



Year in Review

2020-21

wecare

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 2020-21

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 across the Yukon including representatives from Yukon First Nations, medical staff, the public service and the public at large.

The mandate of the Board as set by the Hospital Act is to provide oversight of and direction to our hospitals through the Chief Executive Officer. The Commissioner of Executive Council appoints members to the Board of Trustees and shall consider the suitability of each candidate for appointment, including their knowledge, experience and competence in respect of matters relevant to the operations of the board and the activities and programs of the Corporation.

OUR TRUSTEES 2021-22

Allan Lucier / Public at Large

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

Myra Iles / Little Salmon Carmacks First Nations

Vice Chair of the Board of Trustees, First Nations Health Committee, Quality Management Council, Executive Committee

Dr. Kathleen Dalinghaus / Medical Representative

Quality Management Council

Colin McDowell / Yukon Government Public Service

Governance Committee

Tosh Southwick / Council of Yukon First Nations

First Nations Health Committee, Governance Committee

Vera Holmes / Public at Large – Dawson City

Executive Committee, Governance Committee

Richard Durocher / Public at Large – Watson Lake

Executive Committee

MESSAGE FROM THE CHAIR & CEO

The past year brought unprecedented challenges and strain to our territory, hospitals, and way of life. While all Yukoners have been impacted, many of our most vulnerable communities, including First Nations, have been some of the hardest hit as traditional ways of gathering, communicating and accessing supports have been changed or limited.

Even as stress and anxiety rose to their highest levels and we had to temporarily scale back some services, our hospitals have continued to do our best to plan, prepare and build more resilient operations.

Despite the uncertainty COVID-19 causes, our dedicated staff and physicians continue to provide safe and excellent care to every patient who comes through our doors. They work together to help keep the territory safe, especially as many Yukoners face challenges to their health and wellbeing as a result of the pandemic.

The pandemic response has taught us partnerships and collaboration are more important than ever before. We continue to work closely with community partners, First Nations governments, the Department of Health and Social Services, Yukon Communicable Disease Control, the Office of the Chief Medical Officer of Health, and our federal government partners to ensure Yukoners have access to the care they need within or outside our territory.

For many Yukoners, our hospitals are the heart of our health system. While the pandemic required some changes to how we operate, we have continued to provide a positive experience in hospital, and our hospitals remain safe places to seek care. We remain as committed as ever to playing our part in an integrated health system centered on Yukoners' needs.

In the pages of this Year in Review, you'll see a snapshot of our team's day-to-day work, some of the initiatives we have underway and the challenges we face. You'll also read about some of the key highlights in each pillar of our strategic plan. We're in the process of engaging Yukoners to update our strategic plan for 2022-27, and look forward to sharing results in the coming year.

We sincerely thank our staff, physicians, volunteers, donors, government partners, First Nations government partners, and everyone we work with across the health system. Thank you for collaborating with us to care for Yukoners on our journey together to the best care every time.



Allan Lucier
Chair, Board of Trustees



Jason Bilsky
Chief Executive Officer

YUKON HOSPITALS BY THE NUMBERS

Below, find a snapshot of some of the key programs, services and activities for the past year at Yukon's hospitals (to March 31, 2021).

Unlike other parts of the country, Yukon's hospitals avoided wide-scale shutdowns of services, procedures and tests during the COVID-19 pandemic. However, the impacts of COVID-19 can be seen in decreased year-over-year patient visit volumes to our emergency departments, most inpatient care areas and some outpatient services.

Despite the pandemic, our dedicated staff and physicians focused on safely providing the most urgent and important acute care services for Yukoners. This meant some non-urgent services were postponed or delayed.

Community Hospitals

Yukon's Watson Lake and Dawson City Community Hospitals are health care hubs. They deliver several critical health care services closer to home, such as 24/7 emergency care and inpatient monitoring, and on-site imaging and pharmacy services. The community hospitals are also home to a number of community health services provided by Yukon Government and local physicians.

Dawson City Community Hospital



Watson Lake Community Hospital

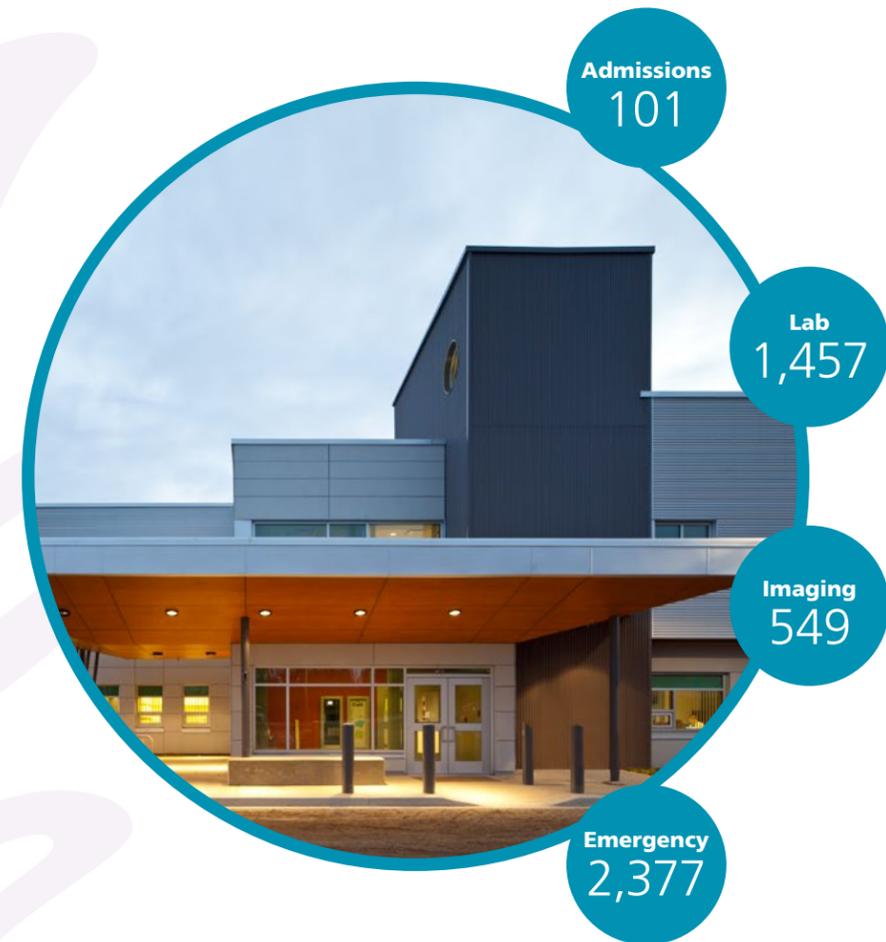


23



Total patient days

830



Whitehorse General Hospital (WGH)

The territory's primary acute care centre provides a wide range of services, 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.



Employees

686



Total patient days

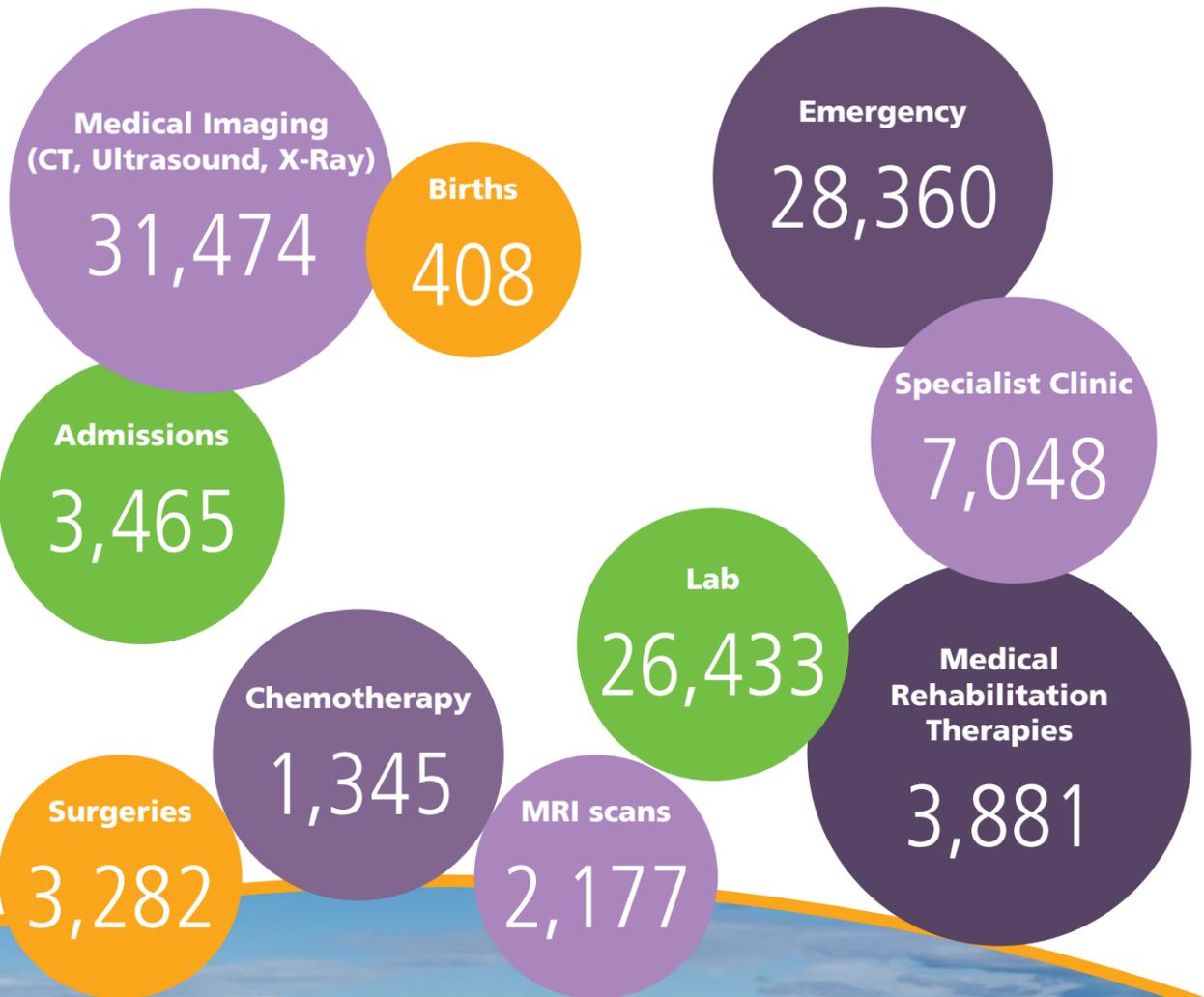
15,594

Aside from births at WGH, which rose slightly year-over-year in 2020-21, patient traffic to many inpatient and outpatient care areas decreased during the first year of the pandemic.

During this time, to make sure Yukoners' most urgent care needs could be met safely, and to make sure our hospitals had the people and resources to handle any community COVID outbreaks, some non-urgent appointments and services were postponed.

Admissions and total patient days were down year-over-year, as were visits to the Laboratory, Medical Imaging, Emergency Department and Visiting Specialist Clinic.

There were year-over-year increases in patient volumes in medical rehabilitation therapies (9%), chemotherapy (28%), nutrition (2%) and the Diabetic Education Clinic (20%).



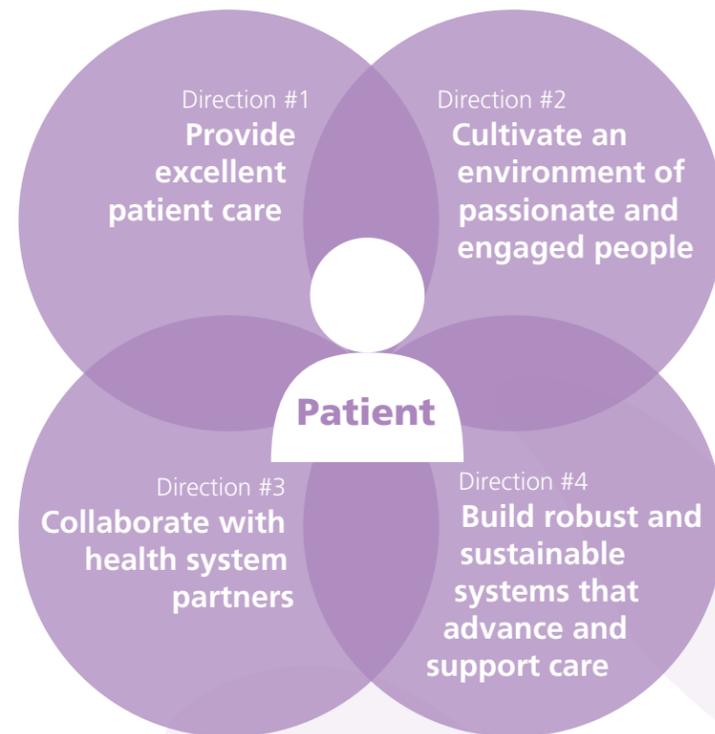
OUR STRATEGIC DIRECTIONS

The Yukon's diverse customs, cultures, backgrounds, experiences and spaces shape who we are as an organization and team of care providers. This breadth of diversity also makes equity, partnership and reconciliation important to us.

Our organization has four strategic directions to guide us, all of which are based on input from Yukoners, system partners and communities across the territory. Within each of these directions, we have established clear goals—what we will do—to reach our vision.

We are in the midst of developing our next Strategic Plan (2022 to 2027), and our leadership team is in asking for input and feedback from Yukoners. The engagement and planning processes will take about six months. The final plan will be ratified by YHC and its Board of Trustees early 2022.

We continue to work closely with our patients and the communities we serve as partners in reaching this vision of: A journey together. The best care every time.



Want to provide feedback or share your experience in Yukon's hospitals?

- Visit us online at yukonhospitals.ca/feedback
- Email us at feedback@wgh.yk.ca
- Call our Quality Improvement team at (867) 393-8731
- Ask our hospital staff or volunteers for a copy of our Patient Experience Survey

OUR COMMITMENT TO INDIGENIZATION

Our entire hospital team acknowledges that racism exists in our health system and that harm has been caused. 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 everyone who comes through our doors.

We also commit as an organization to the reconciliation that must come with First Nations. We have much work to do and much to learn. We must continue to move forward in partnership with First Nations communities and always strive for real and meaningful action in an ongoing journey toward reconciliation and Indigenization.

Indigenization is the act of making something suit the local culture through recognition and adoption of Indigenous worldviews, the transformation of spaces, services, policies and programs, and the inclusion of more Indigenous people. Yukon Hospitals has committed to understand the local presence and rights of Indigenous people and to uphold our obligation to Yukon's First Nations.

We have focused on what Indigenization means for our patients and our hospitals, and how it must help advance reconciliation. This also means including First Nations values, cultures, languages and ways of knowing, being, doing and relating into the fabric of our operations.

Below and in these pages, you will see recent stories and highlights from our ongoing Indigenization efforts. The ultimate goal is better experiences and health outcomes for First Nations patients. In addition to patients having better experiences, our team gets stronger when it respects and incorporates First Nations people and approaches to caring, healing and communicating.



Advancing Indigenization in our hospitals

- **Launching the Indigenous Workforce Initiative** – Recruiting, hiring and retaining more Indigenous employees, and providing professional development opportunities for Indigenous youth in the Youth Internship and Entry Project.
- **Establishing dedicated Emergency Department support** – Providing First Nations support and signage at Whitehorse General Hospital to ensure immediate access to culturally appropriate care and support during emergencies.
- **Enhancing the training and education of our healthcare security officers** – To ensure the safety of everyone who provides and receives care in our hospitals, we worked with local and national security experts and our First Nations Health Programs to ensure the model of security we provide is culturally appropriate and meets the safety needs of patients and staff.
- **Planning for clinically and culturally appropriate secure medical services,**

programming and spaces – We are designing and preparing to construct a new Secure Medical Unit above the WGH Emergency Department. This facility will offer higher quality spaces, culturally appropriate care, and enhanced programming for patients needing secure medical care.

- **Traditional Food** – For over 25 years, our Traditional Food Program has focused on shared respect for wild game, hunting, harvesting, processing and serving traditional food as part of our First Nations Health Programs. This helps facilitate reconciliation, foster pride between patients and community partners and enhance patient care and healing.

PROVIDING SAFE AND EXCELLENT PATIENT CARE

Improving yukoners' access to orthopedic care

Yukon Hospitals, the Government of Yukon, and the territory's two orthopedic surgeons agreed earlier this year to expand the orthopedic program. Orthopedics focuses on the care of the musculoskeletal system—patients' muscles, bones, joints, ligaments and tendons. By adding a third surgeon and expanding these services and supports for this important program, Yukoners will have access to a local hip replacement program, reduced wait times for knee replacements, less travel and more opportunities to recover right here at home.

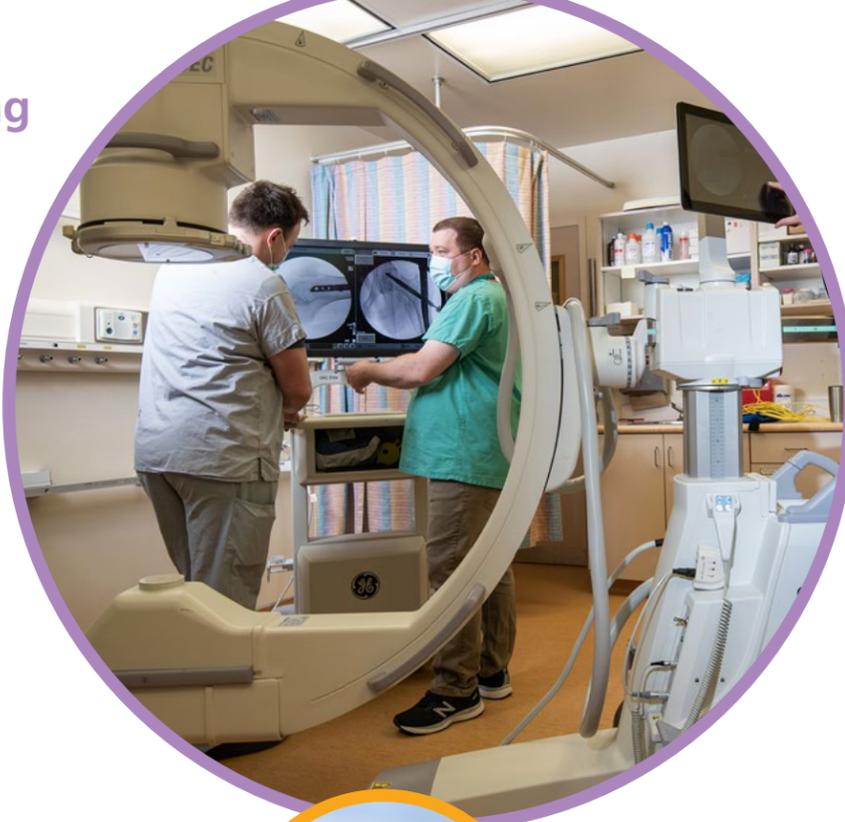
Enhancing maternity care for first nations mums-to-be

Last year, our First Nations Health Programs (FNHP) team wanted to incorporate traditional teachings and cultural support into the care they provide maternity patients at Whitehorse General Hospital. The team offers First Nations mums-to-be a gift package after the birth of their child. The package includes a card from the team, postpartum tea, a traditional teaching, and an umbilical cord bag based on this teaching—hand crafted by elders and experts in partnership with the Council of Yukon First Nations.



Expanding medical imaging capability in trauma operations

We invested over \$160,000 in a state-of-the-art C-Arm X-Ray machine that gives our surgical teams clear, real-time internal images of body parts to treat injuries and stabilize bones, muscles, tendons and ligaments. The mobile C-Arm can be adjusted to position exactly over the area of the body the surgical team needs to see during an operation.



Delivering culturally safe care in our community hospitals

We introduced First Nations community support services in both community hospitals to help 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.



Improving the ultrasound experience for patients and staff

We recently built a brand new ultrasound suite in the Whitehorse General Hospital (WGH) Emergency Department, so ultrasound services can be easily accessed by emergency patients. In this suite is one of four new ultrasound machines that replaced three older units—an investment of over \$600,000.

The new units provide much higher resolution and clearer images, which helps diagnose the causes of pain, swelling and infection in the body's internal organs and to examine babies in pregnant women. The machines are also lighter, easier to move, and have modern features like voice recognition and touchscreen controls, which means less physical strain for staff and reduced chance of injury.

Ensuring timely access to ophthalmology care (disorders of the eye)

Cataracts—a clouding of the lens in the eye that can decrease vision—can impact Yukoners' mobility, independence and quality of life.

Over the last two years, despite the temporary suspension of elective services due to COVID-19 from April to June 2020, our teams completed 870 cataract surgeries. This means more Yukoners are able to access this care closer to home.

We continue to work with the Yukon Medical Association and the Department of Health and Social Services to make ophthalmology care a priority.

We have 450 surgeries planned this year (calendar 2021) and remain on track to meet this goal despite the impacts of the community COVID-19 outbreak this summer.



CULTIVATING AN ENVIRONMENT OF PASSIONATE AND ENGAGED PEOPLE

Investing in education and continuous learning

During the pandemic, our patient care teams kept their skills sharp with regular COVID education and simulation exercises in our state-of-the-art Clinical Simulation Centre. This helped make sure we could provide the best and safest possible patient care and take the proper precautions to keep all patients and staff safe. Other clinical education focus areas in the past year included monthly education sessions in our community hospitals, pediatric care, maternity skills, a new graduate mentorship program and expanded core competency education for Licensed Practical Nurses.

Intensifying our recruitment efforts to meet significant staffing challenges

Our hospitals are not immune from human resource constraints, particularly in specialized positions. Recruiting to a remote location during a global pandemic made this more challenging over the past year. To address critical needs in key areas, we ramped up our recruiting efforts by engaging and incentivizing our current staff to refer professionals in their networks to fill urgent, short-term assignments and permanent positions for Registered Nurses, Licensed Practical Nurses, Lab and Imaging Technologists, and several other qualified health professionals.

Empowering our newest employees with resources to succeed

Our hospitals launched employee orientation sessions to provide our newest team members with the information, resources, knowledge and equipment needed to succeed and provide excellent patient care for Yukoners. These monthly sessions provide all new staff an opportunity to actively participate in their onboarding process, which helps them develop relationships and seek the resources and information needed to become familiar with their position. It also introduces our newest team members to our organization's mission, vision, values, leaders and broader teams.

Prioritizing staff wellness and proactive support programming

To help our employees reach their highest level of functioning and contribute as much as possible to the care we provide Yukoners, we introduced an Ability Management and Wellness Consultant to our people services and support team. This professional support helps staff if they suffer from a disability or experience changes in their level of functioning that affects their work. They also help staff build accommodation plans that identify goals for improvement, which could include improved occupational functioning. Ensuring all employees can achieve their goals is beneficial for everyone—our staff, patients and organization as a whole.

COLLABORATING WITH HEALTH SYSTEM PARTNERS

Successful, collaborative partnerships in health care are more important now than ever before. Collaborating with health system partners 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 finite resources carefully to respond to infinite needs, and sharing knowledge and expertise to improve outcomes.

Here are some highlights from 2020-21

Supporting Yukon's fight against COVID-19 to keep our patients and people safe

Since the pandemic began, we have worked closely with community, government and health system partners to ensure we have the information, supplies and measures in place to continue to safely provide care for Yukoners who need it.

From supporting early vaccination efforts with federal and territorial government partners, to fully vaccinating nearly 95% of our staff, to quickly adapting our operations to changing risks, we have continued to meet Yukoners' acute care needs without suspending other critical aspects of health care such as elective surgeries, diagnostic services and specialist visits.



Supporting the introduction of midwives as partners in maternity care

We continue to work closely with maternity care staff, physicians, government and midwifery partners to coordinate the planning and program implementation of midwifery in the Yukon. This work helps ensure Yukoners will have access to safe, sustainable, integrated midwifery services in our hospitals that meets patient needs and preferences. We anticipate being able to support a phased introduction of midwives as partners in maternity care at Whitehorse General Hospital this fall.



Advancing breast health technology for Yukoners

Led by tremendous local efforts and generosity of Yukoners, including Run for Mom and Yukon Hospital Foundation, the Yukon now has the newest mammography technology at Whitehorse General Hospital, called tomosynthesis.

Tomosynthesis creates a three-dimensional image as the machine moves in an arc over the breast. This gives the hospital team a more efficient and effective screening and diagnostic tool, which allows for even earlier (and more accurate) detection of smaller breast cancers.

This nearly \$1 million investment includes the new equipment, upgrades to our I.T. infrastructure, and renovations to the mammography exam suite.



Working with Yukon's physicians to deliver 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 everything we do. Having physicians' voices and leadership embedded in our operations has been critical to continuous quality improvement, and, especially in the past year, ensuring the safe continuity of care during the pandemic.

BUILDING ROBUST AND SUSTAINABLE SYSTEMS TO ADVANCE AND SUPPORT CARE

Building robust and sustainable systems to advance and support care 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 2020-21



Investing in modern equipment to improve patient care, comfort and safety

In the past year, we launched a five-year, \$750,000 initiative to modernize and replace our fleet of beds and stretchers in all three hospitals. Modern, state-of-the-art hospital beds improve safety for patients and staff, and help lead to better health outcomes and overall patient hospital experiences. Modern inpatient beds cost around \$10,000 each. Specialty beds, like those for heavier or maternity patients, cost over \$30,000 each.

Supporting patient safety with improved monitoring

We recently invested over \$450,000 on state-of-the-art patient monitors that can continuously monitor cardiac rhythms and vital signs—including blood pressure, oxygen levels and heart rate—all in one place. These monitors, which have been installed on our surgical and maternity units in Whitehorse General Hospital, help staff closely monitor patients with more complex care needs in real time, and allow for remote monitoring when patients are resting and recovering. The same models were also installed in Dawson City and Watson Lake Community Hospitals, which helps ensure greater standardization and familiarity across the hospital system.

Building, testing and launching a new health information system for the Yukon

Over the last two years, we have partnered with the Department of Health and Social Services and the Yukon Medical Association to build, test and launch a brand new, state-of-the-art health information system for health providers in the Yukon. We call it 1Health.

1Health is a single integrated electronic health record (EHR) network that securely connects Yukon's health care providers' information systems. This allows for the instant, seamless exchange of health information between those who care for you.

For Yukoners, this represents a significant investment to improve the quality, coordination and privacy of your health care. It also means only providers caring for you have access to this information, and it's all in one place, so you don't have to re-tell your story each time.

As an important first step to creating this system, Yukon's hospitals went live with 1Health earlier this year. It's the system our staff and physicians use to manage patient records, scan and archive data, buy medical supplies, and much more. As the system continues to expand, more of the Yukon's health providers will join 1Health in the coming year.



Planning for improved secure medical services, programming and spaces

The Secure Medical Unit (SMU) in Whitehorse General Hospital is a controlled environment that offers a safe place for patients with a mental health diagnosis (often in an acute phase of illness) to receive care when transitioning to or from home, community services or a facility outside the Yukon. We have recognized our current space has not been adequate to meet patient and provider needs, both in terms of space and programming available.

We are preparing to construct a new Secure Medical Unit (SMU) in Whitehorse General Hospital above the Emergency Department. This facility is being designed to keep pace with the evolving mental health needs of Yukon's population and will offer higher quality spaces, culturally appropriate care, and enhanced programming. The capital build and project—including materials, equipment and technology—is an investment of nearly \$19 million. The new unit will be designed this fall, built through 2022, and is projected to be open and operational in Spring 2023.

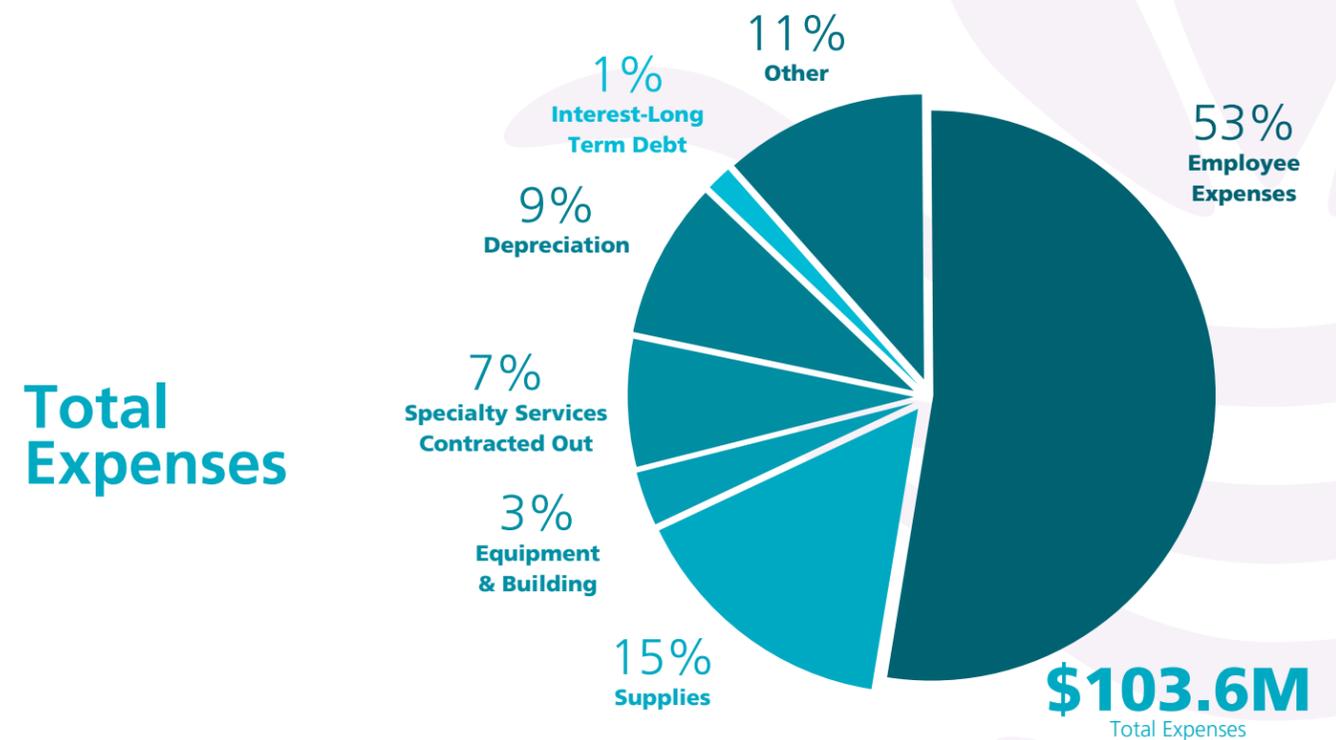
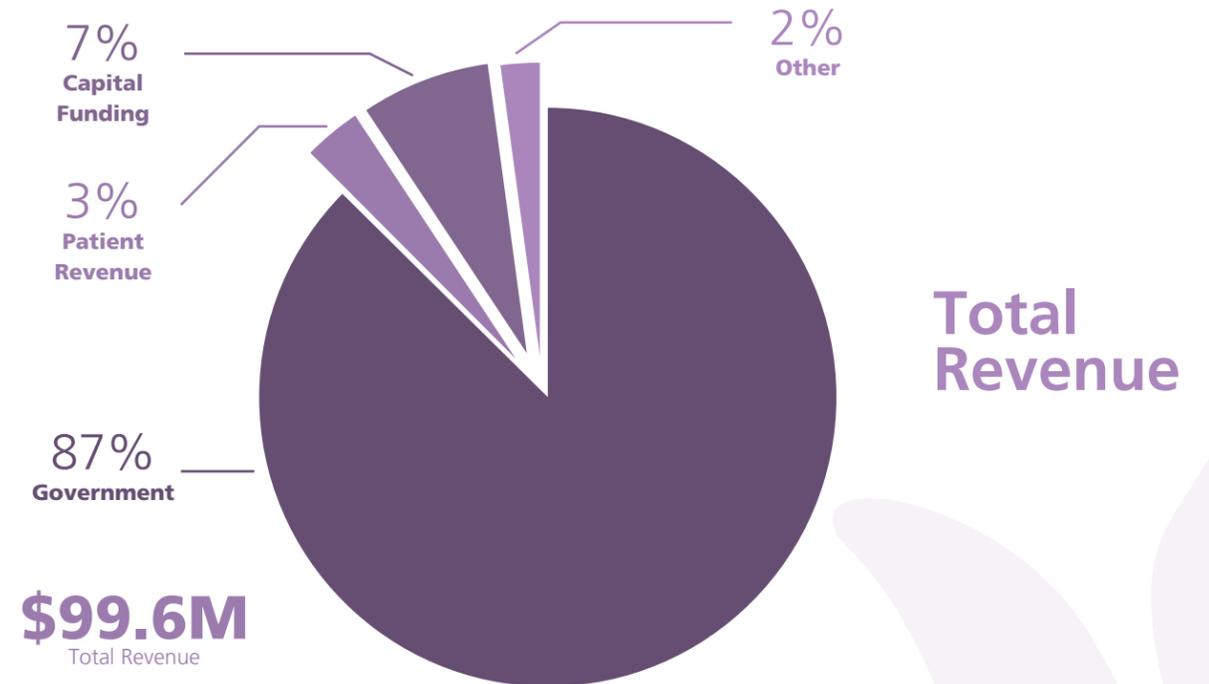


Providing culturally safe and appropriate security services in our hospitals

As part of our enhanced security services in all three of our hospitals, we have implemented additional training and education for security services to support the unique cultural, safety and security needs of hospital staff, patients and visitors.

We have also updated our policies and approach to code white call responses, which is how we respond to violence or aggression. This helps ensure we have the right people in place to prevent, recognize and respond to violence and aggressive behaviour at all times in all three hospitals.

SELECTED FINANCIAL HIGHLIGHTS AS OF MARCH 31, 2021



SELECTED FINANCIAL RESULTS

Selected Financial Results (in 000s) from 2017-2021

	2021	2020	2019	2018	2017
Operating Revenues	99,673	92,582	88,503	84,725	79,550
Operating Expenses - (excluding Pension adjustment)	102,174	96,510	88,658	84,389	79,202
Surplus of revenues over expenses before Pension	(2,501)	(3,928)	(155)	336	348
Pension Adjustment	(1,456)	5,104	2,857	3,804	5,526
Total Surplus of revenues over expenses	(3,957)	1,176	2,702	4,140	5,874

Balance Sheet Data

	2021	2020	2019	2018	2017
Assets					
Current assets	19,262	17,192	14,777	15,654	12,514
Accrued pension benefit	51,339	53,149	48,183	44,949	41,145
Capital assets	162,858	162,982	163,837	166,876	160,825
Other	22,608	26,271	29,810	33,815	37,119
Total assets	256,067	259,594	256,607	261,294	251,603
Liabilities					
Current liabilities and short term debt	45,978	49,825	45,573	48,606	55,442
Deferred Capital	159,724	155,890	158,343	162,478	149,880
Other	3,315	2,872	2,860	3,081	3,292
Total Liabilities	209,017	208,587	206,776	214,165	208,614
Net assets	47,050	51,007	49,831	47,129	42,989
Total Liabilities and Net Assets	256,067	259,594	256,607	261,294	251,603

The Yukon Hospital Corporation and its staff, physicians and volunteers thanks all Yukoners, partners, health agencies and community organizations.

Our team is proud to provide care for you and all who need it in our territory. We will continue to work hard for you, partner with you and stand with you on this journey together—the best care every time.

Whitehorse General Hospital

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Whitehorse, YT Y1A 3H7
(867) 393-8700

Watson Lake Community Hospital

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Dawson City Community Hospital

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