at the right time:

- ▶ Manage high occupancy at Whitehorse General Hospital by working directly with Yukon Government on a daily basis to share information about bed availability across the health system and to facilitate the seamless and safe transfer of patients moving between facilities or returning home
- ▶ Worked with government to open 10 continuing care beds in Thomson Centre, which alleviated some pressure and allowed our team to focus on providing acute care.
- ▶ Continue with improvements to discharge processes by our hospital team and system partners to ensure patients have the right supports in place to safely leave hospital when the time is right

Photo: Nate Jones



Naloxone kits to temporarily reverse overdoses caused by opioids are available at our hospitals along with other community and public health centres. Photo: Submitted

- ▶ Partner with Government of Yukon and Council of Yukon First Nations to prevent colon cancer through awareness and screening. Together, we introduced an easy-to-use FIT kit – a colon check that can be done easily in your own home. We were also invested in new lab equipment and staff resources at WGH to offer this new cancer screening test right here in the territory
- ▶ Make naloxone kits available to at-risk patients in our hospitals along with other community and public health centres. The safe drug temporarily reverses overdoses caused by opioids such as heroin, morphine and fentanyl, giving people extra time to seek emergency medical help
- ▶ Offer enhanced elder care by working with Yukon Government to provide recreational and speech language therapy services in hospital



WGH's cancer care team get Yukon casual for the first Denim Day in support of the Yukoners Cancer Care Fund. Photo: Archbould Photography

Bringing the best care closer to home with community support

The Yukon Hospital Foundation is one of our hospitals' most important supporters and partners, inspiring the community to give so we have the equipment and technology to provide the best and safest care right here in the Yukon.

Through events, celebrations and other activities, the Foundation has raised over \$9 million in the last 12 years that has enabled our hospitals to provide advanced diagnostic tests such as MRIs, CT scans and mammograms, improve fetal and newborn monitoring, offer less invasive procedures, enhance patient safety and create a more comfortable, healing environment. This means Yukoners have to travel less for health services, receive a quicker diagnosis and get treatment sooner.

The auction at the 2016 Northwestel Festival of Trees, the Foundation's signature annual event, alone netted more than \$165,000 for the purchase of the fluoroscopy machine, making it one of the most successful fundraising efforts.

On the heels of this success, the Foundation also renewed its partnership with Northwestel for another five years, continuing the company's title sponsorship of the festival and long history of community support.

Over the past year, about \$25,000 was raised for the Yukoners Cancer Care Fund, which provides financial assistance to Yukoners undergoing cancer treatment. Fundraising efforts included the first ever Denim Day, allowing people across the territory to dress casual in support of Yukoners fighting cancer.

The Foundation achieved its goal of raising \$600,000 to purchase a new fluoroscopy machine for WGH. This imaging technique uses X-rays to create a real-time video image of the internal structures and functioning of a patient. For example, it helps physicians assess swallowing and see your heart pumping. More modern technology also provides clearer images and uses less radiation, making the test safer and more effective in diagnosis. Thanks to you, the Foundation reached its goal ahead of schedule – and the new machine will be installed in fall 2017.



Photos—above, and at right: GBP Creative

Closer to home, but the journey continues

Looking back over the past five years, we are immensely proud of what we do and have achieved to provide safe and excellent hospital care, closer to home.

Among the many significant milestones, we've been able to introduce new hospital services that were previously offered only outside the territory, we opened two community hospitals in rural Yukon, and we improved our connection with health providers and agencies. So no matter where your health care journey takes you, you have access to the care you need.

Highlights from 2013–2017

- ▶ Enhanced medication management – policy, standardized orders, audits and technology
- ▶ Enhanced infection control and prevention – surgical checklists, hand hygiene education and audits, and promote the appropriate use of antibiotics
- ▶ Enhanced cancer care services – physicians specializing in oncology care, pharmacists and nurses
- ▶ Introduced one of Canada's first patient surveys delivered at the bedside
- ▶ Introduced 24/7 pharmacy support for community hospitals and 24/7 lab support at WGH
- ▶ Adapted care to better support the health needs of seniors
- ▶ Built First Nations Health Programs and support in all three hospitals
- ▶ Managed high occupancy and growing demands for hospital services
- ▶ Opened two new community hospitals in Dawson City and Watson Lake
- ▶ Opened Canada's first MRI service North of 60
- ▶ Started major expansion of Whitehorse General Hospital that is set to open in early 2018
- ▶ Developed stronger working relationships with our partners in the community and government
- ▶ Established strong and standardized planning processes for capital investments
- ▶ Introduced volunteer services
- ▶ Implemented enhanced privacy and ethics processes and protocols
- ▶ Launched all online learning system for hospital/medical staff and volunteers
- ▶ Strengthened communications and engagement through standard tools and dedicated resources
- ▶ Introduced new technology such as medication pumps with safety features, automated drug dispensing cabinets, a microscope for delicate eye surgery, software/system upgrades, and more
- ▶ Launched new website in English and French
- ▶ Introduced the first lab orders and results to be transmitted electronically
- ▶ Renewed our five-year strategic plan after broad consultation with our people, partners and community stakeholders

We know there is still much more to be done to engage patients as partners in their health care journey, strive for excellence, support our people, build robust and sustainable systems that advance and support care, and ultimately, achieve the best care every time.



About Yukon Hospitals

The Yukon Hospital Corporation is a family of hospitals focused on delivering safe and excellent care to all Yukoners, closer to home, at our facilities in Dawson City, Watson Lake and Whitehorse. Our community of more than 500 health care providers, professionals, volunteers and medical staff are passionate about and committed to the best possible patient experience.

Whitehorse General Hospital is Yukon's primary acute care centre, providing a full range of care, including 24/7 emergency care, inpatient and ambulatory care, surgical services, cancer care, visiting specialists' clinics, therapy and lab services, and advanced diagnostic imaging.

Dawson City Community Hospital and **Watson Lake Community Hospital** allow many Yukoners to receive care closer to home through access to 24/7 emergency care, inpatient and ambulatory care, as well as many lab and diagnostic imaging services.

Photo: GBP Creative





yukonhospitals.ca