

COMPREHENSIVE REVIEW OF HEALTH & SOCIAL SERVICES SCOPE OF THE COMPREHENSIVE REVIEW

(Terms of Reference)

April 12, 2019

OVERVIEW

1. Background and Goals

- The 2017 Yukon Financial Advisory Panel (Panel) Final Report recommended that the Government of Yukon conduct a comprehensive review of the health care sector. The Panel's suggested focus included factors driving costs and the quality of outcomes experienced by Yukoners.

Goal

The Goal of the Comprehensive Review is to undertake a thorough review of the programs and services offered by the health and social services system in Yukon, focusing on the factors identified by the Financial Advisory Panel.

While the review will focus on key cost drivers, it will also seek to explore the extent to which Yukoners are getting best value for money on funding for programs and services; the experience of care and services received by Yukoners and key outcomes measuring their impact. The Comprehensive Review will explore opportunities to achieve efficiencies, enable innovation in program and service design and delivery, and consider financing arrangements for services and programs and opportunities to shift funding where possible to focus on prevention, wellness, the social determinants of health and healthy communities.

Aim

To increase the coordination and delivery of programs and services to ensure the needs of Yukon's populations are being met, resulting in improved health and wellness in the territory.

Five Values



Access

- Improve access to appropriate, integrated programs and services that build on our strengths and respond to health system and local needs. (note* access to appropriate care is an interconnected value, and may be a result of a lack of availability of some services)

Quality

- Strive to ensure high quality of programming and partnerships through investments in initiatives that strengthen our capacity for innovation and support excellence.

Sustainability

- Address the factors driving costs, and maximize fiscal and human resources to allow for wellness supports in the future.

Coordination of Care

- Influence providers and programs to ensure care is responding to the multiple needs of Yukoners by embracing prevention as a key priority and encompassing the social determinants of health to contribute to achieving health and well-being and improving health outcomes.

Reconciliation

- Value the traditional health practices of Indigenous peoples and recognize the impact of colonialism on the health and wellness of Indigenous peoples as well as the health inequities experienced by them. Reconciliation means working with Yukon First Nations to improve culturally safe health and social programming and providing services through a trauma- informed lens.

2. Scope

■ During the first phase of the Comprehensive Review of Health and Social Services, the Department of Health and Social Services gathered information from historical reports and reviews, gathered information from program areas on the delivery of services within the department, available outcome data, identified existing partnerships with other departments or service providers, and analyzed financial trends over the last five years. The information gathering phase included data gathering regarding 33 not-for-profit and two for profit organizations receiving funding from HSS in 2018-19. The Yukon Hospital Corporation's data, and finances were also included as part of the information gathering.

The summary of the work from the first phase has been presented to the Independent Expert Panel (IEP), a five-member committee focused on providing expert advice to the department. Meetings with the IEP have directly informed the second phases of the Comprehensive Review, which will focus on six themes of the health and social service system in the territory. In addition, two essential foundational elements were identified to ensure quality outcomes are experienced by all Yukoners. Combining the two foundational elements with the six themes establishes eight areas that will be part of the scope of the Comprehensive Review.

The Comprehensive Review will focus on these eight areas. The second phase of the review will largely be the process of gathering relevant information related to the specific themes and foundational elements to support the IEP in its development of recommendations to the Government of Yukon, to address the rate of financial growth while ensuring and improving the



quality of the outcomes being delivered to Yukoners. These themes and foundational elements will guide the remainder of the review, the engagement process, and the work of the IEP.

For each theme, pertinent information will be collected through key partner and stakeholder engagement, literature reviews, comparative jurisdictional reviews, evidence-based research, as well as incorporating the experience and stories of clients and patients of Yukon's health and social service system. Through the gathering of information on the current state and analysis of best-practices, the IEP will identify recommendations for each theme and foundational element that will categorize efficiencies and appropriate outcome measures in order to enable the department to reinvest in key services to meet the needs of Yukoners and improve health outcomes.

The six areas of focus (themes) are:

1. Primary health care and delivery models

Issue Statement: Our current system, and compensation models, emphasize acute and specialty care. While important in the care continuum, these types of care may not be appropriately matched to the needs of all Yukoners. A broader range of coordinated health, community and social services, including a focus on prevention, may improve health outcomes and reduce pressures on other areas of the health and social services system.

2. Coordination of Care within, and out of territory

Issue Statement: Most Yukoners prefer to receive care closer to their home community. The current system operates without taking full advantage of technology to keep some services/supports in the territory. When Yukoners do have to travel, transitions between care points (e.g. hospital and into the community, between community hub locations and Whitehorse, or out of territory back to Yukon) are not as seamless as they can be, and can be confusing to Yukoners.

3. System structure to better meet the needs of individuals with multiple layers of needs (often termed 'Complex')

Issue Statement: Individuals with multiple health and/or mental health, substance use, or who have specific needs, and are affected by social inequities, often have to access diverse services and providers in multiple locations. Due to challenges in coordination, individuals often do not receive the right care or support matched to their needs, at the right time, or in the right place.

4. Aging in Place

Issue Statement: Yukoners want to remain independent and in their community as long as possible. Current gaps in services for our seniors and elders exist. Without a comprehensive continuum of services and supports, older Yukoners are less able to maintain independence and stay in their home or community.

5. Pharmacare and Pharmaceutical Benefits

Issue Statement: Different programs areas and organizations within the health and social service system have their own independent procurement processes and administration of



pharmaceuticals resulting in a reduced ability to negotiate the bulk purchase of pharmaceuticals. Yukon has a patchwork of pharmaceutical coverage, with some individuals falling through the gaps. Decision-making and adjudication systems are cumbersome and often paper-based, resulting in extra costs to the system and poorer outcomes for Yukoners. In addition, Yukon has higher than national average drug mark-up, caps and dispensing fees.

6. **Social Supports**

Issues Statement: Existing recipients of social assistance and social supports have greater diversity, and more complex needs than the original design of Yukon's support and social assistance programs (e.g. individuals with chronic conditions, and with shorter vs. longer term needs) and there is a growing disparity between territorial, federal and First Nation programs. Furthermore, as a result of Yukon's changing demographics, resources are underdeveloped to support individuals transitioning back to employment.

In addition, to the six themes above, the two foundational elements that will be supported through the Comprehensive Review include:

7. **Data collection, analysis and performance measurement** capacity to facilitate innovation and enhance quality and value for money in Yukon's health and social services system.
8. **Cultural safety and cultural humility framework** to advance the delivery of health and social services in Yukon, enhance the experiences of care and improve outcomes for First Nations and all Yukon people.

3. Resourcing/Operations

■ The Comprehensive Review will be led by a five-member Independent Expert Panel (IEP) and includes:

- Bruce McLennan (Chair)
- Diane Strand
- George Green
- Greg Marchildon
- Jennifer Zelmer

The IEP will direct the work and process for the collection of information to support the development of recommendations for each theme and foundational element. The recommendations will be developed by, and come from the IEP.

The process of gathering information will be supported by a Comprehensive Review Secretariat, made up of dedicated staff within the Department of Health and Social Services. This Secretariat will include a dedicated lead to ensure the work that supports the IEP is completed within the timeframe of the review. The secretariat will liaise with appropriate program areas, other key

departments, not-for-profit service delivery organizations, other service delivery organizations, First Nation governments, and corporations involved in the delivery of health and social services that impact the wellness of Yukoners.

Stakeholder, partner and public engagement will be an essential component of the Comprehensive Review. Contracted facilitation of the engagement sessions and targeted focus group sessions will be key to the neutral collection of information to help inform the IEP's recommendations.

4. Milestones and Deliverables

■	Independent Expert Panel confirmation of Review themes, and foundational elements
	Support from Government of Yukon on direction and themes
	Public engagement sessions (online)
	Key partner and stakeholder engagement sessions
	"What We Heard" Report
	Further public engagement/ Confirmation of findings (town halls)
	Preliminary Recommendations to inform the 2020/21 budget
	Final Report

5. Key Partners and Stakeholders

(note: this is not an exhaustive list)

■ Yukon Residents	Yukon Pharmacists Association
Yukoners who access healthcare and social services	Emergency Management Services, Department of Community Services
Yukon Medical Association	Yukon Hospital Corporation
Yukon Registered Nurses Association	Not for Profit Service Delivery Organizations (NGOs)
Yukon First Nation Governments	Caregivers
Yukon Seniors and Elders	Department of Health and Social Services Staff
Community Midwifery Association Yukon	Yukon Child Care Association
Yukon Workers Compensation Board	Department of Education, and Education providers
Yukon Employees Union	Yukon Housing Corporation
Council of Yukon First Nations	Other Service Delivery Organizations



6. High-Level Timeline/Schedule

PHASE 1	September 2018 – January 2019
Internal collection of program information, review of past reports and reviews, and identification of Independent Expert Panel	Completed
PHASE 2	February 2019 – June 2019
Independent Expert Panel confirmation of Review themes, and foundational elements	Completed
Collection of data, analysis inter-jurisdictional comparisons/best practices and policy research and analysis to inform these system issues in the Yukon context	
Development and begin implementation of engagement plan	
PHASE 3	July 2019 – September 2019
Engagement	
Summary and analysis of engagement and research	
PHASE 4	September 2019 – December 2019
Second phase of engagement	
“What We Heard” Report	
Draft Recommendations to be shared with the Department of Health and Social Services	
PHASE 5	January 2020 – March 2020
Draft report	
Final Report tabled to Government of Yukon	

