

# Yukon Hospitals Year in Review 2021-22

[yukonhospitals.ca](http://yukonhospitals.ca)



## Acknowledgement

Whitehorse General Hospital is on the traditional territories of **Kwanlin Dün First Nation and the Ta'an Kwäch'än Council**

Dawson City Community Hospital is on the traditional territory of **Tr'ondëk Hwëch'in**

Watson Lake Community Hospital is on the traditional territory of the **Kaska Nation, including Liard First Nation, Kaska Dena, Ross River Dena Council**

## About Yukon Hospitals

We are Yukon's hospitals in Whitehorse, Dawson City and Watson Lake. Our team supports and provides acute hospital care and other health services within our facilities. We work and partner with other health providers and partners across the territory to ensure health and well-being in a way that meets and respects the unique personal and community health needs of all Yukoners.

We want to build an exceptional hospital system that works with the people we care for, partners and all communities that we serve in reaching our vision of a journey together – the best care every time.

### **Our Purpose (What We Do)**

Safe and Excellent Hospital Care

### **Our Vision (What We're Striving For)**

A journey together. The best care every time.

### **Our Values (What Guides Us in our Work)**

WE CARE

*Working together, Equity, Compassion, Accountability, Respect and Excellence*

## Board of Trustees 2021-22

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

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 BOT 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 organization.

**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

**Cameron Lockwood / Public at Large – Watson Lake**

Executive Committee

**Ronald Veale / Public at Large – Whitehorse**

Quality Management Council

**Allison Kormendy / Council of Yukon First Nations**

First Nations Health Committee

## Message from Chair & CEO

We are pleased to share with you **Yukon Hospitals' Year in Review for 2021-2022** – it is our report to the people we care for and the communities we serve. Our entire team takes great pride in providing safe and excellent hospital care, and striving to continuously get better at what we do.

This report tells the story of our hospitals from two perspectives: what it looked like to provide hospital care in our territory over the past year and what additional initiatives we advanced in order to grow and continuously improve. It is a story of achievement, challenge, learning and resilience.

We have seen a return to pre-pandemic hospital occupancy levels and ED visits, while ensuring hospital care is available when you need it most. We acknowledge our role in history, while continuing to advance the process to ensure Yukon First Nation ways of knowing, doing and being are part of everything we do. In light of the increasing need for and challenges in providing mental health care, we have also improved our safety and security practices for the people we care for and our people and teams – and started planning for future improvements to the hospital space and programming. We aim to deliver a high level of hospital care every day, while working with our partners to transform the health system to be high performing and sustainable into the future.

None of this would be possible without the ongoing dedication, commitment and tireless work of our people and teams, including employees, volunteers and physicians. We rely on the support and collaboration of our many partners, including Government of Yukon, the Department of Health and Social Services and Yukon First Nations. Lastly, thank you to all Yukoners for the trust you place in us and the feedback you give – this helps us improve and keeps us striving towards the best care every time.



Allan Lucier  
Chair, Board of Trustees



Jason Bilsky  
CEO

## Yukon Hospitals by the Numbers

Year over year, hospital occupancy and volume (such as Emergency Department visits) appears to be holding steady or increasing slightly.

However, when we look at the last three-year period, we see a bigger picture emerge. While there was a significant decrease in the number of people in hospital or those using a hospital service due to disruptions and restrictions in the early months of the pandemic, the past year sees our hospitals moving quickly towards and (in some cases) exceeding pre-pandemic levels. We anticipate continued increases as the territory's population and health needs continue to grow.

### Whitehorse General Hospital

*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	683
Total Patient Days	17,242
Admissions	3,680
Emergency	31,977
Surgeries	3,803
Medical Imaging (CT, ultrasound and X-Ray)	33,306
MRI	1,957
Lab	26,857
Births	423
Specialist Clinic	10,014
Medical Rehabilitation (Physio/Occupational Therapy)	4,005

*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**

Employees	25
Total Patient Days	532
Admissions	93
Emergency	2,499
Medical Imaging (X-Ray)	619
Lab	2,473

**Watson Lake Community Hospital**

Employees	24
Total Patient Days	558
Admissions	100
Emergency	2,231
Medical Imaging (X-Ray)	625
Lab	1,906

## A Closer Look at 2021-22 – the Year in Review

Everything we do as a team, and an organization, focuses around four key commitments – patient care, people, partners, and robust systems to advance and support care. Within each of these areas, we have clear goals (what we will do) to reach our vision of *the best care every time*.

Here is some of what we accomplished together for Yukoners and our communities over the past year.

### *Provide Excellent Patient Care*

Our hospitals provide care for thousands of Yukoners each year. On average, more than 100 people visit our emergency departments each day. We care for about 60 admitted patients every day (often times more). Our support teams ensure you're safe and well cared for while in hospital and are able to return home or transition to another care facility safely when the time is right. We provide hundreds of lab tests, imaging exams, physio/occupational therapy, dietitian and specialist appointments every day to ensure Yukoners get the best care and support possible. In addition, we look to expand when possible and continuously improve the patient services we provide.

- ✓ Expanded orthopedic (knee and hip replacement) surgery offered here in the territory. Worked with the Government of Yukon to secure funding to meet our target of 100 joint replacements surgeries with wait times of less than one year. We were also able to add specialized equipment, supplies and resources that ensure the program can be successful.
- ✓ Facilitated the integration of midwives within the hospital's interdisciplinary team by spring 2023. Worked with our physician team, government and system partners to complete required changes to policies and bylaws. Currently, in final stages of operational implementation, including team education. Our hospitals continue to participate on health system wide midwifery working group.
- ✓ Improved support for psychiatric (mental health) care by working with the Centre of Addiction and Mental Health (CAMH) and experts in hospital safety/security to review hospital services, update our policies, implement a new approach to hospital security, and enhance safety training for our teams.
- ✓ Expanded and supported services available in the community hospitals. This includes:
  - *Continue to provide general ultrasound services in Dawson City and Watson Lake, improving access to care and ensuring that more than 450 Yukoners each year can receive care closer to home with no travel required to Whitehorse.*

- *Introduce 'liver function' testing (blood tests that measure the health of your liver) in community hospitals, which improve quality of hospital care in the communities, ensures faster turnaround times for critical lab test results and reduces the need to urgently transport patients to Whitehorse.*
- ✓ Improved access to hospital care by reducing wait times. This includes:
  - *Increase use of 'virtual' care in WGH's Visiting Specialist Clinic has seen a significant reduction in the time it takes to see a specialist.*
  - *Continue to work with the Department of Health & Social Services, WGH's Surgical Services team, and visiting ophthalmologists, to complete up to 600 cataract surgeries per year – a critical procedure that improves eyesight and quality of life for Yukoners. These efforts have reduced the time it takes to be assessed and scheduled for cataract surgery.*
  - *Return to 'walk in' service for lab tests and X-ray exams, enabling Yukoners to access these services at their convenience with minimal wait times.*
  - *Focus on reducing wait times for non-urgent MRI exams to bring actual wait times closer to the appropriate target. This plan is influenced by the national shortage of critical and specialized healthcare workers.*
- ✓ Launched new electronic medical record system in June 2021. Our teams are focused on continuous system improvement, but patient records are now all electronic which improves our ability to capture information more securely, efficiently and effectively. The system has also helped to more safely deliver medication and reduce the risk of error. For example, as we scan each medication, the system will alert us if something is not right.

### **Cultivate an Environment of Passionate and Engaged People**

Yukon's hospitals support a workforce of more than 600 dedicated and skilled people – and we strive to provide a wide range of services, supports and opportunities for growth. Our entire team takes great pride in its service to Yukoners – and we work together on shared priorities such as quality, safety, learning, and communication. Here are some key initiatives from the past year:

- ✓ Continued to provide on-going communication related to the pandemic such as impacts to hospital operations, changes to policies and protocols, awareness of infection control and other safe practices as well as use of personal protective equipment.
- ✓ Launched several initiatives to ensure Yukon hospitals have skilled and representative workforce to serve our communities. Hospital and health systems across the country have been constrained by the scarcity of health human resources. We are also committed to creating pathways to employment in our hospitals for Yukon First Nations.



- Implement new graduate program to provide additional supports and practice experience to new Registered Nurses as they enter the profession coupled with a pathway to permanent employment in our hospitals.
- Continue to support Indigenous workforce initiatives, including guidance with the job application and interview process and successful paid internships that provide invaluable work experience in a health care setting.
- Be proactive in telling our story in order attract great people to the Yukon.
- ✓ Offer corporate orientation days for new employees and volunteers to provide solid understanding of hospital programs and services and appreciation for what each of us brings to the team. Based on participant feedback, it has proven to be a great way to welcome and connect people as well as launch new careers in our organization.
- ✓ Completed first session of *Leading Together* our leadership development initiative to build capacity in our current, new and emerging leaders. About a dozen hospital leaders participated in the offering to date in order to hone key skills, including supporting team culture, communication and coaching.

### Collaborate with Health System Partners

It takes a team to provide great care – and to us – this team extends beyond our walls to include government, Yukon First Nations, community agencies and health providers across the territory’s health system. Our shared goal is to ensure you receive the right care in the right place at the right time. Here are some of the key achievements with our system partners over the past year:

- ✓ Continued to ensure hospital care is available when it’s needed most. Hospital occupancy ebbs and flows, but over the last year we have experienced some periods of high demand. This means we now have a dedicated patient coordinator working with physicians to support our admitted patients, and we continue to work with our system partners to improve our processes that ensure patients and families are safely supported as they come and go from hospital.
- ✓ Started working with new radiology service provider. As a small, remote hospital system, we rely on specialized service providers outside the Yukon to support our team and quality hospital services they provide. This includes diagnostic services such as medical imaging, where we have partnered with Dufton and Venu Professional Corporation to ensure access to specialty imaging procedures, increase education supports to hospital and medical staff and offer us with medical leadership for medical imaging services in Yukon.
- ✓ Initiated a focused project in collaboration with Liard First Nation to improve patient experiences at the Watson Lake Community Hospital. This includes findings ways to

improve the look and feel of the hospital environment, facilitate collaboration with hospital teams and LFN to support citizens and team education opportunities such as how we greet patients and orientation on local First Nations for all staff and physicians, including temporary staff.

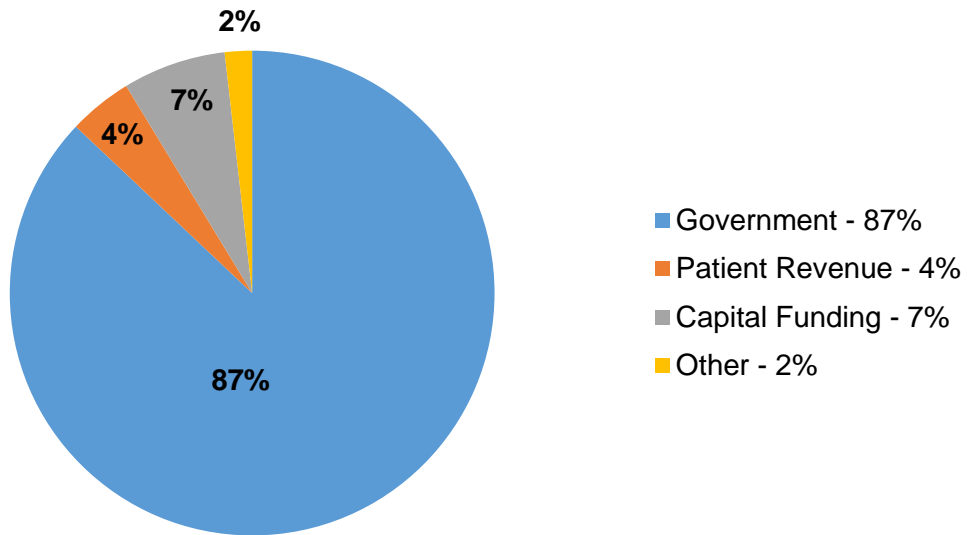
### ***Build Robust and Sustainable Systems that Advance and Support Care***

A lot of what goes into delivering safe and excellent hospital care happens behind the scenes, but it is critical to ensuring hospital care is there when you need it most. We work hard and deliberately to maintain modern facilities, equipment and supply in balance with being good stewards of scarce resources. Here's some of the key initiatives we undertook to ensure hospital systems could continue to advance and support care:

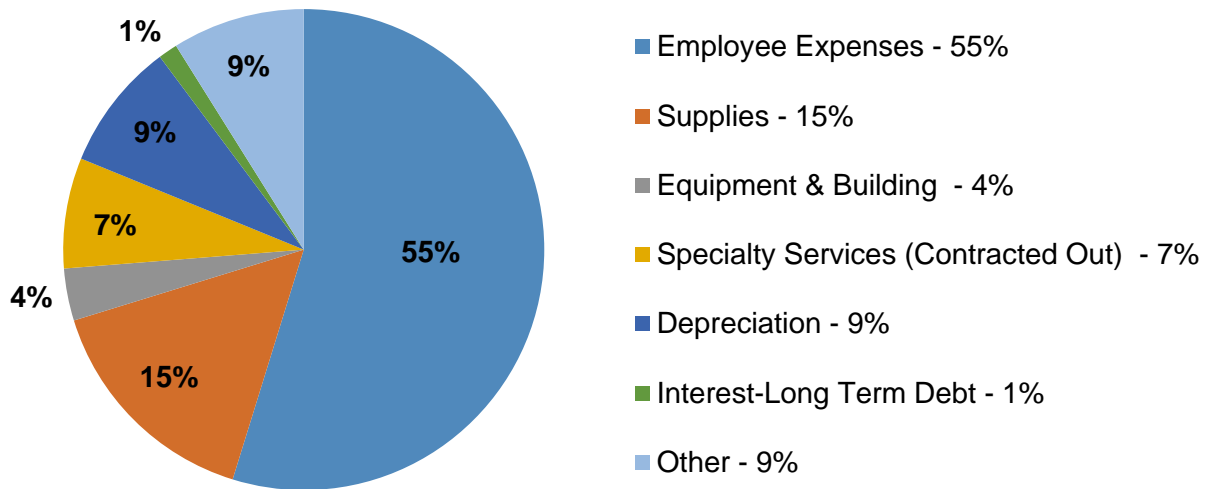
- ✓ Maintained our pandemic response – establishing and adapting protocols to keep patients, public and teams safe. Our hospitals were able to ensure continuity of services and supply (minimal service interruptions or cancellations) and avoid a significant outbreak in our facilities, continuity of services to avoid significant delays or cancellation. In addition, our hospitals processed all lab testing for the territory during this time.
- ✓ Redeveloped and enhanced maternity care. With the support of the Yukon Hospital Foundation, WGH was able to complete key renovations to the maternity unit to support an improved care environment for mothers and families.
- ✓ Invested more than \$2 million in critical equipment and hospital infrastructure, including replacement and expansion of our fleet of ultrasound machines with new technology, modernization of our scope and scope sterilization equipment to support cancer screening colonoscopy procedures, and enhancement of medication supply management and security with the purchase of a new pharmacy 'carousel'.
- ✓ Advanced planning for a new mental health unit at WGH to build space, create services/programming and offer resources to support more positive outcomes. A significant focus of the project to date has been involvement with Yukon First Nations partners and ensuring Indigenous ways of knowing, doing and being are a part of all aspects of the space and the care it will provide.
- ✓ Continued to stabilize 1Health electronic health record system. Our teams are focused on:
  - Identifying and prioritizing issues for system enhancements
  - Making decisions about improvements and changes and ongoing communication
  - Providing continuous education/training for hospital and medical staff

## Financial Highlights 2021-2022

### Total Revenue - \$110M



### Total Expenses - \$105M



**Selected Financial Highlights  
(Consolidated)**  
(as of March 31, 2022)

(in 000s)	2022	2021	2020	2019	2018	2017
Operating Revenues	109,798	99,673	92,582	88,503	84,725	79,550
Operating Expenses - (excluding Pension adjustment)	109,678	102,174	96,510	88,658	84,389	79,202
Surplus of revenues over expenses before Pension	120	(2,501)	(3,928)	(155)	336	348
Pension Adjustment	4,734	(1,456)	5,104	2,857	3,804	5,526
Total Surplus of Revenues over Expenses	4,854	(3,957)	1,176	2,702	4,140	5,874

**Balance Sheet Data**

**Assets**

Current Assets	20,953	19,262	17,192	14,777	15,654	12,514
Accrued Pension Benefit	56,073	51,339	53,149	48,183	44,949	41,145
Capital Assets	162,547	162,858	162,982	163,837	166,876	160,825
Other	18,817	22,608	26,271	29,810	33,815	37,119
<b>Total Assets</b>	<b>258,390</b>	<b>256,067</b>	<b>259,594</b>	<b>256,607</b>	<b>261,294</b>	<b>251,603</b>

**Liabilities**

Current Liabilities and Short Term Debt	44,029	45,978	49,825	45,573	48,606	55,442
Deferred Capital	159,219	159,724	155,890	158,343	162,478	149,880
Other	3,238	3,315	2,872	2,860	3,081	3,292
<b>Total Liabilities</b>	<b>206,486</b>	<b>209,017</b>	<b>208,587</b>	<b>206,776</b>	<b>214,165</b>	<b>208,614</b>

**Net assets**

<b>Total Liabilities and Net Assets</b>	<b>258,390</b>	<b>256,067</b>	<b>259,594</b>	<b>256,607</b>	<b>261,294</b>	<b>251,603</b>
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## A Look Ahead to 2022-27

Over the last year, we have been reflecting on what we've achieved over the last five years and working to gather input from our teams, partners and all Yukoners on our priorities for the next five years.

- ✓ It's clear we need to continue to advance efforts to meet our commitment to Truth and Reconciliation, Decolonization and Indigenization. This will be about building the relationship with Indigenous Peoples in meaningful ways, taking an intentional look at how we do things to identify barriers to care and working towards making Yukon First Nations ways of knowing, doing and being part of everything we do. We also need to acknowledge the truth about hospitals and health care – and learning from this.
- ✓ Our people and teams are at the center of what we do and enable us to do great things for the people and communities we care for. We must continue to commit to quality, safety, learning and open communication. We will prioritize health and wellness, encourage teamwork, develop/grow all of our people in a way that supports our values and commitments. We also will continue to build a skilled and representative workforce.
- ✓ We will continue to strive for the best outcomes for the people we care for and our communities. This means we will engage people with care, work to continuously improve, make our hospitals a safe space for every Yukoner and honour individual health choices. We also need to further inclusivity for all Indigenous Peoples and any Yukoners who may experience barriers to care.
- ✓ In a post-pandemic world, building a health system that can withstand and emerge from challenges is a key commitment. This means we need to promote and support integration of the Yukon health system in a way that ensures the effective use of services and resources. We need to build and maintain resilient and reliable infrastructure – from continuous supply, critical systems, and modern technology, equipment and facilities. We need to advance a health human resources strategy, sustainably manage scarce resources and be strong stewards of the environment.

These commitments form the foundation of what the next five years will look like in our hospitals and as Yukon's health system continues to transform. We thank everyone who took time to be part of the process, offer ideas, provide feedback, recognize the great work we do, and acknowledge that much work remains to be done.

**Thank you / Merci / Gwānaschis / Másj / Gùnèłchīsh / Mási  
Sógá sénlá / Gunalchīsh / Māhsi' / Māhsi' / Tsin'jj**

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