

Yukon Hospitals Year in Review

2022-2023



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hospitals

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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**.

Vision and Values

Together. The best care every time.

Our vision recognizes that we don't always get it right, but that our common goal is to continuously strive to learn and work in partnership, so that **together** we achieve **the best care every time**.

Our values, commitments and actions help move us toward putting this vision within reach.

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



Board of Trustees 2022-23

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.

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 and CEO

Before we present Yukon Hospital's 2022/2023 Year in Review we would like to respect and honour the diverse Indigenous peoples connected to this land, both past and present, and extend our gratitude for the opportunity to live, work, and learn here. We acknowledge the enduring presence and traditional knowledge, laws, and philosophies of the Yukon First Nations rights-holders who inhabit this land. We are committed to honouring these traditions and continue to learn from them as we move forward with mutual respect and understanding.

Over the past year, we continued forward into a new, evolving healthcare landscape reaching new milestones. We are facing broader health system challenges that have accelerated and are more pronounced post-pandemic. At the same time, we marked the beginning of our new five-year Strategic Plan as we lean into strengthening and building an exceptional, leading hospital system.

Our organization celebrated 30 years of our commitment to safe and excellent hospital care. From the creation of Yukon's hospital system (through the Yukon Hospital Corporation) and the First Nations Health Program (FNHP) in 1993 to the launch of the state-of-the-art emergency department at Whitehorse General Hospital in 2018, our journey has been one of growth for Northern healthcare. This year, we continued to move forward with the start of construction of the new Mental Wellness Unit at Whitehorse General Hospital, offering more services at our community hospitals, and advancing Truth and Reconciliation by ensuring Yukon First Nations and Indigenous ways of knowing, being and doing are part of everything we do.

Our Year in Review not only tells the story of our accomplishments but also provides the numbers that illustrate what it looked like to provide hospital care in our territory over the past year.

Now, we find ourselves encountering unique and incomparable pressures to anything we've faced before. Our dedication to enhancing patient care remains strong despite these new challenges. Whether through the increased demand for hospital services, healthcare worker shortage, or the changes that come with population shifts and health needs, our entire team, including employees, volunteers and physicians, has remained committed and dedicated to providing safe and excellent hospital care. We cannot thank them enough.

Looking ahead, we continue to support and rely on strong partnerships with our communities, system partners and governments. We value and depend on our dedicated teams, focused on the well-being of Yukoners. We are thankful for the trust you have placed in us as we continue striving with humility towards the best care every time.



ALLAN LUCIER
CHAIR, BOARD OF TRUSTEES



JASON BILSKY
CEO



Our Hospitals by the Numbers

In the ever-evolving landscape of healthcare, every year brings its unique challenges and triumphs. Join us as we delve into the heart of our year, where numbers become more than statistics; they become the embodiment of our commitment to health and well-being.



Whitehorse General Hospital

	2022/23	Change from 2021/22
Staff	659	▼ 1%
Admissions	3,862	▲ 5%
Total patient days	18,392	▲ 7%
Surgeries	3,841	▲ 1%
Births	414	▼ 2%

VISITS

Emergency Dept	36,326	▲ 14%
Imaging	35,109	▲ 5%
Laboratory	27,596	▲ 3%
Specialist Clinic	11,310	▲ 13%
Therapies	3,709	▼ 7%
Chemotherapy	1,068	▲ 9%

In 2022, we started to see more people coming to hospital, reaching pre-pandemic numbers. Since then, Whitehorse General Hospital has seen consistently high volumes in nearly all areas and services which have surpassed all previous years. We are managing increased admissions, emergency visits, surgical procedures and diagnostic demands.

Changes to the territory's population and its health needs are evolving faster than anticipated. With this shift comes increased demand for hospital services overall, particularly specialized services such as surgery and support for chronic conditions.

With these pressures come limited hospital bed availability, increased wait times for emergency department visits, and lab and imaging. Growing waits for surgeries and appointments will become more common.

Dawson City Community Hospital

Staff	31
Admissions	86
Patient days	506
Emergency visits	2,682
Imaging visits	534
Laboratory visits	2,383

Watson Lake Community Hospital

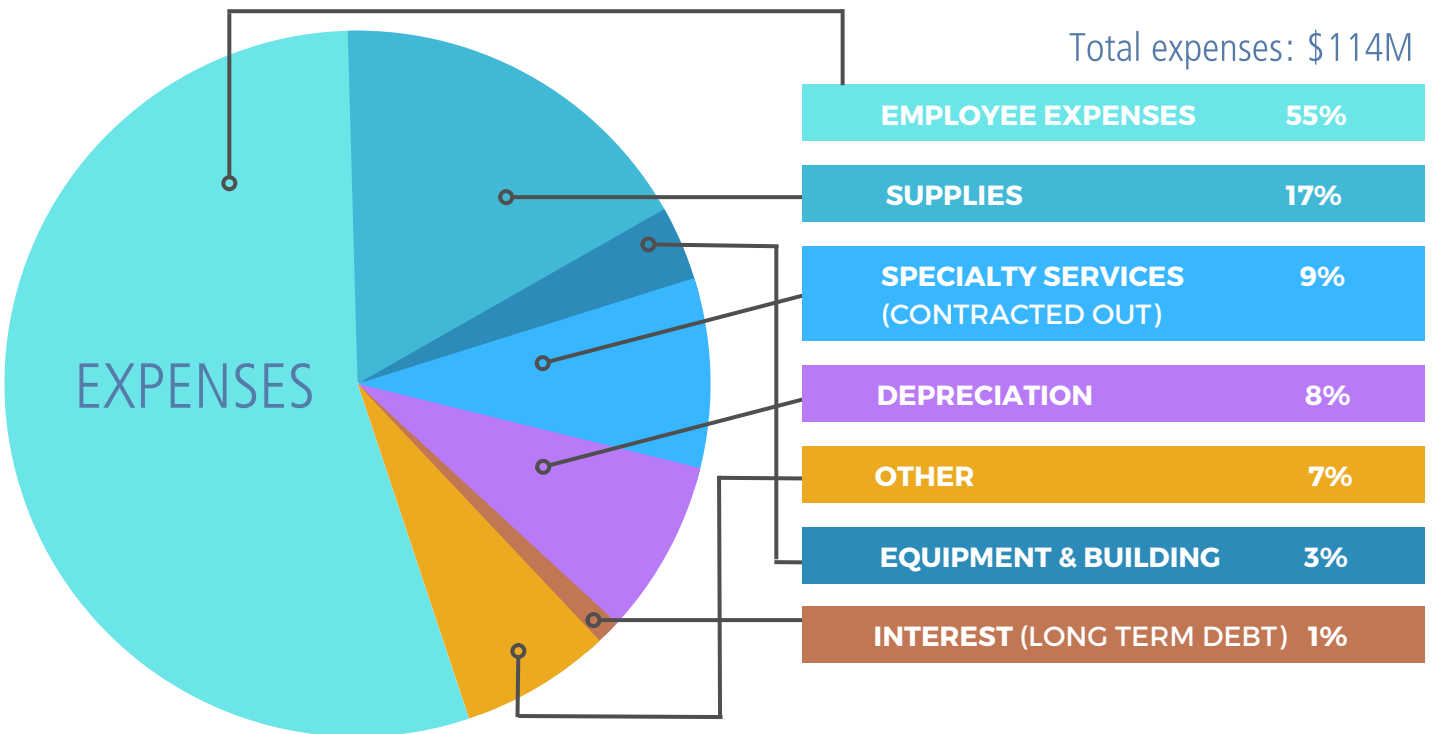
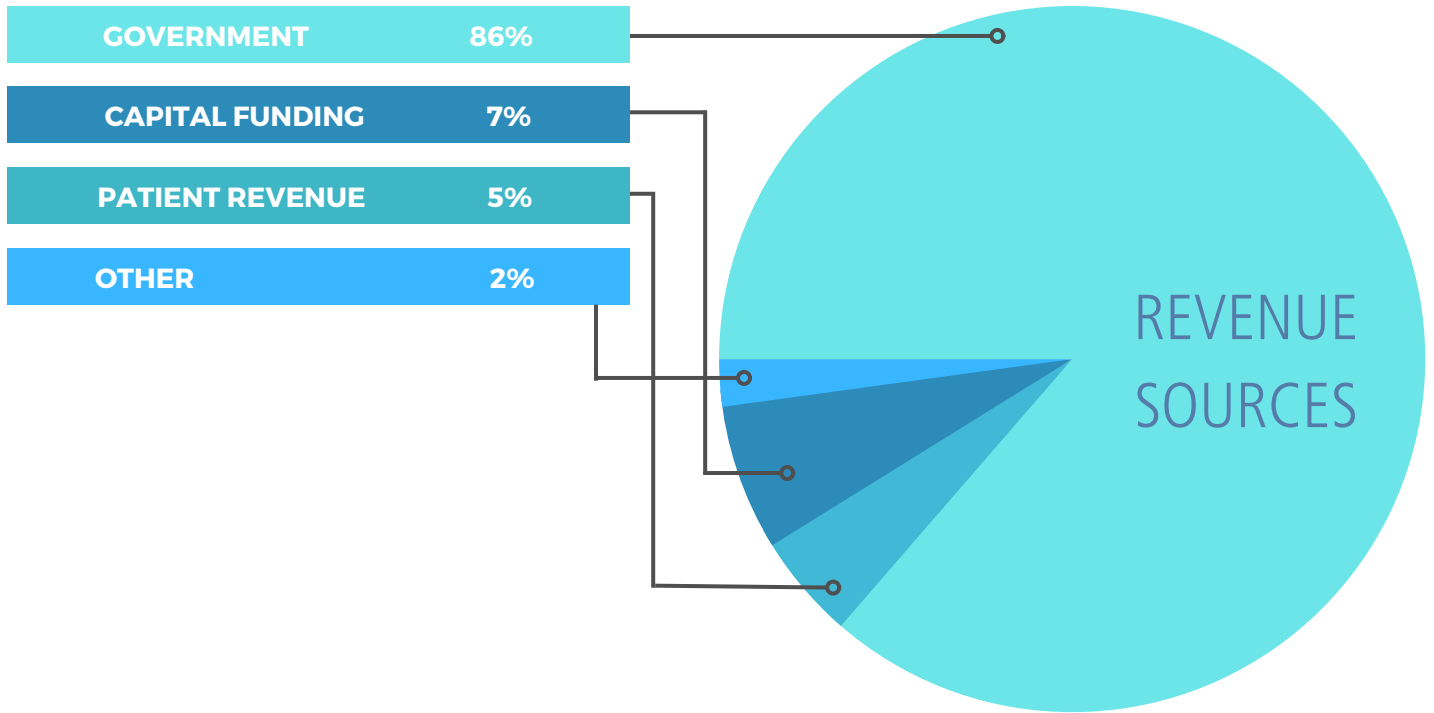
Staff	26
Admissions	97
Patient days	749
Emergency visits	2,735
Imaging visits	510
Laboratory visits	1,533

Our community hospitals play a crucial role as local health service hubs. Despite their limited size, they have been experiencing a consistent rise in both admissions and visits, highlighting the growing demand for healthcare services within our communities.

Selected Financial Highlights

As of March 31

Total revenue: \$112M



Selected Financial Results *(in 000s)*

Financial Results	2023	Restated 2022	2021	2020	2019
Operating revenues	112,501	109,798	99,673	92,582	88,503
Operating expenses (excluding pension adjustment)	121,550	109,734	102,174	96,510	88,658
Surplus of revenues over expenses before pension	(9,049)	64	(2,501)	(3,928)	(155)
Pension adjustment	7,053	4,734	(1,456)	5,104	2,857
Total surplus of revenues over expenses	(1,996)	4,798	(3,957)	1,176	2,702

Balance Sheet Data

Assets

Current assets	17,109	20,953	19,262	17,192	14,777
Accrued pension benefit	63,126	56,073	51,339	53,149	48,183
Capital assets	161,817	162,952	162,858	162,982	163,837
Other	18,804	18,817	22,608	26,271	29,810
Total assets	260,856	258,795	256,067	259,594	256,607

Liabilities

Current liabilities and short-term debt	45,230	44,029	45,978	49,825	45,573
Deferred capital	162,007	159,219	159,724	155,890	158,343
Other	4,264	4,196	3,315	2,872	2,860
Total liabilities	211,501	207,444	209,017	208,587	206,776
Net assets	49,355	51,351	47,050	51,007	49,831
Total Liabilities and Net Assets	260,856	258,795	256,067	259,594	256,607



1901

1928

30 Years of Safe and Excellent Hospital Care

This year marks a significant milestone for our organization - we are celebrating 30 years of providing hospital care right here at home for Yukoners, by Yukoners!

The history of healthcare in the Yukon goes much further back, to the first hospital in 1901, and has occupied several different buildings since. The Yukon Hospital Corporation as you know it today, began in 1993, marking the beginning of a territorial hospital system.

Since then, It has been a remarkable journey and we have reflected on the contributions we have made to our community's health as well as acknowledge we have much work to do in the years ahead.

30 YEARS OF FIRST NATIONS HEALTH PROGRAMMING

The First Nations Health Program (FNHP) was also established in 1993 under a landmark agreement that established the governance model that ensures the representation of First Nations on the Board of Trustees in order to be involved in decisions that affect patient care at Yukon Hospitals.

In the last 30 years, FNHP has been offering quality patient-centered, culturally appropriate care for patients and their families. In this time we have become nationally recognized as innovative leaders in the best practices of health care for First Nations, Inuit and Métis people.

Our Commitments

Yukon Hospitals is committed to four priority areas in our Strategic Plan that were identified and shaped by input from individual Yukoners, First Nations, partner agencies and communities across the territory.

Within each commitment are goals that will help us reach our vision of a Together – the best care every time.

TRUTH & RECONCILIATION, DECOLONIZATION & INDIGENIZATION

It's clear we need to continue to advance efforts to meet our commitment to Truth and Reconciliation, Decolonization and Indigenization. This is 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.

OUR PEOPLE & TEAMS

Our people and teams are at the centre 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

THE PEOPLE WE CARE FOR & OUR COMMUNITIES

We 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.

RESILIENCY, SUSTAINABILITY & INTEGRATION

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 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.



HIGHLIGHTS FROM HOW WE HAVE ADVANCED

Truth and Reconciliation, Decolonization and Indigenization



Indigenize policies & programs

We are actively considering Yukon First Nations and Indigenous ways of knowing, being, and doing as we create new or reevaluate our policies and programs. This ensures that Indigenous world views are part of everything we do and works to remove barriers.

Create employment opportunities for youth

Our youth internship program has experienced success in Whitehorse with five participants this year, learning and working in our hospital. Due to its positive impact we have expanded to include community hospitals.

Reflect Indigenous culture

Our commitment to making Yukon First Nations' culture and ways of life a part of everything we do includes embedding Indigenous perspectives into our spaces. We've worked to reflect this in our Dawson City Community Hospital, Whitehorse General's Maternity space and new Mental Wellness Unit.

Recognize excellence

Our teams are committed to reconciliation. The Reconciliation in Healthcare Award is a testament to our appreciation for our staff dedication and efforts above and beyond to support Indigenization in their work.



Address racism

Everyone has a right to the best possible care, in a way that is respectful, free of discrimination and culturally safe.

We are committed to addressing systemic racism and intolerance and have implemented anti-racism plans at all our hospitals.

Improve recruitment practices

We help Indigenous applicants better navigate the recruitment process. We are actively looking at our practices to make sure that historical ways of doing things no longer present barriers.

Build relationships

Our Yukon First Nations Engagement Strategy is one way we facilitate relationship building to better involve and connect with Yukon First Nations.

Our People and Teams



Advance Reconciliation, Equity, Diversity, and Inclusion (REDI)

REDI Circle is an employee-led committee designed to promote reconciliation, equity, diversity and inclusion practices and activities that support all staff, patient/families and the public.

Invest in our leaders of today and tomorrow

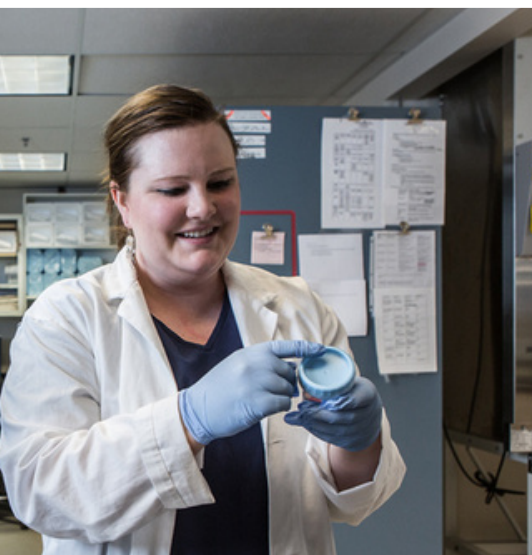
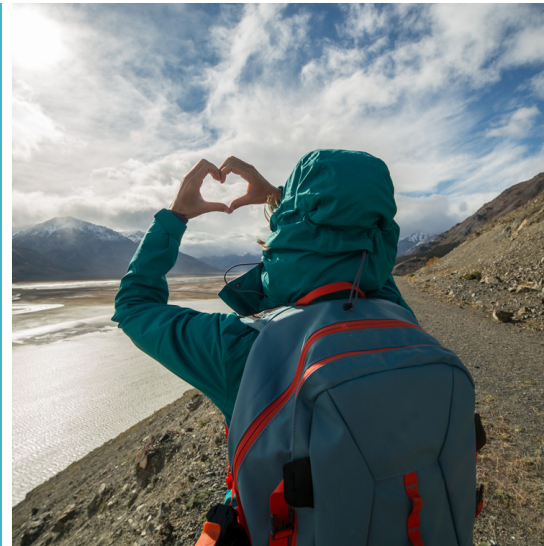
24 employees have successfully completed YHC's leadership program - Leading Together. This program invests in our current and emerging leaders, to lead self, lead others, and lead systems.

Grow the Volunteer Services program

Post pandemic, our Volunteer Services program is back on track with the number of volunteers growing at WGH. We've also begun planning to expand the program to our community hospitals later in the year.

Create pathways to hospital employment

As part of our workforce development strategy, we've started to build pathways to employment for Yukon First Nations and Indigenous Peoples within our hospitals in a number of positions and departments.



Enable system collaboration

We're working closely with our partners and have come together to address common health human resources (HHR) challenges through the HHR joint steering committee. We are advancing work on recruitment, retention, licensing, internationally educated health providers and more.

Support learning and capacity

We're working together to grow our people and build overall capacity. Over the last year, we partnered with Yukon University to facilitate hospital nurses working as faculty in the local licensed practical nurses program to build the next generation of nurses right here at home!

HIGHLIGHTS FROM HOW WE HAVE ADVANCED

The People We Care For and Our Communities

Strive for continuous improvement

We completed our quality improvement survey with Accreditation Canada. This process helps us identify where to improve, in areas such as patient and family engagement and clinical safety practices (such as medication safety, hand hygiene etc.).



Create inclusive, safe spaces

We understand that language, identity, sexual orientation, race, culture, and lived experience play crucial roles in healthcare outcomes. As we reevaluate policies and procedures we work to identify and remove barriers to support inclusivity.

Expand mental wellness support

Over the last year, we've engaged with partners and Yukon First Nations to complete the design and planning of the new WGH Mental Wellness Unit. Construction is now underway to provide healing spaces, increased bed capacity and support programming for improved mental health care.

Improve healthcare transitions

We're working with our partners to ensure as you move from hospital to home or another facility - the right supports are in place. We strive to make these transitions safe and seamless through dedicated collaboration with our health partners and initiatives like Bridge to Home.



Strengthen Maternal and Newborn Care

We've worked closely with our partners to bring midwives into our acute care team.

We are creating a strong team of healthcare professionals through a program that focuses on enhancing teamwork and improving the safety of maternal and newborn care.

Grow our community hospitals

We have expanded hospital services in Watson Lake and Dawson City to offer expanded ultrasound and laboratory services, so people can receive care closer to home without having to travel to Whitehorse.

HIGHLIGHTS FROM HOW WE HAVE ADVANCED

Resiliency, Sustainability and Integration

Empower teams

Our teams are the foundation of our hospitals.

Our goal is to create a stable, skilled and representative workforce.

We have begun to implement strategies based on supporting Yukoners to consider health careers, reducing our reliance on temporary staffing, proactively reaching out to attract health professionals to the Yukon and placing emphasis on the health, wellness and growth of our teams.

To support our teams better we are also enhancing our systems and welcoming feedback, so we can keep improving the support we give.

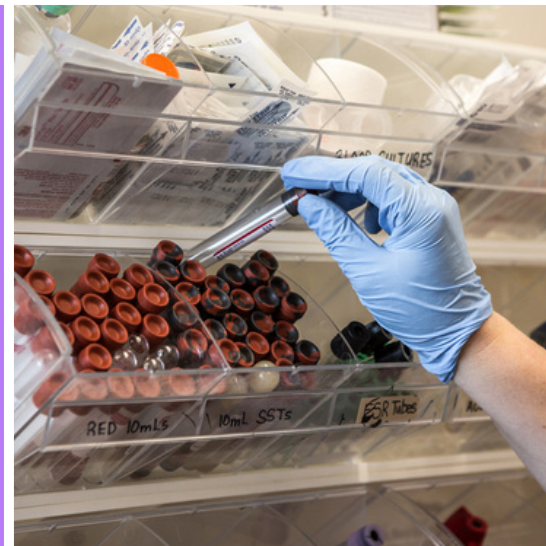


Transform the health system

We are part of a system wide effort to establish a Yukon health authority and support the recommendations in the *Putting People First Report*. While still in the very early stages, this transformation is intended to improve service coordination and health outcomes.

Reduce our footprint

Our hospitals are taking steps towards reducing our environmental footprint. We've started a well-utilized recycling program at WGH and explored more sustainable supply choices. We plan to purchase an electric fleet vehicle and install charging stations later this year.



Investing in new equipment

Our hospitals invested nearly \$1.7 million in new equipment that supports our team in their work and provides systems/technology for quality care. This includes our pharmacy carousel, updated lab technology and the replacement of Yukon's only CT scanner.

Navigate challenges

We're working to navigate a new healthcare landscape that includes staffing shortages, rising costs, an aging population, and supply issues. We're finding solutions by empowering our teams, diligently analyzing budgets and procurement processes, and communicating service impacts.



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