

December 2024

Year 1 report

# The Yukon's Health Human Resources Strategy

Retain, recruit, plan, innovate and learn



## Message from the HHR Steering Committee

Like nearly all regions of Canada, the Yukon health system faces significant challenges and constraints. There are increasing demands for health services and growing complexity of needs due to a growing population and ongoing substance use health emergency. At the same time, the availability of skilled health workers is more limited.

Often being a northern jurisdiction makes health care delivery and sustainability more challenging. Many times we lack the critical mass or have limited access to infrastructure or community supports that larger jurisdictions provide.

These challenges can make it more difficult to attract, retain and integrate health workers into local communities. This health human resources strategy is intended to collaboratively and actively address these issues to ensure continuity of quality health services for Yukoners and better work/life balance for our health providers.

With that said, we have a competitive edge that comes naturally to us – our people and our Territory. The landscape, the culture, our history and pride in community draws people to the Yukon. We acknowledge that we proudly live, work and play on the traditional lands of and in partnership with 14 Yukon First Nations. Our health providers are key allies in advancing Reconciliation and culturally safe care.

We have local amenities, active community organizations and learning institutions that allow us to live, participate, share knowledge and grow right here. We have diverse health services and impressive range of work opportunities for health professionals whether you're a tradesperson or nurse, recent graduate or experienced practitioner, or from here or abroad.

With the innovative spirit within the public service, health, education and associations/regulatory sectors, leaders have come together with the goal to leverage our collective strengths to make the Yukon health system the place to live, learn, work and grow.

This report, created by input from Steering Committee members, highlights our progress in implementing the 25 initiatives outlined in the strategy.

Through collective efforts, Yukon's health and social sector will grow stronger and more resilient. While many of these initiatives are in their early stages, they represent the foundation for future improvements. Addressing Yukon's health human resources challenges is a commitment we uphold for both the present and the long term.

**Matt King and Tiffany Boyd, Co-Chairs,  
On behalf of the Health Human Resources Steering Committee  
December 11, 2024**






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# Health Human Resources Strategy at a glance

## Aspirational vision

Establish the Yukon's health system as a workplace of choice where Yukoners and others want to live, learn, work, and grow.

	 <b>Retain</b>	 <b>Recruit</b>	 <b>Plan</b>	 <b>Innovate</b>	 <b>Learn</b>
Pillars	<p>Build and support skilled, passionate, healthy, diverse, and inclusive teams through interventions that target workplace culture, flexibility, labour mobility and the health and wellness of our health workforce.</p>	<p>Grow and attract passionate, engaged and qualified health workers who reflect the people we serve through deploying targeted recruitment processes, streamlining pathways to licensure, and establishing clear integration pathways.</p>	<p>Collect the right data to support long-term workforce planning and the ability to identify gaps before they become a crisis.</p>	<p>Transforms how we educate, train, create and support new roles by evaluating current processes, leveraging partnerships and utilizing digital tools to create change.</p>	<p>Expand opportunities to access education and training in health professions, including opportunities that ensure Yukon-specific education and training programs, that will allow Yukoners to learn locally.</p>
Initiatives	<ol style="list-style-type: none"> <li>1.1. Engage the health and social workforce</li> <li>1.2. Develop retention strategies</li> <li>1.3. Expand anti-racism, diversity, equity and inclusion initiatives</li> <li>1.4. Review, enhance and recommend mobility practices</li> <li>1.5. Ensure confidential and safe reporting channels are in place</li> <li>1.6. Increase timely access to wellness supports</li> <li>1.7. Expand financial incentives</li> </ol>	<ol style="list-style-type: none"> <li>2.1. Develop recruitment strategies</li> <li>2.2. Improve housing availability</li> <li>2.3. Streamline licencing pathways</li> <li>2.4. Streamline processes for granting hospital privileges</li> <li>2.5. Evolve health professional laws</li> <li>2.6. Establish a clear IEHP integration pathway</li> </ol>	<ol style="list-style-type: none"> <li>3.1. Gather comparable health workforce data</li> <li>3.2. Create a health workforce data strategy</li> </ol>	<ol style="list-style-type: none"> <li>4.1. Deploy team-based family health models</li> <li>4.2. Leverage existing health roles in a new way</li> <li>4.3. Identify digital tools to support the health workforce</li> <li>4.4. Provide sustainable and accessible virtual care and telehealth services</li> </ol>	<ol style="list-style-type: none"> <li>5.1. Develop formalized career pathways and upskilling processes</li> <li>5.2. Build leadership competencies</li> <li>5.3. Expand capacity to train</li> <li>5.4. Expand and promote educational opportunities</li> <li>5.5. Develop a rural family medicine residency program</li> <li>5.6. Provide sponsorship for training</li> </ol>
Measures	<ul style="list-style-type: none"> <li>• Workforce wellbeing</li> <li>• Workforce diversity and inclusion</li> <li>• Voluntary turnover rate</li> </ul>	<ul style="list-style-type: none"> <li>• Vacancy rate</li> <li>• Recruiting success</li> <li>• Foreign credential recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Health workforce census</li> <li>• Timeliness of reporting</li> <li>• Workforce projections</li> </ul>	<ul style="list-style-type: none"> <li>• Primary care availability</li> <li>• Access to appropriate care settings</li> <li>• New roles and models of care deployed</li> <li>• Virtual care access</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity to train</li> <li>• Training satisfaction</li> <li>• Access to upskilling</li> <li>• Access to education and training</li> <li>• Health system leadership capacity</li> </ul>

# Yukon's Health Human Resources Strategy

## Making progress: a summary of year 1

Since the release of Yukon's Health Human Resources Strategy in December 2023, many initiatives from the strategy have been changing Yukon's health and social services workforce for the better.

While some projects have already delivered immediate results, many others will require time to realize their full benefits for Yukon's workforce.

### Key achievements in the first year

- **Bringing more professionals here:** The Yukon has attracted more people into health care positions within both the Government of Yukon and Yukon Hospital Corporation. Increased success in recruitment efforts has also reduced reliance on agency staff.
- **Improved physician coverage:** Enhanced physician recruitment by the Yukon Medical Association has resulted in more locums available to cover routine physician leave in Whitehorse.
- **Sustained rural services:** Because we have more people working in health care, no rural health centres had to close in 2024 due to staffing shortages.\*
- **New educational opportunities:** Yukon University is actively developing a Yukon-focused Social Work degree program and a Medical Office Assistant program to address local workforce needs.
- **Licensed Practical Nurse (LPN) to Registered Nurse (RN) Pathway:** The Yukon Government is supporting two cohorts of students enrolled in the University of New Brunswick's "Learn Where You Live" LPN to RN Pathway program. The first graduates are expected to join the Yukon workforce in 2027.
- **Regulatory improvements:** New nursing regulations now allow the Yukon Registered Nurses Association to directly register nurses locally, eliminating the previous requirement to register in another jurisdiction first. This makes it easier for nurses to come and work in the Yukon.
- **Permanent nurse hiring:** The Yukon Hospital Corporation has successfully hired several permanent nurses who were previously employed by nursing agencies.
- **More Yukoners have a care provider:** The Whitehorse Walk-in Clinic, the bilingual Centre de santé Constellation Health Centre and the overall increased workforce has given more Yukoners access to primary care providers in the past year.

Input from over 600 members of the health and social services workforce, gathered through an extensive engagement process, will guide the future implementation of the strategy.

The following pages summarize the significant projects that organizations collectively or individually are progressing on the health human resources (HHR) landscape in the Yukon.

Further details on these and more HHR projects can be found in the appendix.

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\*A closure refers to a complete halt of all services at a health centre, meaning no medical care or support is available during the specified period. In contrast, a service reduction occurs when a health centre remains open but operates with limited services, such as reduced hours, restricted appointments, or redirection of emergency care.



**0:** The number of community health centres that closed in 2024 due to staffing shortages

**Primary Health Care Nurse vacancy** rates dropped from 47% in October 2022 to **19% in 2024**

**2,049:** The number of people attached to a primary care provider at the Constellation clinic

**2,239:** The number of people who have accessed services at the Whitehorse Walk-in Clinic since it opened



The vacancy rate for the hospitals' Surgical Services nurses **decreased from 50% to 5%** over the last year, meaning improved continuity of services for Yukoners and improved work-life balance for providers

The hospitals' Indigenous Workforce Strategy has recruited **20 youth interns to date**, which provides valuable work experience and learning about health care careers.

The Yukon Hospital Corporation's overall turnover rate in 2024 is just **0.5%**.

The Hospitals' nursing vacancy rate is **8.1%** in 2024 compared to 20.4% in 2023



Since January 2023, **24 internationally educated professionals** in the Yukon have been recruited as nursing home attendants.

In 2024, **11 internationally educated nurses** joined the Yukon Hospital Corporation from the Philippines, India and Saudi Arabia



Increased locum numbers help ensure healthcare continues without interruption

**Stabilizing Healthcare Services**  
More locums help ensure care continues seamlessly, by helping to keep hospital beds open and clinics running.

**Physician Wellness**  
Locums support our local physicians by providing coverage for short-term leaves. Doctors can then take necessary wellness breaks, leading to better care.



Up to **37 Yukon licenced practical nurses** could become registered nurses in the next three years through the University of New Brunswick's "**Learn where you live**" bridging program.

The **2024 fall term** has seen a **33% increase** in full-time student enrolment in Yukon University's Social Work Degree Program option.

The Yukon hosted **75 medical students and residents** annually for the past several years, increasing exposure to future recruits

The information is accurate as of October 22, 2024.

## Looking to the year ahead

- Developing specific **recruitment strategies** and actions to bring more doctors to the Yukon.
- Continuing to **support learning opportunities**, such as medical residencies and new grad programs and mentorships, so health providers from across Canada and the Territory can learn, grow and care right here in the Yukon.
- Launching a **Medical Office Assistant Program** at Yukon University.
- Developing a **family medicine residency program** for the Yukon.
- Continuing **transformation of Yukon's health system** by progressing the establishment Shāw Kwä'ą / Health and Wellness Yukon / Santé et mieux-être Yukon, a health authority for the Yukon.
- Improving how we **licence and regulate** health professions in the Yukon.
- Explore the use of **new digital technologies** to reduce administrative burden and improve provider experience.
- Continue **addressing the 25 actions** in the HHR strategy.

# Appendix

## Detailed progress report



### Retain

The initiatives within the Retain pillar are designed to improve working conditions and make it easier for health workers to manage pressures, be fulfilled and stay in their jobs. This includes areas such as employee and provider engagement, flexibility, inclusion and cultural safety, health and wellness, workplace culture, and workplace supports to address current challenges.

Retaining service providers already living and working in the Yukon is a high priority of the HHR Strategy.

#### 1.1. Engage the health and social workforce

<p>In December 2023 the Government of Yukon undertook a health workforce survey and focus groups for government, Yukon Hospital Corporation (YHC), Kwanlin Dun First Nation (KDFN) and Yukon Medical Association (YMA) health and social services workers.</p> <p>1953 invitations were sent, and 638 people responded (32.7%). A total of 527 (27.0%) responses were included in the final analysis.</p> <p>In December 2023, 15 engagement sessions were held. 113 names of survey respondents were randomly selected. Of the 113 survey respondents invited to participate in a focus group, 71 (63%) attended.</p> <p>The purpose of the engagement was to ensure that activities in the HHR strategy were aligned with the input the survey respondents provided. New projects may arise from this work, and engagement with health and social professionals will be ongoing.</p>	Implementing
<p>Yukon Hospital Corporation, Government of Yukon and Kwanlin Dün First Nation provide professional development opportunities such as education, experiential and acting assignments to their staff.</p>	Implementing

#### Notable:

At the Yukon Hospital Corporation, overall turnover rate is 0.5% at the end of 2024.

## 1.2. Develop retention strategies

Organizations will follow up with their staff on the ideas and initiatives identified in the health workforce engagement report which may include facilitated workshops and actions.	Planning
The Yukon will be hosting a Tri-territorial Health and Social Professionals Conference in April 2025. The conference's focus and speakers are aligned with recommendations received from the workforce engagement and the Health Human Resource Strategy.	Planning
Yukon Hospital Corporation's Licensed Practical Nurse (LPN) and Registered Nurse (RN) New Grad Initiatives are supporting new graduates and integrating them into the workforce through supported entry to practice.	Implementing

## 1.3. Expand anti-racism, diversity, equity and inclusion initiatives

The Government of Yukon's Public Service Commission (PSC) is designing and implementing a corporate Cultural Safety and Anti-Racism Strategy and modernizing the government's Employment Equity Policy.	Implementing
Health and Social Services adopted a Declaration of Commitment for Advancing Reconciliation and Embedding Cultural Safety and Humility for all staff in the department. This commits department staff to sustained changes and actions moving forward.	Implementing
The Yukon Medical Association created a Physician Equity Diversity and Inclusion Resource Kit on yukondoctors.ca and has hosted and supported various educational opportunities for physicians to learn about culturally appropriate care, tools and strategies to help end systemic racism.	Implementing
The Government of Yukon completed recruitment of bilingual positions for the Constellation Clinic to offer services in French.	Evaluating
YHC's REDI Circle is an employee-driven committee to advance Reconciliation in its own right within the hospitals and also further broad equity, diversity and inclusion initiatives to the benefit of our teams, patients and clients. The committee examines policies, facility improvements, communications and employee supports among other issues to help strengthen access to safe care and ability for our people and teams to maintain safe work environments.	Implementing

### Notable:

PSC's People Plan aims to identify and attract the most skilled people for their respective roles by:

- Creating a recruitment plan for Yukon government that targets a diversity of talent, strengthens the Yukon government's branding, and improves our time to hire candidates.
- Reviewing and updating the staff housing modernization plan to create a transparent and efficient way to manage staff housing and review government policies linked to housing to support the delivery of essential services in Yukon communities.

Breaking Trail Together aims to reduce barriers that Indigenous people face when applying for jobs in the public service. It focuses on creating a more inclusive and supportive work environment that fosters Indigenous representation and leadership within the public sector.

YHC is seeing increasing engagement with Indigenous applicants, candidate interviews and hires. Youth internships are seeing competitive applications.

#### 1.4. Review, enhance, and recommend mobility practices (under staffing practices)

Yukon Hospital Corporation engaged with the Council of Yukon First Nations to discuss secondment policies to ensure alignment to allow movement of Indigenous employees for experience, development and retention. Secondment to and from Government of Yukon is already supported by policy.	Implementing
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#### 1.5. Ensure confidential and safe reporting channels are in place

Government of Yukon and Yukon Hospital Corporation are advancing cultural safety and support systems for indigenous employees in recognition of distinct needs and potential experiences of discrimination and racism within the health care system.	Implementing
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#### 1.6. Increase timely access to wellness supports

Both the Government of Yukon and the Yukon Hospital Corporation offer comprehensive Employee and Family Assistance Program services to their employees, and at YHC, these services are also available to volunteers. Increased programming is to be considered.	Implementing
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#### 1.7. Expand financial incentives

Through the latest collective agreements and through employers' initiatives, the Yukon government and Yukon Hospital Corporation have added several retention and hiring bonuses for some health care and social services staff.	Implementing
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## Recruit

The Recruit pillar of the strategy includes initiatives that will improve how we will attract and integrate committed, passionate, and qualified health workers to the Yukon. This includes focus areas such as licensing and regulatory policies, hiring processes, housing availability, suitability, and affordability, and internationally educated health professional (IEHP) integration programs.

All jurisdictions across Canada are recruiting actively and it is important for Yukon to be part of these efforts. Collaboration on recruitment efforts between Yukon employers will enable more efficient and effective attraction of service providers to the Yukon.

### 2.1. Develop recruitment strategies

Yukon Medical Association hired a full-time physician recruiter supported by Health Human Resources funding. In addition to increasing locum and physician recruitment, they are beginning to develop a “We Want You Back” campaign that targets Yukoners who have entered medical school and residency.	Implementing
Health and Social Services has increased marketing for recruitment purposes by expanded use of social media, LinkedIn and other tools to expand awareness and attract applicants to hard to fill and other vacant positions. This marketing campaign will grow.	Implementing
Government of Yukon is partnering with Yukon Hospital Corporation to finalize the development of a consolidated health recruitment website. This will launch in Winter 24/25 and grow to add new features and content.	Planning
Yukon Hospital Corporation hired a recruiter to focus on expanding recruitment efforts, including attending career fairs and building talent pipelines.	Implementing
Government of Yukon, Yukon Hospital Corporation and First Nations governments are exploring ways to attract young Indigenous talent to work in health and social service jobs.	Implementing
Government of Yukon attended eight in-person and virtual recruitment events this year, with more planned for 2025. Some of those events were attended by both Government of Yukon and Yukon Hospital Corporation. Health and Social Services’ pan-Canadian jurisdictional scan has shown that recruitment events are still a key avenue that employers and recruits focus on.	Evaluating

#### Noteable:

- Health and Social Services has increased recruitment-specific marketing with an enhanced look and feel, based on multi-jurisdictional research and beta-testing of various marketing approaches. Testing has concluded that highlighting existing staff and showing what it is like to live and work in the Yukon (and why it is great) is the most effective approach. Engagement with recruitment posts has increased significantly.
- Health and Social Services’ Community Nursing Branch currently has a 19% vacancy rate for primary health care nurse positions. This has been reduced from 32.5% reported in July 2023 and 47% reported in October 2022.
- The Yukon Medical Association’s enhanced physician recruitment for locum physicians has booked 153 locums to cover routine leave for physicians in Whitehorse since January 2024, a 75% increase from 2022.
- The Yukon has hosted approximately 75 medical students and residents per year for the past several years, increasing exposure to potential recruits.
- In Health and Social Services, the Care and Community Branch has an average vacancy rate of 4% this year. Home Care Branch has an average vacancy rate of 6% this year, with all the regulated nurses’ positions currently being filled.
- The Whitehorse Walk-in Clinic is fully staffed, which includes one clinic manager, two nurse practitioners, two licensed practical nurses, three medical office assistants, and one social worker.

- All four Government of Yukon Registered Midwife positions are filled. Seven second birth attendants have been hired and are covering on-call shifts and supporting births.
- The bilingual Constellation Clinic is almost fully staffed and includes four nurse practitioners (with a fifth coming soon), three part-time contract physicians, one social worker, plus registered nurses, licensed practical nurses, and medical office assistants.
- This year, 80% of the internationally educated nurses recruited by the Yukon Hospital Corporation have successfully integrated into the workforce.
- At Yukon Hospital Corporation, the current permanent nursing vacancy rate is 8.1%, down from 20.4% last year.
- Overall, the vacancy rate at the hospital has stayed steady at around 8% to September 2024. While turnover remains low, positions are taking about 3 to 6 months to fill.

## 2.2. Improve housing availability

Public Service Commission will review and update staff housing modernization plans	Planning
Yukon Hospital Corporation is collaborating with the Government of Yukon on better utilizing staff housing for seasonal and health care workers.	Implementing

## 2.3. Streamline licensing pathways

<p>The Department of Community Services has implemented the following licencing improvements this year:</p> <ul style="list-style-type: none"> <li>• Establishment of locum licence for physicians.</li> <li>• Simplification of licensing for medical students and post-grad students.</li> </ul>	Evaluating
<p>Community Services, working with the Yukon Registered Nurses Association (YRNA), has made significant amendments to the Registered Nurses Professions Regulation. These include:</p> <ul style="list-style-type: none"> <li>• Enabling the YRNA's ability to license Registered Nurses and Nurse Practitioners. This provides a more streamlined entry into the profession in the Yukon without having to rely on practitioners to be registered in another Canadian jurisdiction first.</li> <li>• Updating the regulations to allow for new classes of registration ranging from full, interim, courtesy, virtual, and multijurisdictional.</li> </ul>	Implementing
<p>The Yukon government, through a Letter of Intent with the Government of Nova Scotia, is exploring ways to simplify licencing pathways for internationally trained physicians who want to practice in the Yukon.</p>	Planning

## 2.4. Streamline processes for granting hospital privileges

<p>Recognizing that hospital privileges are required in addition to licensing to provide governance and accountability for medical practice within hospitals, Yukon Hospital Corporation is proactivity reviewing internal processes to ensure controls continue to be in place while increasing efficiency and reducing duplication where possible. This includes working with Yukon Medical Council to ensure privileging and licensing processes are aligned as much as possible.</p> <p>Exploring options to introduce system to automate and optimize the privileging processes as much as possible to remove any 'red tape' barriers to physician recruitment.</p>	Planning
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## 2.5. Evolve health professional laws

<p>The Department of Community Services reports:</p> <ul style="list-style-type: none"> <li>• Modernization of the <i>Health Professions Act</i> will be entering the engagement phase in winter 2025.</li> <li>• New regulations for psychologists are in the late stages of development.</li> </ul>	<p>Planning</p>
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## 2.6. Establish a clear IEHP integration pathway

<p>The Department of Economic Development is finalizing a foreign credential navigation service for internationally educated health care professionals (IEHPs). Navigators will conduct needs assessments and provide individualized action plans, information on licensing pathways, job search support and referrals to additional services. Financial assistance will be available in certain cases. The service is set to launch in Winter 2024. First contact has been made with IEHPs already residing in the Yukon.</p>	<p>Planning</p>
<p>The Government of Yukon is developing an evidence-based transition to practice framework to support IEHPs with a structured and measured transition into practice and will be adapted to also support new nursing graduates in the future.</p>	<p>Planning</p>
<p>The Government of Yukon is working with India's Apollo Hospitals on developing a framework to support Health Human Resource needs, including both new healthcare providers and technology to support the Yukon.</p> <p>The goal is to formalize a direct partnership with Apollo Hospitals to create a pipeline of already educated health professionals in India interested in emigrating to Canada and the Yukon specifically by early 2025.</p>	<p>Planning</p>
<p>Yukon Hospital Corporation has launched an IEHP recruitment, support, and mentorship program including a 12-week structured mentorship and orientation programs in partnership with Canadian Association of the Schools of Nursing.</p>	<p>Evaluating</p>

### Noteable:

From January 31, 2023, to August 26, 2024, the Continuing Care Division of Health and Social Services hired 24 internationally educated professionals who were in the Yukon into nursing home attendant positions.

Yukon Hospital Corporation has added 11 internationally educated nurses this year to their nursing staff. They have come from the Philippines, India and Saudi Arabia.



## Plan

The Plan pillar of the strategy will provide the Yukon with the right data and information to make evidence-informed decisions about the future and planning of our workforce. This includes gathering and sharing high-quality health workforce data and developing an overarching health workforce data strategy.

Workforce data is essential for effective planning and action. Organizations need to have a strong understanding of what data they need, what they have, what they need to collect and what they can't obtain.

### 3.1. Gather comparable health workforce data

The Government of Yukon, in partnership with the Yukon Hospital Corporation, has developed an internal data dashboard for human resources metrics. Work continues to refine source information and functionality.	Planning
The Yukon supported the creation of Health Workforce Canada, a new, independent organization supported by the Canadian Institute for Health Information (CIHI) and funded by Health Canada that is leading a collaborative pan-Canadian approach to improve the accessibility of health workforce data. Yukon data has been integrated into Health Workforce Canada's reporting. More and improved information sources will improve Yukon's reporting and metrics.	Implementing

### 3.2. Create a health workforce data strategy

The Government of Yukon is developing a health data governance strategy to ensure the accuracy, consistency and security of data within the organization. The goal is to maintain high-quality data that is secure and accessible, enabling informed decision-making and providing valuable business insights.	Planning
Yukon Hospital Corporation is collecting and compiling data on their workforce to forecast future staffing needs and align with workforce projections.	Implementing



## Innovate

The Innovate pillar of the strategy focuses on promoting and implementing new ways of working and learning. This includes a series of initiatives focused on maximizing the potential of our health workforce, enabling team-based integrated models of care, and introducing modernized technology.

### 4.1. Deploy team-based family health models

The Department of Health and Social Services is undertaking preliminary work to develop integrated care pilot projects in some Yukon communities. This will be a phased approach and will involve engagement with clients and professionals in the system as a start.	Planning
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### 4.2. Leverage existing health roles in a new way

The Department of Health and Social Services and the Yukon Hospital Corporation continue to welcome health professionals from the Department of National Defense (DND). Nurses and X-ray technicians have been working at the Whitehorse General Hospital, Watson Lake, and Dawson City Community Hospitals since May 2024. This project both supports the Yukon workforce and allows the DND professionals to maintain their skills between deployments.	Implementing
Yukon Hospital Corporation expanded Surgical Services to maximize the existing workforce and allow for more flexible staffing.	Evaluating

### 4.3. Identify digital tools to support the health workforce

Yukon Hospital Corporation has implemented a new Human Resources Information System to support employees through their life cycle.	Implementing
Government of Yukon, Yukon Hospital Corporation, physicians and other health care providers are increasing use of MEDITECH Expanse to efficiently deliver patient-centred care across our health system.  MEDITECH Expanse is an important component of an integrated health information system that will connect health records across care settings. It integrates lab, diagnostic imaging, acute and other clinical information across multiple care settings, supporting a comprehensive health record for Yukoners.	Implementing

### 4.4. Provide sustainable and accessible virtual care and telehealth services

Home Health Monitoring provides clients a CloudDX Connected Health Kit with an easy-to-use tablet and health monitoring equipment for use in their home. Patients improve their knowledge of their condition and their ability to self-manage. Emergency room visits and hospital admissions are decreased, and patients feel more in control of their health. This is an existing initiative.	Implementing
Department of Health and Social Services' Community Nursing currently provides virtual health services through telehealth across Yukon communities. This is an existing initiative.	Implementing
Department of Health and Social Services is also researching virtual care implementations and meeting with other jurisdictions to gain knowledge on barriers, successes, technologies and patient experiences.	Planning



## Learn

The Learn pillar of the strategy focuses on creating more growth, development, and education opportunities for Yukoners to learn locally. The initiatives outline our commitment to creating professional development opportunities, new training programs, and leveraging innovative training practices.

Progress under the learn pillar is about establishing and maintaining strong partnerships, understanding the needs of the healthcare system and developing near and long term opportunities for people to build and increase their skills in the Yukon.

### 5.1. Develop formalized career pathways and upskilling processes

Yukon University is reactivating the Medical Office Assistant Program. This will serve to provide opportunities for administrative support staff to upgrade their skills to better reflect the demands and expectations of their employment and to train new workers interested in becoming a medical office assistant. These trained workers will be able to support physician and other health clinics across the territory to reduce administrative burden. The anticipated launch is for 2025.	Planning
The Department of Health and Social Services is developing a Clinical Practicum Coordinator to work with employers and educational institutes to support streamlined practicum placements for health and social professions.	Planning
Since the beginning of 2023, Health and Social Services' Continuing Care Division has supported more than 10 staff in moving from Nursing Home Attendants into Licensed Practical Nurse or Registered Nurse positions. Additionally, 10 nurses are currently preparing for the National Council Licensure Examination this year will allow them to work as a registered nurse.	Implementing
The Yukon Hospital Corporation recently enhanced staff capabilities by upskilling x-ray technologists to broaden their expertise, including proficiency in mammography and CT scanning.	Implementing

### 5.2. Build leadership competencies

The Public Service Commission is establishing a framework for character-based leadership, evaluating and updating supervisor and manager training, and reviewing and improving 360-degree evaluation opportunities.	Implementing
Government of Yukon and Yukon Hospital Corporation leaders are accessing programs through Health Quality BC Academy and EXTRA through Health Care Excellence Canada. This is to increase skills and knowledge in leadership and quality improvement. This is an existing initiative.	Implementing

### 5.3. Expand capacity to train

The Government of Yukon has an agreement with the University of New Brunswick for two cohorts of a Yukon “Learn Where You Live” Licensed Practical Nurse (LPN) to Registered Nurse (RN) pathway which started in September 2024. 17 Yukon LPNs have started in the first cohort, and up to 20 LPNs can be supported in the second cohort, which will start in fall 2025. The first graduates will enter the Yukon workforce in 2027 as registered nurses.	Implementing
During the spring and summer of 2024, Yukon University engaged with several communities, health professionals and educators to fully understand the needs of the Yukon health and social sector and communities. This engagement is continuing.	Implementing
Yukon University is exploring partnership opportunities with universities to support the development of a Nursing Degree that is reflective of the Yukon’s unique needs.	Planning
Yukon Hospital Corporation and Yukon University have established new collaborative hybrid positions to foster clinical and academic integration. This allows for growth opportunities for YHC staff and supports the development of new LPNs and health care assistants entering the workforce.	Implementing
<p>The Yukon and other Canadian jurisdictions committed to study the education, training and distribution of key health care professions to:</p> <ul style="list-style-type: none"> <li>• Conduct an in-depth stocktake and assessment of the domestic supply capacity, demand for, and distribution of selected health education and training programs within Canada.</li> <li>• Identify key challenges, opportunities, and potential recommendations for the education and training of health professionals.</li> <li>• Demonstrate ways in which the education and training system should evolve to support the model of the future health workforce, e.g., a new workforce model, such as one that supports interdisciplinary team-based care.</li> </ul>	Implementing

### 5.4. Expand and promote educational opportunities

Yukon University is focused on the development of a wholly Yukon-based Bachelor of Social Work Degree. They are working to meet several milestones to complete the program with a goal to launch in September 2025.	Planning
The Council of Yukon First Nations is developing a partnership with Nicola Valley College for a Social Work Diploma program	Planning
Yukon Hospital Corporation and the Government of Yukon are supporting student practicum placements in various health professions and are actively building new relationships with schools to accept more students.	Implementing
Yukon Medical Association’s Residency Advisor and Medical Learner Coordinator is promoting medical student and resident learning activities in more remote Yukon communities.	Implementing

### 5.5. Develop a rural family medicine residency program

<p>The Yukon Medical Association (YMA) and the Department of Health and Social Services are working to explore the viability of establishing a 2-year permanent family medicine residency program in the Yukon.</p> <p>The YMA has engaged the University of Alberta, and some preliminary curriculum building has begun.</p> <p>Residency training has been shown as an effective recruitment strategy, particularly from NWT and Nunavut experience.</p>	<p>Planning</p>
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### 5.6. Provide sponsorship for training

<p>Funding from the Health Human Resources Strategy is supporting some of students' tuition in the "Learn Where You Live" Licensed Practical Nurse to Registered Nurse pathway, and students are eligible to apply for some additional support through their employers' organizational development continuing education funds.</p>	<p>Implementing</p>
<p>Between 2023 and 2024, 46 Yukoners received bursaries for studies in health and social professional care fields, including medicine and nursing, from the Department of Health and Social Services.</p>	<p>Evaluating</p>
<p>The Yukon/Canada agreement on Foreign Credential Recognition will develop a program to provide funding for individuals with international health education who are seeking to obtain Canadian/Yukon credentials.</p>	<p>Planning</p>
<p>Yukon Hospital Corporation's First Nations Health Program secured funding from the Government of Yukon that subsidizes wages paid to youth interns and sponsors some community travel for program promotion and intern support.</p>	<p>Implementing</p>

#### Noteable:

In 2023/24, 46 Yukoners received bursaries to support their studies in healthcare fields:

- 22 medical bursaries were awarded, totaling \$117,500.
- 12 students pursuing nursing education received a total of \$45,000.
- 12 students in other healthcare professions were granted \$35,000.

Working as a nurse or doctor in the Yukon also qualifies them for federal student loan forgiveness, making it an excellent career choice.

