



yukon
hospital corporation



Strategic Plan
2009 - 2013

Contents

- 1 Introduction
- 3 Our Mission
- 4 Our Vision
- 7 Our Values
- 8 Our Goals
- 9 Our Philosophy, Challenges and Approach
- 10 Goal 1
Provide Safe Comprehensive Patient Care
- 15 Goal 2
Build a Stable and Skilled Workforce
- 19 Goal 3
Achieve Financial Stability
- 21 Goal 4
Become a High-Performing Organization
- 24 Goal 5
Establish a Modern and Efficient Infrastructure
- 26 Goal 6
Develop a Network of Effective Working Partnerships
- 28 Our Commitment
- 29 Strategic Plan Commitment

The French version of this booklet is available upon request

Introduction

Our Strategic Plan represents the collective work of the Board of Trustees of the Yukon Hospital Corporation (YHC) and includes input received from our stakeholders. This Plan will guide the creation of a safe, seamless, responsive and sustainable acute care system. We invite our stakeholders to work together with us to build an exciting future.



The original YHC Strategic Plan was produced in 2008 to cover the operating years 2009 – 2013. To ensure this Plan remains fresh and dynamic, it has been updated in 2009. The updates are specifically designed to effectively position the YHC to meet three key challenges:

- The evolution of our legislated mandate to welcome and include Watson Lake and Dawson City hospitals as part of the Yukon Hospital Corporation.
- The growing need for greater emphasis on patient safety and security in all hospital areas.
- To ensure the YHC meets or exceeds the requirements of Accreditation Canada in order to demonstrate “best hospital practices” in providing comprehensive patient care in all our Yukon facilities.

As the implementation of this Strategic Plan progresses over the next five years, the Board of Trustees will annually review and update the Plan to ensure that new and emerging challenges are effectively addressed. We welcome the views of our stakeholders and invite them to work together with us to build an exciting future.

Our Mission

To provide quality acute care
for the life and health
of Yukon people



Our Vision

Our vision is that by the year 2013, the following statements will describe the Yukon Hospital Corporation and the health care it delivers:

- The Yukon Hospital Corporation continues to be highly successful in providing quality acute care services to the people of the Yukon. Our scope of services is now broadened, enabling us to diagnose and treat many conditions in multiple locations. Competent and skilled physicians and nurses, along with dedicated support staff, continue to care for our patients. As a training hospital, we take pride in our progressive excellent service.



Watson Lake Hospital

- YHC employees remain our greatest asset. We operate with a full complement of committed staff. As an “employer and workplace of choice”, our vacancies are filled quickly with competent, well-trained individuals. YHC has a Yukon-based and ethnically-diverse employee complement. The First Nations Health Program continues to be a model for health services in Canada.
- The latest technologies are available to our patients and physicians, and our expanded emergency department and operating facilities are fully functioning. Our facilities now include the Whitehorse General Hospital, Watson Lake Hospital, the Dawson City Hospital: a range of facilities designed to complement and support our legislated mandate. Our WGH facility includes a secure medical unit and an expanded visiting specialist clinic. A new YHC campus residence has been constructed and is in use. An electronic medical record system promotes patient safety and consistency in treatment across all of our facilities while allowing us to work more efficiently.



- Our leading-edge environmental programs and practices ensure that we are using the latest in programming and technology to protect our patients and the environment.
- Government continues to provide secure and stable core funding, and we have a fully-funded pension plan. Excellent funding partnerships have been established with a variety of businesses and industries, and we enjoy an unprecedented level of donations. As a credible and trusted partner in the broader Yukon health care community, we support the efforts of our colleagues and provide a seamless transition back to the community for our patients. The YHC's Board of Trustees and our hospitals' Senior Management Team continue to provide strong and sound leadership, allowing the YHC to adapt to the changing environment and to offer innovative and creative health solutions for Yukon people.

Our Values

Accessibility

We offer open and unrestricted access to all people seeking acute care services.

Compassion

We believe in acting through empathy, understanding and kindness.

Respect

We believe in human dignity, human rights and honour for the individual; and in demonstrating courtesy for the feelings and circumstances of others.

Collaboration

We believe in working together with others to achieve common goals.

Excellence

We believe in achieving exemplary performance.

Our Goals

The following goals represent our priorities for the next five years:

- 1 Provide Safe Comprehensive Patient Care
- 2 Build a Stable and Skilled Workforce
- 3 Achieve Financial Stability
- 4 Become a High-Performing Organization
- 5 Establish a Modern and Efficient Infrastructure
- 6 Develop a Network of Effective Working Partnerships

Our Philosophy, Challenges and Approach

Over the next five years, we will face a number of challenges in addressing each of our goals.

In order to accomplish these goals, we have clarified our philosophy, described our challenges, and designed our approach.

This is presented in the following pages, along with definitions to ensure a full understanding of our goals.



Goal 1

Provide Safe Comprehensive Patient Care

Definition

Comprehensive patient care includes a broad range of acute care services encompassing the entire life of the individual, offered in a high-quality, timely, accessible and culturally-appropriate manner. Patient safety is defined as the prevention and mitigation of unsafe acts within the health care system.

Our philosophy

We believe that the health and well-being of people is physical, emotional, mental and spiritual. All people have the right to timely, compassionate, high-quality health care so that they may return to an optimal level of health.

YHC is committed to playing a major role in improving patient safety and care through its participation in the Accreditation Canada program and other quality initiatives. Participation in federal, territorial and local quality initiatives is a way of identifying best practice and conditions of unsafe practice; making necessary improvements and promoting safe patient care. In particular, it is a means of reducing risk and fostering attention to continuous quality improvement. By complying with National and

Territorial best practices, patient care is enhanced, and the potential for adverse events occurring within YHC facilities is reduced.

YHC supports healthy childbirth; early detection of illness; minimal pain; minimized impact from illness and the side effects of hospitalization; recovery levels which meet or exceed generally-accepted standards; and, appropriate and timely referral when necessary. We believe that dying patients have choices regarding end-of-life care. We believe in the important contribution which comes from the support of family, friends and community.

First Nations people have unique needs, culture and history, and comprise a significant portion of the Yukon's population; therefore, our First Nations patient care programs must reflect those needs. We believe that in order to provide quality care to First Nation peoples, our programs must be culturally-appropriate and based on First Nation traditions.

Our challenges

Over the next few years, the population of the Yukon will grow and there will be increased competition for health care funding. Our facilities are already taxed, our population is aging, and chronic and more complex diseases are on the rise. This requires more sophisticated and costly diagnostic tools and treatments. Public expectations of the health care system are also expanding, resulting in increased demands and changes to health care policy. The demand for health care professionals is

increasing, and attracting these professionals to the Yukon will require special measures. Vacancies will result in increased pressures on our dedicated staff and their work/life balance. Ensuring we have the human resources required to offer the best care possible in all our facilities will be our most demanding task.

We provide culturally and traditionally appropriate programs to meet the needs of First Nations people. These include recruitment, training and retention of qualified First Nations staff to operate the programs; providing cross-cultural training to all hospital employees; linkages to First Nation communities outside Whitehorse; and providing discharge planning, language, traditional medicine, and dietary needs for First Nations patients. Financial issues continue to be a challenge in providing our unique First Nations Health Program.

Our approach

Our approach to providing safe comprehensive patient care will be as follows:

- We will ensure our priorities are very clear and will direct all programs and services toward achieving our primary goal of high quality, safe, comprehensive care for our patients.
- We will create and sustain a culture throughout YHC in which patient safety is paramount.

- We will focus strong efforts on the recruitment and retention of competent, skilled and committed health care professionals to form a stable workforce.
- Mechanisms will be explored to achieve funding stability so we may continue to offer quality care and progressively meet the needs of health care in the future.
- YHC will adopt the model of the “high performing organization” to become more efficient, adaptive and creative in leading and managing our health care business.



- Strategic capital planning will help us to enhance our assets and facilities to ensure we have a modern, highly functional infrastructure.
- Concerted efforts will be made to “join forces” with our health care partners and establish effective networks to ensure ongoing comprehensive health care programs and services throughout the Yukon.
- YHC has a unique and internationally-recognized First Nations Health Program and we are committed to maintaining our leadership excellence in this area. Not only will we maintain current programs, but we will also address new and emerging needs of our First Nations patients.



Goal 2

Build a Stable and Skilled Workforce

Definition

A stable, skilled workforce is a team of competent and well-trained health care professionals who have appropriate credentials, and who are dedicated to providing quality acute care. This workforce has a strong commitment to compassionate patient care, ongoing learning and achieving work/life balance in the Yukon. The YHC workforce includes employees in all our facilities throughout the Yukon.

Our philosophy

We believe a stable and skilled workforce is the key to achieving safe, comprehensive patient care. We believe our employees are our most important asset. Each individual employee has unique value and potential for growth and the inherent desire to take on personal responsibility. We believe employees must be provided with a work environment which facilitates their health, growth and learning, and which promotes work/life balance so that they may offer their best care to patients. We believe in empowering employees, involving them in decision-making, promoting ongoing learning and offering advancement opportunities within the corporation.

Our challenges

All health care organizations in Canada are experiencing challenges in attracting and retaining qualified health professionals. Given the Yukon's distance from major centres, we experience unique challenges in attracting employees, especially to our rural communities.

The costs of offering competitive compensation and benefits packages are increasing, and we must compete with organizations which are more financially able to offer incentives. In addition, our current workforce is aging and many retirements will take place within the next five years. This will put greater stress on our existing employees. We must also offer culturally-appropriate programs such as our First Nations Health Program. Offering employees modern, well-equipped facilities within which to work will be a continuing challenge. Perhaps most important to our success is the continual creation of an organizational culture which respects, involves, and empowers employees so that they choose to remain with the YHC throughout their careers.

Our approach

Our approach to building a stable and skilled workforce will be as follows:

- We will become both an “employer and workplace of choice”. This means offering supportive working environments in which employees can learn, grow and advance within the organization and can realize the value they bring to patients and to the organization.

- We will enhance our recruitment and retention programs. This will involve a variety of initiatives including the development of sound recruitment and training policies; a competitive recruitment package and targeted recruitment programs.
- We will become a “high-performing organization” – a progressive and efficient environment in which to work.
- We will emphasize succession planning and promotion from within. This will be an important component of our retention program, together with training, programs to attract students and local candidates for employment, and strengthening relationships with accredited medical teaching facilities.



As a corporation, we have many benefits to offer including:

- highly dedicated staff
- high quality physicians who practice with us
- great access to specialists
- a strong Board and Management Team
- community and Government support
- a unique First Nations Health Program
- good facilities with quality programs
- clear direction



Goal 3

Achieve Financial Stability

Definition

Financial stability is sustained, adequate, flexible funding which allows us to meet our stated goals.

Our philosophy

We believe that adequate funding is essential to meeting our vision and goals. Given the anticipated increases in the costs of providing health care services, we know that we must operate as efficiently as possible and seek and create alternative funding opportunities.

Our challenges

The needs of health care outweigh the financial resources available. Tremendous pressure is being placed on the health care system, due to the rising costs of salaries, benefits, pharmaceuticals, technology and equipment, as well as the needs of an aging population with more complex health care issues. Governments will be continually challenged over the next few years to keep health care a priority for tax dollars. We, like other jurisdictions, are experiencing greater competition for funding for our programs.

Our approach

Our approach to achieving financial stability will be as follows:

- Our funding challenges require our priorities to be very clear. This Strategic Plan is the first step in clearly setting priorities for the next five years.
- Given that Government is our primary source of funding, we must continue to lobby for adequate funding with a view to creating a multi-year agreement for core funding.
- We may explore new alternatives such as borrowing from banking institutions and public-private partnerships within the realms and principles of the Canada Health Act. We believe this area presents a unique opportunity for funding certain programs and services for the future.
- We will actively pursue operational efficiencies, economies of scale and promote innovation to optimize use of our existing resources.

Goal 4

Become a High-Performing Organization

Definition

A high-performing organization has the following characteristics:

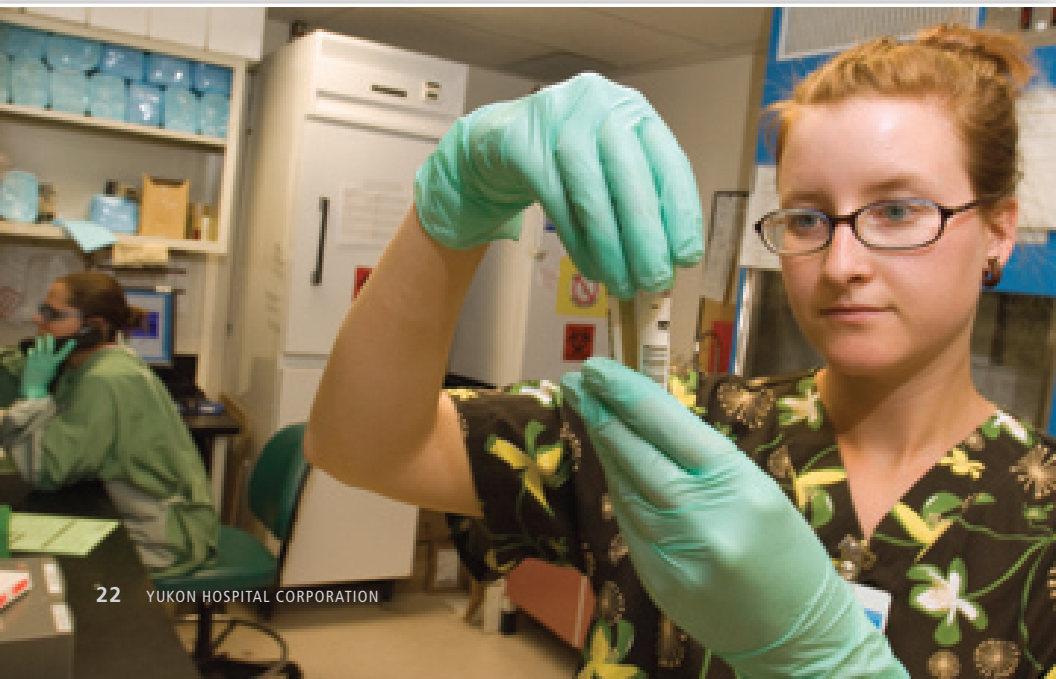
- Clearly articulated vision and values
- Clearly defined results and priorities
- A high degree of corporate alignment and accountability
- A strong, adaptive culture
- A skilled and committed workforce
- High quality decisions
- Excellent leadership and management capabilities
- A strong ability to achieve results
- Good corporate citizenship

Our philosophy

We believe by adopting the high-performing organizational model we will be able to provide better patient care and an optimal working environment in all our locations for our employees. We will be able to achieve greater efficiency and adaptability, enabling us to optimize the use of the resources available. Innovation and change are natural to a high-performing organization, and this will enable us to offer quality comprehensive service.

Our challenges

In order to become a high-performing organization, we must be current and in-line with the best practices of other hospitals in Canada. We must be “green”, reliable, adaptable and efficient. Our first challenge is to maintain a full complement of staff. Staff vacancies can create stress for our employees and make it difficult to fulfill our vision. Funding challenges make it difficult to take on new programs and initiatives, to offer staff incentives or to make improvements in existing programs and facilities. As a group of smaller hospitals, we experience the challenges of geographic distance and economies of scale. Vacancies create challenges in communicating throughout the organization. Traditional health care models result in reluctance to change. Workloads make it difficult to take the time to innovate or creatively address the challenges.



Our approach

Our approach to becoming a high-performing organization will be as follows:

- We will continue to provide focus and clear direction through strategic and business planning.
- We will continue to build the strength and capacity of the Board of Trustees and the Management Team.
- We will continue to pursue “best practices” through participation in the Accreditation Canada program and other federal and territorial quality initiatives.
- We will become an “employer and workplace of choice”.
- Emphasis will be placed on recruitment and retention to fill vacancies and improve the working environment for employees.
- Staff will be provided with appropriate infrastructure to complete their work safely.
- We will emphasize the training and education of staff.
- We will make more effective use of volunteers to support employees and programs.
- Efficiencies will be created wherever possible in order to eliminate duplication and overlap, and align all locations, programs and services with the Strategic Plan.
- We will develop an effective environmental program.
- To ensure that YHC continues to be a “good corporate citizen”, we will continue to comply with all relevant legislation, and our business practices will be entirely legal, moral and ethical.

Goal 5

Establish a Modern and Efficient Infrastructure

Definition

The YHC infrastructure includes three hospitals: the Whitehorse General Hospital, the Watson Lake Hospital, and the Dawson City Hospital, as well as various buildings on the YHC Whitehorse Campus. These facilities include a variety of capital and equipment, and information technology.

To establish a modern and efficient infrastructure requires that we effectively utilize all our facilities, pursue the latest in technology, provide services which meet the needs of our patients and employees, and allow for the greatest ease in accomplishing work with the least cost and effort.

Our philosophy

We believe our infrastructure provides the foundation for safe, comprehensive patient care across the Yukon, and patient care will be improved through capital investment in facilities and equipment. Well-designed, well-functioning hospitals, with the latest relevant technology and equipment, greatly enhance our ability to offer safe, quality patient care. New facilities will assist us in expanding our diagnostic and treatment programs to cover a broad range of conditions. In addition, efficiencies will be achieved through investments in information technology.

Our challenges

Building new hospitals, and upgrading facilities and equipment are costly ventures for an organization. Our funding challenges make it very difficult to invest the large amounts of money required for these purposes. Building hospital facilities is not only costly, but extremely time-consuming. Medical technology is very expensive and changes continually. We will also need to recruit skilled staff to support the operation of these new technologies.

Our approach

Our approach to establishing a modern and efficient infrastructure will be as follows:

- Ensure the new hospital facilities in Watson Lake and Dawson City are safe, functional, and well-designed for the future.
- Focus on providing staff with appropriate infrastructure to work productively and safely.
- Develop a five-year capital program to set priorities and identify funding for critical projects.
- Ensure all capital projects and technology purchases are in complete alignment with the Strategic Plan.
- Continually research and investigate new equipment and technologies and their applicability to the YHC.
- Investigate innovative means of funding facility and equipment purchases through partnerships, donations, and innovative financing options.

Goal 6

Develop a Network of Effective Working Partnerships

Definition

A network of effective working partnerships requires the YHC to work more closely and collaboratively with other health care providers to integrate services to Yukon people. The intent of this network of partnerships is to provide the full range of health services to all people, based on the core competencies of each organization involved, so that care is provided seamlessly.

Our philosophy

We believe that working cooperatively and collaboratively with our health care colleagues in a variety of communities will result in seamless transitions between health care providers for our patients. We believe each organization involved in health care has a unique mandate and capability to fulfill specific health care needs. The dynamic integration of these various organizational competencies will result in better service to patients, greater coordination and efficiency, as well as opportunities for collaboration in new health care ventures.

Our challenges

The challenges to developing this network of effective working partnerships include: time; commitment from the various partners; a willingness to participate and commit to change; geography; the cost and availability of technology; finances; and, overcoming traditional perceptions of roles and mandates.

Our approach

Our approach to developing a network of effective working partnerships will be as follows:

- We will participate in health care forums throughout the Yukon to remain abreast of issues and opportunities.
- We will foster close and harmonious working relationships with Yukon communities.
- We will communicate regularly with other health care providers.
- We will pursue alternative governance and delivery mechanisms with a focus on “safe patient care”.
- We will formalize various cooperative working relationships with health care partners to offer services.
- We will identify and approach potential health care partners and seek to establish cooperative working arrangements.
- We will encourage a YHC team approach to health care delivery.

Our Commitment

We at the Yukon Hospital Corporation, in all our facilities and in all our locations, are committed to achieving the vision and goals outlined in this document. It is our intent to align all existing programs and activities with the contents of this Plan. In order to achieve our vision, a key element will be ongoing communications and consultations with the stakeholders in our business – our patients and our employees.

We are constantly looking for ways to enhance relationships with our employees and health care partners, in order to engage them in the process of achieving great success in delivering health care programs. We commit to an ongoing process of measuring and reporting progress, and continually redefining our business plan to ensure the vision and goals contained in this Plan are achieved.

At the end of 2013, we intend to celebrate our success in achieving what we have defined in this document – the continued provision of safe, quality comprehensive acute care services to improve the lives and health of people in the Yukon.

Strategic Plan Commitment

As a sign of our commitment to the vision outlined in this document, the members of the Board of Trustees of the Yukon Hospital Corporation have affixed their signatures below.



Craig Tuton, Chair



David Ravensdale



Wes Wirth, Alternate-Chair



Darline Richardson-White



David Borud



Joy Waters



Richard Durocher



Adeline Webber



Dr. Sherillynne Himmelsbach



Frances Woolsey



Donna Hogan



Joe MacGillivray, CEO
(Board Ex-Officio)



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