



Health System Transformation

MASTER Public Q and A

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More on the Health Authority:

1. What is a health authority?

- A health authority is a publicly funded, not-for-profit organization that supports a system-wide perspective to enable better planning, improve efficiency, and allow for innovative delivery of public health care.
- Shāw Kwä'ą / Health and Wellness Yukon / Santé et mieux-être Yukon will be a major health service provider and contributor to health and social services transformation in the Yukon, responsible for much of the day-to-day delivery of health and some social services in the territory.

2. Why do we need a health authority?

- The recommendation to establish a health authority was made because it provides the most comprehensive long-term solution to meeting the needs of all Yukoners.
- Over the past decade, the Yukon's health care system has faced increasing pressure. Like many other jurisdictions, the territory is grappling with an aging population, rising health care costs, a shortage of health care workers, and growing health inequities.
- These challenges were further exacerbated by the COVID-19 pandemic, which highlighted gaps in health care delivery, particularly for vulnerable populations such as remote First Nations communities, seniors, and individuals with complex health needs.
- The decision to move to a health authority model was grounded in the extensive findings and recommendations from the comprehensive review of the health system captured in the 2020 Putting People First report, including:
 - Fragmentation of services: Health and social services are often delivered in silos, making it difficult for individuals to navigate the system and access the care they need.

- Inequities in access to care: Indigenous and rural communities, in particular, face significant barriers in accessing timely, culturally appropriate services.
- Rising costs and inefficiencies: The growing demand for health care, coupled with rising costs, requires more strategic investments to ensure long-term sustainability.
- The Shāw Kwä'ą will be responsible for the cohesive delivery of most health and some social services in the territory. By bringing most services under one organization, silos and disconnects in the current multi-party system will be removed. Continuity of care will improve, and service delivery will be more effective and efficient.
- Shāw Kwä'ą will help us create an effective, efficient, integrated and population health-oriented system, based on equity and respect for all Yukoners.
- Currently, the Yukon Hospital Corporation, physicians in Yukon and the Department of Health and Social Services operate independently.
- Establishing Shāw Kwä'ą is the launching point for multiple improvements, integrations and changes to the delivery of health care and social services that will continue under the new corporation.

3. Why is the health authority being prioritized when there is already a strain on the health care system?

- The Government of Yukon and health system partners acknowledge the intensity of the workforce situation and are taking action to address it. Shāw Kwä'ą is a key component of this response.
- A Health Human Resources Steering Committee, jointly led by the Department of Health and Social Services and the Yukon Hospital Corporation, was established in March 2023 to strategize how best to retain and recruit health professionals. Through local training and education opportunities, planning and innovation, we aim to both retain and attract health professionals to work in the Yukon and to increase opportunities for Yukoners to join this sector.

- The committee includes health system partners such as Yukon medical and nursing associations, YukonU, and multiple Yukon government departments.
- In December 2023, the Health Human Resources Steering Committee launched a Health Human Resources Strategy. The strategy provides a systemic, coordinated and informed roadmap towards a health and social services system that will meet Yukoner's current and future needs.
- The goal of Shāw Kwä'ą is to create an organization that will provide better health care and social services to Yukoners.
- We believe that having one organization responsible for most service delivery in the territory will remove silos in the current system, improve continuity of care and improve effectiveness and efficiency of delivery. Shāw Kwä'ą, through health system transformation, will be a major contributor to this change. It will help us create an effective, efficient, integrated and population health-oriented system, based on equity and respect for all Yukoners.
- We recognize that changes of this magnitude can be a source of stress for staff, however, we expect that the challenges of the transition period will be outweighed by the long-term benefits to Yukoners and staff.
- Our goal is to create a high-performing system with a focus on:
 - Experience of people – the system is person and family centered, culturally safe, anti-racist, accessible and integrated.
 - Experience of the workforce – the workforce is supported, staffed appropriately and has work-life balance.
 - Population health and determinants of health – the system addresses health inequities and community wellness.
 - Best use of resources – the system is efficient and effective.

4. How will the health authority make health care more available now and for the Yukon's future population.

- Health system transformation aims to remove silos in the system for a more integrated person-centered approach that improves access to healthcare to better serve Yukoners.
- For Yukoners, the move to a health authority means:
 - **Simpler access to services:** You will have a more coordinated experience when accessing health care, with care teams working together to meet your needs. Whether it's a hospital visit, accessing services at a community health centre, or accessing mental health services, your care will be better integrated and easier to navigate.
 - **Care closer to home:** More services will be provided in or near your community, reducing the need for medical travel to Whitehorse or out of the territory. The health authority will be committed to strengthening local care in rural and remote areas.
 - **A focus on prevention:** The new system will prioritize keeping Yukoners healthy through preventative care and wellness initiatives. This includes programs focused on reducing the rates of chronic diseases and substance use disorders, which have significant impacts on the territory's health outcomes.
- A health authority supports a system wide perspective with coordinated governance and accountability, which enables better planning, improves efficiency, and allows for innovative delivery of public health care.
- Transforming and defining roles and responsibilities of Yukon's health and social services, programs and delivery will create an integrated, collaborative system that is more efficient and improves patient and workplace connections and outcomes.

5. **What services will the health authority deliver?**

- Typically, a health authority delivers most of the day-to-day operations of health and some social services while the government retains responsibility to ensure that quality, cost-effective and timely health services are available for all Yukoners. In other words,

the health authority delivers the bulk of the services, and the government holds the health authority to account for this responsibility.

- Through health system transformation, we will determine, with input from stakeholder collaboration and engagement, which programs and services will transition to the health authority, and which will be part of the Department of Health and Social Services.

6. Will alternative forms of health care be included under the health authority (e.g. Indigenous and traditional care practices)?

- Under the amended *Health Act*, the government is required to respect ‘traditional Indigenous healing practices’ and to consider “Indigenous determinants of health”. This aligns with Health and Social Services’ “Declaration of Commitment to Advancing Reconciliation, and Embedding Cultural Safety and Humility throughout the Department of Health and Social Services”, and with related cultural safety initiatives that are planned or underway.
- We anticipate that any decisions on the integration of specific Indigenous healing practices into the services of Shāw Kwā’ą would be made in collaboration with Yukon First Nations and would include reflection on whether the health authority is authorized and entrusted to apply the specific Indigenous knowledge and healing practices.
- Patient and client safety and wellness are also primary concerns, and we will work with Indigenous knowledge holders and medical professionals to ensure decisions are informed by a fulsome understanding of how Indigenous and Western healing approaches may work (independently or in complement) to support improved outcomes.
- Shāw Kwā’ą will be responsible for working in partnership with Yukon First Nations in delivering culturally safe and relevant services in their communities to achieve health equity.

7. How will technology be leveraged under the Health Authority to better support patient and physician experiences?

- Technology will be leveraged to enhance and enable service and care. This will include providing clients with better access to their digital health records, through a phased approach.
- Currently, MEDITECH Expanse is used by the Yukon Hospital Corporation across its three hospitals.
- A broader digital health strategy is being worked on by the Department of Health and Social Services, the Yukon Hospital Corporation and the Yukon Medical Association, and includes engagement with stakeholders.

Health Authority Structure / Decision Making

8. Who will run Shāw Kwä'ą?

- Shāw Kwä'ą will be led by an independent Board of Directors and a Chief Executive Officer.
- Although arm's length from government, the Board of Directors will be accountable to the Minister, who is accountable to the Legislative Assembly.
- The Board of Directors is to be comprised of 7 members:
 - 3 individuals to be nominees of the Yukon First Nations' health committee
 - 3 individuals to be nominees of the Minister of HSS
 - A 7th individual will be appointed by the Minister of HSS as of the Chair
- Before nominations for appointment to the board are made, the Minister and the Yukon First Nations' health committee must make reasonable efforts to reach consensus on individuals to be nominated.
- The board will reflect a range of competencies required to operate a complex organization like Shāw Kwä'ą. The competencies will be set out in an approved bylaw. A process for board nominations is being developed with Yukon health partners, including First Nations.

- In addition to ensuring members have the expected competencies, we will make best efforts to ensure that the membership reflects Yukon's cultural, linguistic, regional and gender diversity.
- The legislation provides for the board to be appointed during the transition period, ahead of the legislation coming fully into force, to focus on the work required to ensure a smooth transition.

9. What is the role of Yukon First Nations governments in health and social system transformation in the territory?

- In response to Putting People First, Yukon First Nations governments, health partners, the Government of Yukon and key partnership committees are working together to build relationships to oversee, coordinate and improve health and wellness outcomes for the territory, .
- The Chiefs Committee on Health and the Health Transformation Advisory Committee are foundational to building Shāw Kwä'ą in partnership with Yukon First Nations.
- The Chiefs Committee on Health (CCOH) provides guidance and oversight to the Health Transformation Advisory Committee. The Chiefs Committee ensures Yukon First Nations needs and interests are reflected in the implementation of the governance structure. Members of this committee were selected by Yukon First Nation leadership and are as follows:
 - Chief Pauline Frost, Vuntut Gwitchin First Nation, Committee Chair
 - Chief Barb Joe, Champagne and Aishihik First Nations
 - Deputy Chief Darla-Jean Lindstrom, Carcross / Tagish First Nation
 - Deputy Chief Erin McQuaig, Tr'ondëk Hwëch'in First Nation
- The Health Transformation Advisory Committee (HTAC) is comprised of three Yukon First Nation senior officials (appointed by the CCOH), the Deputy Minister of Health and

Social Services and the Chief Executive Officer of the Yukon Hospital Corporation (appointed by the Minister of HSS). Members of HTAC are as follows:

- Doris Bill, Kwanlin Dun First Nation Citizen and senior official appointed by the Chiefs' Committee on Health (CCOH)
 - Diane Strand, Champagne and Aishihik First Nations Citizen and senior official appointed by the Chiefs' Committee on Health (CCOH)
 - Stephen Mills, Vuntut Gwitchin First Nation and senior official appointed by the Chiefs' Committee on Health (CCOH)
 - Deputy Minister of Health Matt King
 - Yukon Hospital Corporation Chief Executive Officer Tiffany Boyd
- HTAC was established to advise and make recommendations to YG and CCOH on policy, legislative and strategic issues related to Shāw Kwā'ą, and broader Putting People First report implementation. The advisory committee helps ensure important values and interests are embedded into health system transformation in the Yukon.
 - HTAC facilitated engagement with Yukon First Nations leaders and stakeholders, including health professionals in the development of the *Health Authority Act*.

10. Why are there no medical staff, front-line staff, or union members allowed on this new health authority board?

- The *Health Authority Act* outlines the eligibility criteria for being a board member. Board members will be responsible for setting bylaws that apply to current medical staff and that govern employment with the health authority. Therefore, to reduce the risk of a conflict of interest, current staff and medical staff of the health authority are not eligible to members. Staff and medical staff will be encouraged to participate on committees of the board to ensure these critical front-line perspectives inform decisions.

- Former medical staff and previous employees (after six months) are eligible for appointment to the board as the conflict of interest noted above would no longer apply.
- The Department and the Health Transformation Advisory Committee will lead proposed engagement plans with health professionals and other stakeholders to develop policy that will shape implementation, including the development of regulations and other steps.
- Engagement with health professionals will continue even after the health authority is operational, as programs and services will be continuously reviewed to ensure they meet the health and wellness needs of Yukoners.
- The Department established Transformation Networks in 2023. Networks represent specific areas of the workforce and were created to provide an avenue for the workforce to participate in health system transformation by providing input, voicing the thoughts of their teams, and acting as peer-to-peer change champions through the various phases of the transformation.

11. Who will be accountable to the public for the quality of care delivered by the health authority?

- The Board of Directors and CEO of Shāw Kwä'ą are responsible for delivering high quality care.
- The Minister of Health and Social Services is the legislative authority and primary link between the Government of Yukon and organizations that make up the health and social services system.
- Both Shāw Kwä'ą and the Minister will be accountable for the quality of care, given the Minister's responsibility for system oversight and Shāw Kwä'ą's responsibility for service delivery.

12. How will the Health Transformation Advisory Committee ensure it is properly and meaningfully engaging with partners, and stakeholders,

such as healthcare providers and professionals, when developing components of the health authority?

- Following the success of the committee in supporting a collaborative approach to the development of the *Health Authority Act*, the Health Transformation Advisory Committee is expected to collaborate on and contribute to many initiatives that will inform the creation of Shāw Kwä'a, such as the Yukon Health and Wellness Plan; board composition; functional alignment of the health system, etc.
- Many of these initiatives will require engagement with partners, stakeholders, health system leadership and service providers, communities and people with lives experience.

13. What will Happen to the Department of Health and Social Services, Yukon Hospital Corporation and other organizations?

- The Yukon Hospital Corporation will dissolve, and its assets and personnel will be transferred to Shāw Kwä'a, as well as all of its functions.
- Some functions and programs that exist under the Department of Health and Social Services will be transferred to Shāw Kwä'a. The Department will shift its focus to strategic direction, health policy, performance metrics, health promotion and protection and system oversight.
- The Department's focus will be on overall system planning, rather than the delivery of health and social services, although it is expected that the Department will still deliver some services directly.

Next Steps/ Development and Engagement

14. Is the creation of the Health Authority threatened by a potential change in government?

- The creation of Shāw Kwä'a is one of the priority recommendations from the Putting People First Report, published in 2020 and authored by an Independent Expert Panel. It

involved significant engagement and consultation with Yukoners and therefore is expected to be supported by Yukoners regardless of the government of the day.

- The recommendations from Putting People First are the result of a comprehensive and public review of health and social services in the Yukon. If a change in government occurs, we will ensure the incoming administration is aware of the evidence and perspectives that inform the health transformation efforts and establishment of Shāw Kwä'a”

15. How can advocacy and minority groups become involved in the development of Shāw Kwä'a?

- There will be multiple opportunities for public and stakeholder engagement during the health system transformation. This will include concerted efforts to hear from underrepresented and marginalized groups.
- Engagement will continue even after Shāw Kwä'a is operational. Through both broad and targeted engagement, we will ensure that the design of health and social services delivery continues to be shaped by Yukoners.

16. What are the opportunities for frontline staff to be involved in designing Shāw Kwä'a services?

- Engagement with frontline staff and partner organizations is critical for mapping the system change.
- We are committed to keeping all staff informed as this work progresses, including opportunities to participate and provide input. We need your voice in this work.
- The Department, the Health Transformation Advisory Committee, and health partners will lead engagement with health professionals and other stakeholders to inform policy that will shape implementation, including the development of regulations and other steps.

- This will include how health professionals and their expertise are woven into the fabric of the management and decision-making processes within Shāw Kwä'ą. An example of this is through the development of the Medical Staff Bylaws.
- Engagement with health professionals will continue even after Shāw Kwä'ą is operational, as programs and services will be continuously reviewed to ensure they meet the health and wellness needs of Yukoners.
- The Department established Transformation Networks in 2023. These networks are intended to represent and / or reach staff across the department. Grouped into specific areas of the workforce, the networks provide an avenue for staff to participate in the health system transformation by providing input, voicing the thoughts of their teams, and acting as peer-to-peer change champions.
- For more information on Transformation Networks, please email healthtransformation@yukon.ca.

17. Is the current health system mapping project focused on identifying redundancies, overlaps, or other opportunities to increase efficiency by eliminating programs or laying off staff?

- The mapping project is meant to capture a full picture of the current state of health and social related programs and services offered to Yukoners in the territory. This includes programs and services offered by every level of government, non-government organizations, private sector and otherwise.
- The mapping project will identify the full suite of programs and services currently being delivered. This will also then highlight gaps, needs, and opportunities for improvement.
- It will help inform future decisions about optimal system design and to inform what programs and services could be included under Shāw Kwä'ą, through governments and through non-governmental organizations. This work will be further informed through future engagement with staff and public on system design.
- Learn more about the [Health and Wellness Services Mapping and Design project](#).

Staff Questions

18. What does the move to a Health Authority mean for my job with the Yukon government?

- In advance of transferring programs to Shāw Kwä'ą, employees of the Department of Health and Social Services and the Yukon Hospital Corporation will be given an offer of transfer with an explanation of the effects of the transfer.
- Terms and conditions of employment negotiated with the unions are retained by unionized staff throughout the transfer. Non-unionized staff will have any change in terms or conditions fully explained with the transfer offer.
- We will ensure that all employees are informed about the transfer to Shāw Kwä'ą, including being informed about their pensions and benefits and what these may look like under Shāw Kwä'ą.

19. During the transformation, will there be position classification alignment? Currently, Yukon Government and Yukon Hospital Corporation use different position classifications and salary bands - will this be unified?

- While the Government of Yukon and the Yukon Hospital Corporation have different positions, classifications and salary bands, both organizations use comparable point factor rating classification systems that evaluate similar factors and dimensions of all positions (e.g., knowledge and skills, mental demands, accountability and working conditions).
- While the use of similar classification systems may make it easier for them to be aligned in the new Shāw Kwä'ą, more work is needed to know what this will look like. Updated information about the classification of positions under Shāw Kwä'ą will be shared as it becomes available.

20. Are new positions being created for Shāw Kwä'ą, and if so, where will these positions be created and for what purpose?

- In 2024/25 there are 28.5 FTEs supporting health system transformation and implementation of the recommendations under Putting People First report.
- These temporary positions are funded through the Territorial Health Investment Fund.
- The positions are working in functions such as legislation and policy, finance, change management and business transformation.

21. How will the Department of Health and Social Services share resources and tools for health system transformation with staff?

- We are committed to keeping all staff informed as this work progresses, including opportunities to contribute in the initial development. We need your voice in this work.
- Transformation networks of Health and Social Services staff volunteers were established in 2023. These networks are being supported in the development of change management skills and knowledge to help with departmental communications. The networks were established to provide an avenue for staff to share input, questions, concerns, and interests with members who are change champions.

Pension and Benefits

22. What does this mean for my pension and benefits in the future?

- The Government of Yukon and the Yukon Hospital Corporation are exploring potential pension options for Shāw Kwä'ą so that pensions are equitable for staff who transition to the health authority, attractive to workers, supported by unions, and fiscally sustainable. This includes the plans that employees currently participate in.
- The intention of a pension plan for Shāw Kwä'ą employees is to have, at a minimum, a similar level of pension benefits and stability to what staff have currently.
- We will consult with unions and will continue to work with the Yukon Hospital Corporation to consult and engage with its unions to achieve the best possible outcome for employees.

- We do know that pensions are a vital part of career decisions and retirement planning.

23. How will it work for employees who have pensions with both the Government of Yukon and Yukon Hospital Corporation? Will they be transferred to the health authority?

- This has not been determined. If there are options for individual employees with pensions in both current plans, the options and impacts will be clearly explained before a decision is required.

24. What does this mean for retired employees and their pensions? Who will pay them?

- The pension obligation to retired members exists and will be fulfilled.
- Impact on retirees is one of the factors in our review of pension options.

25. What happens when the current collective agreement ends?

- Successorship provisions under the *Canada Labour Code* apply regardless of where in the bargaining cycle the transfer takes place.
- Just as your terms and conditions remain in force past the expiry date on your collective agreement, until a new one is ratified, they will remain in force through the transfer even if your collective agreement expires before the transfer.
- After transfer, Shāw Kwä'ą will become the employer in the Collective Agreement, and Shāw Kwä'ą will bargain the next and subsequent agreements with your union.

26. When will the health authority become operational?

- Preparatory work for the creation of Shāw Kwä'ą is progressing and is an ongoing, multi-year project. Updates will continue to be provided as information becomes available.

- A target operational date will be determined in the year ahead, based on progress on the foundational workplan being guided by the Health System Transformation Advisory Committee to make recommendations to the Yukon government. Once a stand-up date is clear and determined it will be broadly communicated with substantial notice.

27. Will Yukon government employees who transfer to Shāw Kwä'ą have to leave the public service and start fresh with a new employer?

- The Putting People First report identified that a single service delivery entity would enable the integration of services and administration to improve the efficiency of services and provide greater opportunity for partnership with First Nations to meaningfully address racism and discrimination in the health system. The wellbeing of the workforce is central to transition planning and goals.
- Shāw Kwä'ą will operate at arms-length from government and staff will be employees of the new Health Authority and not Yukon government.
- Any and all employees who are eventually transferred to Shāw Kwä'ą as the new employer will receive comparable pay and benefits, with protection of the terms and conditions of employment, including any entitlements flowing from their years of continuous service. The Yukon government is engaging with the relevant unions to further explore a preferred pension option, and to generally plan and prepare for the future.

28. When we transfer to Shāw Kwä'ą, why can't we remain under the federal Public Service Pension Plan?

- As recommended in Putting People First, Shāw Kwä'ą is being established to operate at arms-length from government and not as an institution of the Government of Yukon, and its employees will not be considered part of the 'public service'.
- The legislation passed through the Yukon Legislative Assembly in Spring 2024 enabled the creation of an arms-length health authority that is separate from the government of Yukon. This decision was made to ensure the health care system is co-designed and

co-managed with Yukon First Nations, and, similarly to some health authorities across Canada, there will be a division of duties between Shāw Kwā'ą and government ministries.

- Since Shāw Kwā'ą is arm's length from the Government of Yukon, as is the case with the Yukon Hospital Corporation currently, employees will not be part of the territorial government's public service.
- As part of Yukon government's due diligence through pension planning, Yukon was advised by the federal government that employees of Shāw Kwā'ą will not meet the definition of public service and nor would the health authority be considered an agent of government. Government of Yukon does not have any control nor authority over the federal Public Service Pension Plan. Therefore, other options have been evaluated and based on expert advice the Yukon Hospital Corporation plan is currently the preferred option, and Yukon government is further exploring this with the unions. Presentations from the consultants to the union and staff are starting in May 2025 to further explain the work to date and to share information.

29. Will the Yukon government or Yukon Hospital Corporation staff lose their pension or pensionable service, or be forced to transfer their pension into a different plan?

- The pension plan for Shāw Kwā'ą has not yet been determined and the intention is that it will offer a similar level of pension benefit and security.
- The Government of Yukon is committed to preserving a similar level of pension benefits for all employees affected by this transition.
- Further exploration of the preferred option will happen in the months ahead. More details will be known after this work concludes and will inform details relating to future transfers. The Government of Yukon has been working with external legal and pension experts to assess pension options and began consulting with the Employer-Union Labour Working Group (which includes affected unions) on a proposed pension

solution in April 2025. We will continue updating and communicating with employees as we know more.

30. Will the transition to Shāw Kwä'ą result in benefit premiums increasing for any affected staff?

- Yukon government has committed to ensure that Shāw Kwä'ą will offer a similar level of benefits to those offered by the Yukon government and Yukon Hospital Corporation.
- A benefit provider for Shāw Kwä'ą has not yet been determined.
- It is too early to tell what, if any, impact the transfer will have on premium rates.

31. What impact will the transfer to Shāw Kwä'ą have on staff who remain employed by Health and Social Services?

- Health and Social Services staff who do not transfer will continue to follow the applicable collective agreement and/or terms and conditions of employment that apply to them as Government of Yukon employees.
- The ongoing transition work includes considerations for how Health and Social Services will look and function as the health authority becomes operational.

Recruitment and Retention

32. What happens when the current collective agreement ends?

- Successorship provisions under the *Canada Labour Code* apply regardless of where in the bargaining cycle the transfer takes place.
- Just as your terms and conditions remain in force past the expiry date on your collective agreement, until a new one is ratified, they will remain in force through the transfer even if your collective agreement expires before the transfer.
- After transfer, Shāw Kwä'ą will become the employer in the Collective Agreement, and Shāw Kwä'ą will bargain the next and subsequent agreements with your union.

33. Will there be financial and job protection for current staff?

- Employment terms and conditions, including salary, are governed by your collective agreement, which is renegotiated (or “bargained”) periodically with your union.
- When unionized employees move to Shāw Kwä’ą they will take their collective agreement with them. Shāw Kwä’ą will then bargain future agreements with your union.
- Inheriting the obligations under an existing collective agreement from a previous employer is known as “successorship” and it is governed by the *Canada Labour Code*.
- Your rights under your union contracts will remain – this means that the rights to job protection that you have now will continue.
- Pay rates are, and will continue to be, negotiated with your union.

34. Will there be any layoffs of any positions when we transition to the health authority?

- The creation of a health authority is not a job or budget reduction exercise.
- There are staffing shortages in most areas of health care and retention of current staff continues to be a high priority.

35. How do you think this will retain current staff and recruit new staff?

- We believe that an integrated health system will better coordinate recruitment and retention efforts and encourage people to apply to health careers in the Yukon.
- Working together, in a health system that includes a health authority as a major health service provider, we can better connect the right people with the right job.
- A health system where most health care is delivered by one or more health authorities, is a system and structure that is already familiar to most other health care workers in Canada. We can expect this familiarity to aid in recruitment.

36. Some staff currently work for both employers, how will this impact on their ability to continue this practice and maintain their level of income?

- Some health system employees work for both the Yukon Hospital Corporation and the Department of Health and Social Services in varying capacities.
 - We are working to determine how many employees would be affected by this while complying with the privacy rights of individuals.
 - Care must be taken to understand the impacts based on specific employee situations.
- Included as part of health system transformation is a goal of reducing health care burnout and promoting healthy work-life balance.
- When employees are working for the same employer, such as the health authority, employees will be supported through coordinated scheduling.
- However, it is our intention to build a system that supports work-life balance and does not require employees to work excessively.

Putting People First & Aging in Place

37. How will the health authority help seniors and Elders to age in place?

- The creation of Shāw Kwä'ą will provide a more coordinated experience when accessing health care; with care teams working together to meet your needs. Whether it's a hospital visit, accessing services at a community health centre, or accessing mental health services, your care will be better integrated and easier for you and your health care providers to navigate. This will enhance the experience and outcomes for Yukoners.
- More services will be provided in or near your community, reducing the need for medical travel to Whitehorse or out of the territory. The health authority will be committed to strengthening local care in rural and remote areas.

- Through the health system transformation, Yukoners' health will be prioritized through preventative care and wellness initiatives. This includes programs focused on reducing the rates of chronic diseases and substance use disorders, which have significant impacts on Yukoners and the territory's health outcomes.
- Public engagement on the Yukon and Community health and wellness plans is anticipated to start in 2025 and will include consultation with senior advocacy groups and First Nations Elders to ensure that decisions reflect the needs and preferences of the aging population.
- A health authority, built by Yukoners for Yukoners will help to improve population health and health equity.

Questions?

- Please email healthtransformation@yukon.ca

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