

The Yukon's Health Human Resources Strategy

Retain, recruit, plan, innovate and learn







Minister's message

Canadian and global health care systems are in the midst of a Health Human Resources (HHR) crisis. We have an aging and growing population. Care needs are becoming more complex. The pandemic only exacerbated and increased pressure on our health workers and the health and social services system.

Unfortunately, there are no quick fixes. It will take time to replenish the system with new doctors, nurses and other professionals as these positions require extensive education and experience. And these workers are in demand across Canada and across the world. But we are taking action.

The Yukon's Health Human Resources Strategy is essential in our commitment to deliver high-quality, person-centered health services to Yukoners.

Presented within this document are initiatives related to five key workforce focus areas. They have been developed collaboratively with our health system leaders, including numerous Government of Yukon departments, Yukon Hospital Corporation, Yukon University, Yukon Medical Council, Yukon Registered Nurses Association, Yukon Medical Association, Yukon Employees Union, Kwanlin Dün First Nation and the Professional Institute of the Public Service of Canada.

Together, the initiatives will help position the Yukon's health system as a **workplace of choice** in Canada.

This Health Human Resources Strategy is part of a continued effort to create positive change in our health system, for both current and new health workers. It supports our *Putting People First Report* which is our roadmap to how the Yukon can provide better health services and improve the experience for patients and Yukon health workers.

The Yukon has already made great strides in addressing workforce challenges through:

- Creating formalized mentorship opportunities.
- Providing onboarding support for community nurses.
- Introducing recognition programs for Emergency Medical Services (EMS) staff.
- Assessing new roles in the system to support the non-professional tasks that take clinicians time that could be focused on delivering care.
- Introducing a recruitment and retention bonus for Government of Yukon nurses.
- Allocating an additional \$2 million in each of the next three budgets to enhance recruitment and retention of new health care professionals across the Yukon as part of the 2023 Confidence and Supply Agreement between the Yukon Liberal Caucus and the Yukon NDP Caucus.

While progress has been made, we are just getting started.

We know that demands on our health system and our health workforce will continue to increase into the foreseeable future. People desire care to be available where they live, rather than having to travel long distances. We need to provide culturally safe practices that support Yukon First Nations' values and healing.

We also recognize that our current health workforce is under considerable pressure as they continue to provide excellent care in the midst of staff shortages and system challenges. We owe them a great deal of gratitude. But we must do more to support our current workforce to continue to excel, while attracting others to work within our system. This requires immediate action grounded in a long-term vision.

The Government of Yukon's Department of Health and Social Services is prepared to do its part to implement the commitments that follow – in collaboration with our partners across the health ecosystem – and provide visible reporting on progress. Together, we will shape a health system that is accessible and capable of meeting the needs of Yukoners for generations to come.



Minister of Health and Social Services
Tracy-Anne McPhee

Steering Committee's message

Tough challenges require innovative solutions. The health workforce crisis in the Yukon is no exception. Currently the health system is going through a time of change. The health workforce and health system partners are continuing to recover from the COVID-19 pandemic, coping with an ongoing Substance Use Health Emergency, and managing the rising complexity of care. Health workers are struggling to manage these pressures, leading to higher vacancy and turnover rates, and at times, service reductions. We must act now to address the Yukon's existing health workforce challenges and to prepare for the future.

To that end, an overarching Health Human Resources (HHR) Strategy has been developed for the Yukon to address the challenges of our health workforce. This plan is for all health and wellness workers, including physicians, nurses, allied health professionals, traditional healers, social services, and support staff (collectively referred to as our "health workforce" or "health workers").

While we need to attract additional providers, we are truly committed to supporting our current workforce as they are the backbone of our system. Engaging front line health professionals will be a critical component to further inform our initiatives as we move forward.

This strategy represents our committee's shared vision to establish the Yukon as a workplace of choice for health professionals where Yukoners and others want to live, learn, work, and grow.

What's different this time?

In the Spring of 2023, leaders across the Yukon's health system came together to collaborate in a significant way. Our partnership, otherwise known as the Yukon's Health Human Resources Steering Committee, represents health system voices including representatives from post-secondary education, professional associations, regulators, and unions.



While we recognize that not all the initiatives in this strategy are new, what is different is our shared commitment to moving forward on them together. We are also working in partnership with key federal organizations such as the Canadian Institute for Health Information (CIHI) and Immigration, Refugees and Citizenship Canada.

The initiatives in this document are the result of collaborative discussions where we challenged each other to think differently, create meaningful change together, prioritize person-centered care (inclusive of patients, clients, families, and caregivers), and ensure our commitment to culturally safe and appropriate care.

This strategy is a testament to our dedication to the health and wellbeing of every Yukoner. Its success will take many forms, including:

- All Yukoners have access to a health workforce that can provide health services when needed, including primary care services.
- The health workforce and systems reflect the populations we serve and are committed to advancing Truth and Reconciliation.
- The health system minimizes service interruptions due to a lack of staff.
- The health workforce has a healthy workplace and supports in place to reduce burnout.

We extend our gratitude to all those who have contributed to this strategy's development and pledge our ongoing commitment to its implementation and monitoring. Together, we will overcome the hurdles that lie ahead and create a health system that is resilient, responsive, and truly serves the needs of the people of the Yukon.



Deputy Minister of Health and Social Services – Tiffany Boyd
Health Human Resources Steering Committee Co-Chair



Chief Executive Officer Yukon Hospital Corporation – Jason Bilsky
Health Human Resources Steering Committee Co-Chair

Government of Yukon
Kwanlin Dün First Nation
Professional Institute of the Public Service of Canada
Yukon Hospital Corporation
Yukon University
Yukon Registered Nurses Association
Yukon Medical Association
Yukon Employees Union
Yukon Medical Council

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Executive summary

Our health workforce challenge

Our health system faces multiple challenges that have led to the development of the Health Human Resources Strategy. Similar to many other regions across Canada, the Yukon is experiencing increased demand for high-quality care driven by a growing and aging population, changing patient expectations, and a substance use health emergency.

Additionally, we are facing pressures caused by a shortage of health workers, compounded by limited training opportunities, complex licensure processes, and limited availability of affordable housing. These factors make it challenging to retain, attract, and integrate health workers into local communities.

New digital technologies, an increased focus on integrated care practices, and changing employee expectations, further underscores the need for change.

Our path to reconciliation also emphasizes the provision of culturally safe care that respects and integrates Yukon First Nations' culture and healing knowledge, reflects the communities we serve, and attracts Indigenous health workers who will feel safe and welcomed into the workforce. The Yukon's Health Human Resources Strategy is focused on addressing these challenges together, in line with *Putting People First* recommendations and the Truth and Reconciliation Commission of Canada's Calls to Action.

Our goal, guided by *Putting People First* recommendations, is not only to address the current shortages but work towards transforming the system to one that promotes wellness.

The Yukon's Health Human Resources Strategy

The Yukon's Health Human Resources (HHR) Strategy is our response to the challenges affecting our health workforce. Made up of five main pillars, the strategy highlights 25 ways we will reach our vision to establish the Yukon as a workplace of choice for health professionals where Yukoners and others want to live, learn, work and grow.

The five pillars are:

Retain: Build and support skilled, passionate, healthy, diverse and inclusive teams;

Recruit: Grow and attract a passionate, engaged and qualified workforce reflective of the needs of Yukoners;

Plan: Collect the right data to support long-term workforce planning, identify gaps and make evidence-based decisions;

Innovate: Promote and implement new ways of working and learning; and

Learn: Create more growth, training and educational opportunities for Yukoners to learn locally.

This strategy intends to have broad impacts across the Yukon's health system. To enable this, we will complete regular and ongoing tracking of progress. We have identified preliminary measures that are reflective of the strategy initiatives, which will be publicly reported on an annual basis.

Part 1: Guiding principles

The efforts outlined in this strategy document are guided by eight principles:

Whole of Yukon approach

We will strengthen communication and collaboration across health system partners and beyond, including municipalities and other Government of Yukon departments. This requires all our health system partners including regulatory bodies, government departments, unions, Yukon First Nations governments, and community-based organizations to work together to make these initiatives real.

Values existing staff

We will promote the wellbeing and professional growth of the health workforce. We will create an environment where the contributions and needs of our existing staff are at the forefront of our efforts and foster a culture that recognizes their commitment and promotes their development within our health system.

Person-centered

We are dedicated to building a health workforce that tailors its services to meet the individual and diverse needs of patients, clients, families, and caregivers and creating an environment where health workers feel supported to develop meaningful patient-provider relationships.

Inclusive

We will build a health workforce that reflects and serves the needs of all individuals and communities we support. We will promote an inclusive health environment, rooted in anti-racism and discrimination principles, to ensure historically marginalized groups feel a sense of belonging in the workplace.

Commitment to cultural safety

Guided by shared experience from Yukon First Nations and Indigenous Canadians in the Yukon, we will promote and develop a health workforce that is supported to integrate equitable, culturally safe health care practices that honor Yukon First Nations' ways of knowing, doing and being.

Evidence-informed

We will ground decisions in research, data, and leading practices that have been proven, rather than starting from scratch. We will root actions in accurate information and data-gathering processes to shape workforce transformation efforts and adapt best practices.

Bold and pragmatic

We will position the Yukon as a place to live and work by challenging traditional norms and driving innovation in the health workforce, while also being practical about what can be successfully brought to life. The Yukon's Health Human Resources Strategy includes new approaches and creative solutions that can be used to create both short-term action and lasting long-term change.

Made in Yukon solutions

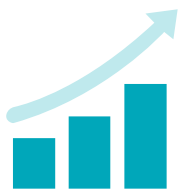
We will harness local infrastructure and opportunities to provide high-quality care to Yukoners. At the same time, we aim to empower Yukoners to access health care, education, and career development opportunities in their communities, allowing individuals to receive care, learn, and develop their careers where they live.

Part 2: Our health workforce challenge

Provinces and territories across the nation are experiencing health human resources challenges including shortages of health workers, workforce burnout, limited employee engagement, and increasing turnover. The context in the Yukon is no exception. Although the unique demographic and geographic characteristics of the territory create challenges that require tailored solutions, the smaller population of the territory provides the opportunity to make impactful change.

The development of Yukon's strategy has been informed by a wide array of considerations, including:

- **Increased Demand for high-quality care:** The Yukon is facing a population that is both growing and aging, along with a Substance Use Health Emergency. At the same time, patient expectations around the quality, availability, including receiving care closer to home, and outcomes of health services are increasing. These trends emphasize the need for the health system to adapt, improve, and expand its services, partly through the provision of HHR to meet the evolving needs of the population.
- **Reconciliation:** The Government of Yukon is committed to addressing the devastating and lasting impacts of the Indian Residential School system, upholding the Truth and Reconciliation Commission of Canada's calls to action, and action the recommendations from the Yukon Advisory Committee on Missing and Murdered Indigenous Women, Girls and Two-Spirit+ People (MMIWG2S+). This involves the provision of culturally safe environments, a workforce that is reflective of those we serve, and the delivery of trauma-informed care.
- **Workforce supply pressures:** The Yukon is facing health workforce shortages, which are being intensified by limited educational opportunities in the territory, licensing barriers, and housing accessibility issues. There are opportunities to explore how we can expand local capacity to train, streamline licensing policies, and enhance housing options to address these challenges.
- **Evolving ways of working:** New ways of working, including increasingly complex care pathways and a growing emphasis on technology, interdisciplinary care, and community-based care services, require new ways of organizing our health workforce.
- **Workplace supports:** Health workers' expectations of their employers and workplace environments have evolved over time, resulting in the need to re-think how we best support our current and prospective health workforce to live and grow in the Yukon.



HIGH POPULATION GROWTH

Since 2016, the Yukon has led the country in terms of population growth, increasing by 12.1%.



DOUBLING SENIOR POPULATION

The 65-year and older age group is projected to represent 21.1% of the Territory's total population in 2040, doubling in size from today.

5.4%

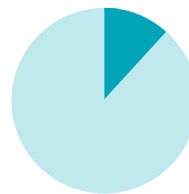
HIGH JOB VACANCY RATE

In 2022, the Yukon was projected to have a job vacancy rate of 5.4%, compared to the national average of 4.7%.



NURSING SHORTAGES

In the summer of 2023, across the system, nursing vacancies ranged from 20-36.5%.



LIMITED REPRESENTATION

While 25% of the Yukon's population is made up of Indigenous Peoples, only 11% of Yukon Health and Social Services employees identify as Indigenous.

0.8%

LOW HOUSING AVAILABILITY

In April 2022, the vacancy rate for apartments in Whitehorse fell to 0.8%, down from 3.7% in April 2020.

17%

PRIMARY CARE PROVIDER ACCESS

As of March 2023, 17% of people in the Yukon lacked access to a family doctor.



EVALUATION AND PLANNING ABILITY

The Department of Health and Social Services does not have the necessary data and tools to effectively evaluate, improve, and plan for a coordinated health system.




Figure 2: Health Human Resources trends and challenges

We are committed to creating change through a series of initiatives that will address these challenges and create a sustainable future for our health workforce. Through close collaboration with system partners, rightsholders, and stakeholders, and careful alignment with our *Putting People First* commitments and the Truth and Reconciliation Commission of Canada's Calls to Action, we have developed a comprehensive and forward-thinking plan. This plan is positioned to make the Yukon's health system a workplace of choice in Canada.

Part 3: Our path forward

Our vision is clear – to establish the Yukon as a workplace of choice for health professionals where Yukoners and others want to live, learn, work, and grow.

This goal forms the foundation for our strategy, which represents our comprehensive plan to tackle the health human resources challenges in the Yukon to 2026 and beyond. Within this strategy are 25 complementary initiatives spanning five fundamental pillars. Each of these initiatives has been designed and selected with the overarching purpose of achieving our vision.

OUR VISION						
<p>“Establish the Yukon’s health system as a workplace of choice where Yukoners and others want to live, learn, work and grow.”</p>						
THE YUKON’S HHR STRATEGY						
PILLARS	 RETAIN	 RECRUIT	 PLAN	 INNOVATE	 LEARN	
		<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>Transform 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"> 1.1. Engage the health and social workforce 1.2. Develop retention strategies 1.3. Expand anti-racism, diversity, equity and inclusion initiatives 1.4. Review, enhance, and recommend mobility practices 1.5. Ensure confidential and safe reporting channels are in place 1.6. Increase timely access to wellness supports 1.7. Expand financial incentives 	<ol style="list-style-type: none"> 2.1. Develop recruitment strategies 2.2. Improve housing availability 2.3. Streamline licensing pathways 2.4. Streamline processes for granting hospital privileges 2.5. Evolve health professional laws 2.6. Establish a clear IEHP integration pathway 	<ol style="list-style-type: none"> 3.1. Gather comparable health workforce data 3.2. Create a health workforce data strategy 	<ol style="list-style-type: none"> 4.1. Deploy team-based family health models 4.2. Leverage existing health roles in a new way 4.3. Identify digital tools to support the health workforce 4.4. Provide sustainable and accessible virtual care and telehealth services 	<ol style="list-style-type: none"> 5.1. Develop formalized career pathways and upskilling processes 5.2. Build leadership competencies 5.3. Expand capacity to train 5.4. Expand and promote educational opportunities 5.5. Develop a rural family medicine residency program 5.6. Provide sponsorship for training
MEASURES	<ul style="list-style-type: none"> • Workforce Wellbeing • Workforce Diversity and Inclusion • Voluntary Turnover Rate 	<ul style="list-style-type: none"> • Vacancy Rate • Recruiting Success • Foreign Credential Recognition 	<ul style="list-style-type: none"> • Health Workforce Census • Timeliness of Reporting • Workforce Projections 	<ul style="list-style-type: none"> • Primary Care Availability • Access to Appropriate Care Settings • New Roles and Models of Care Deployed • Virtual Care Access 	<ul style="list-style-type: none"> • Capacity to Train • Training Satisfaction • Access to Upskilling and Training • Health System Leadership Capacity 	



PILLAR 1

Retain

We will 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.

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 focus areas such as employee and provider engagement, flexibility, inclusion and cultural safety, health and wellness, workplace culture, and workplace supports to address current challenges.

This pillar highlights our commitment to understanding and better meeting the needs of the Yukon's health workforce. Engagement will be completed to listen to the voices and insights of health and social care professionals and identify specific opportunities for improvement. Based on the findings, a system wide retention strategy will be created that outlines tailored ways job satisfaction will be improved across health and social professional roles.

Promoting a culturally safe environment and a sense of belonging for all health workers is a central focus of this pillar. To do so, anti-racism, diversity, equity, and inclusion related initiatives must be expanded to support all health workers.

Further, the initiatives below focus on creating a supportive work environment for the health and well-being of health workers. Our commitment to increasing access to health and wellness supports and investigating flexible workplace solutions, among others, support our vision to create a working environment where health workers feel valued and have the resources they need to thrive, personally and professionally.

Initiatives

1.1. Engage the health and social workforce to understand needs/motivating factors of the Yukon's health and social workforce to advance retention programs and initiatives.

Determine the scope of the health and social workforce to be engaged, understand key retention issues through workforce engagement, identify the current state of health workforce challenges through information gathering across numerous sources, analyze and amalgamate results, determine themes of data collected, and use identified leading practices from other jurisdictions.

Impact for Yukoners: An engaged, stable, healthy, connected, and valued Yukon health and social workforce.

1.2. Develop retention strategies to reduce turnover and improve job satisfaction.

Use input from staff to create targeted initiatives and policies to foster job satisfaction and reduce turnover, including developing transition to and from practice programs, and providing workplace supports.

Impact for Yukoners: Current workforce challenges, including administrative burden, are addressed, resulting in increased time to care and higher quality care.

1.3. Expand anti-racism, diversity, equity and inclusion related initiatives to improve supports for, and belonging of, structurally disadvantaged groups in the health workforce.

Develop strategies, toolkits, and Yukon-specific resources. Encourage communities to share expectations (cultural safety, inclusion) and enable community onboarding and welcoming of new health and social professionals.

Impact for Yukoners: Improved representation and cultural safety in health care delivery to foster enhanced trust among structurally disadvantaged communities, reduced health disparities, and enhanced patient-provider relationships.

1.4. Review, enhance and recommend flexible staffing practices and explore modern solutions that reflect various factors such as health worker experience, patient acuity and complexity, and work life balance to support flexibility and safe staffing.

Leverage findings from employee engagement, use identified leading practices from other jurisdictions, explore modern solutions to enable flexibility including employee sharing partnerships and staffing pools, and implement effective training and orientation practices to encourage the adoption of safe staffing protocols that account for various factors.

Impact for Yukoners: Improved health worker satisfaction, increased flexibility, reduced risk of medical errors, safer care practices, and improved patient outcomes.

1.5. Ensure confidential and safe reporting channels for health workers are in place, known and well utilized as a means for continuous system improvement in reporting racism, concerns, near misses, mistakes, or safety incidents.

Promote reporting channels that are associated with accountability mechanisms, expedient processes, and confidence in confidentiality to enable a quality improvement culture and a standard approach for addressing all issues.

Impact for Yukoners: Health workers feel comfortable raising important issues, leading to improved patient and workplace safety and continuous quality improvement.

1.6. Increase timely and fulsome access to appropriate, effective, and preventative health and wellness supports for the health workforce.

Improve access to health and wellness supports for health workers potentially through comprehensive total benefits packages, access to supports within workplaces, and the deployment of virtual solutions.

Impact for Yukoners: Enhanced well-being of health workers leading to reduced burnout and turnover rates, and therefore, higher quality care

1.7. Identify opportunities to extend student loan forgiveness and other financial incentive programs for health workers.

Expand and optimize financial incentives, such as monetary supplements, housing benefits, and reduced tuition tailored for health workers.

Impact for Yukoners: Increased numbers of skilled workers entering the health care field, resulting in improved access to care and services, thereby improving patient experiences and outcomes.

Measures

Retain metrics

The following metrics will be used to track initiative implementation and success within the Retain pillar:

- **Workforce wellbeing:** The percentage of health workers feeling engaged and well in their roles.
- **Workforce diversity and inclusion:** The percent representation of specific demographic groups amongst health workers in comparison to their percent representation in the general population.
- **Voluntary turnover rate:** The percentage of health workers who voluntarily leave their positions or the territory over a specific period of time.



PILLAR 2

Recruit

We will 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.

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.

Similar to the *Retain* pillar, the first step will be using workforce engagement data to better understand recruitment pain points and opportunities for health workers. Based on the findings, recruitment strategies will be created to identify tailored solutions for health and social professions, as needed.

Many of the initiatives focus on removing barriers for health and social workers to both enter and successfully integrate into the Yukon's health and social system. This is reflected in initiatives such as evaluating housing needs, streamlining licensing pathways, integration and settlement of IEHPs, and expediting hiring processes.

Collaboration and partnership will be essential to our recruitment efforts. Cross-sector partnerships will be needed to expedite hiring processes, complete employee engagement, and identify recruitment incentives. Specifically, working closely with Economic Development and Immigration, Refugees and Citizenship Canada to establish IEHP integration pathways and support will also be a key component of this pillar. The initial focus will be on those IEHPs already living in the Yukon and Canada.

Initiatives

2.1. Develop recruitment strategies to attract and grow passionate, engaged, and qualified health workers who reflect the people we serve.

Create inclusive and efficient recruitment processes, develop strategic marketing materials for practicing and prospective health and social workers to position the Yukon as a workplace of choice, optimize student placements as recruitment tools, focus on increasing diversity and inclusion, deploy evidence-based recruitment strategies and expedite hiring processes, explore new incentives, and improve mentorship and onboarding processes.

Impact for Yukoners: Yukon's health system is recognized as an employer of choice as demonstrated by a passionate, engaged, and qualified health workforce that reflects the people we serve.

2.2. Identify opportunities to improve housing availability in the communities where the Yukon's health and social workers live and work.

Clearly understand the metrics around housing supply and demand, identify barriers to adequate and available housing, and identify partnerships to support housing needs in communities where finding affordable and available housing is challenging.

Impact for Yukoners: Formulate a short-term action plan to address recruitment obstacles in communities where finding affordable and available housing is challenging.

2.3. Streamline new licensing pathways to support the health system.

Remove administrative barriers which do not impact public and patient safety and establish direct pathways to licensure in the Yukon.

Impact for Yukoners: Enhance access to care by enabling health workers to practice to their full scope, while minimizing administrative burden and ensuring public safety.

2.4. Streamline the current processes for granting hospital privileges so they are more flexible and responsive to the needs of both the health system and health workers.

Evaluate privilege-granting processes for physicians, nurse practitioners, and midwives to eliminate unnecessary steps and automate and integrate processes with licensing to reduce administrative burden.

Impact for Yukoners: Deployment of diverse skills and perspectives within health care teams, leading to better-informed decisions and improved patient outcomes.

2.5. Evolve health professional laws and regulations to be modern and flexible.

Review and amend as needed applicable by-laws, policies, standards, and procedures that govern health professional practice, amend the Health Professions Act and other relevant Acts, and establish new regulations to establish consistent, modernized, and more flexible regulation systems.

Impact for Yukoners: Regulatory frameworks are flexible enough to respond to evolving health system and workforce needs, allowing qualified health workers to enter the health system more efficiently while ensuring public safety.

2.6. Establish a clear IEHP integration pathway into the Yukon's health system in a healthy, culturally safe, and sustainable manner.

Remove barriers to entry for IEHPs who wish to work in the Yukon, identify how to best support employment pathways for IEHPs, make immigration processes easier to navigate, develop a workplace integration program and facilitate the provision of supports as part of ethical IEHP recruitment. This will include a focus on under-employed IEHPs already living in Canada and the Yukon.

Impact for Yukoners: All IEHPs who are qualified and want to work in Yukon can do so efficiently while ensuring public safety.

Measures

Recruit metrics

The following metrics will be used to track initiative implementation and success within the Recruit pillar:

- **Vacancy rate:** The percentage of unfilled health positions over a period of time.
- **Recruiting success:** The percentage of candidates who successfully accept an employment offer and fill an open role.
- **Foreign credential recognition:** The percentage of IEHPs who have had their credentials recognized in the Yukon.



PILLAR 3 Plan

We will collect the right data to support long-term workforce planning and the ability to identify gaps before they become a crisis.

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.

This pillar focuses on creating consistent, comparable and relevant data by establishing common definitions and methods for health workforce reporting. These activities will ensure the data landscape is accurate and provides a full picture of the health workforce.

Our commitment to collaboration across system partners is also embedded into the pillar initiatives. The initiatives below will create a health system environment where decisions are not only guided by data but shaped by cross-sector collaboration to support health workforce planning.

Initiatives

3.1. Gather comparable health workforce data through improved collection methodologies and data governance.

Establish common definitions, consistent methodologies and data governance and principles for data collection to inform an integrated picture of the health workforce in the Yukon. This requires the identification of baseline metrics that will be populated by required data sources, including data shared with the Canadian Institute for Health Information (CIHI).

Impact for Yukoners: Planning is informed by evidence and allows the Yukon to overcome the current HHR challenges.

3.2. Create a comprehensive health workforce data strategy.

Support evidence-based decision making through the development of a comprehensive health workforce data strategy that focuses on using data to forecast and plan effectively. This will be supported by cross-sector collaboration, data-driven workforce planning tools, and access to real-time, reliable data.

Impact for Yukoners: Planning is informed by evidence and provides the Yukon with reliable data to address ongoing HHR challenges.

Measures

Plan metrics

The following metrics will be used to track initiative implementation and success within the Plan pillar:

- **Health workforce census:** The percent of health workers participating in workforce censuses or surveys compared to the total estimated workforce size.
- **Timeliness of reporting:** Average time taken to generate and share workforce reports after data collection periods.
- **Workforce projections:** The difference between projected workforce estimates and needs and the actual workforce size relative to needs.



PILLAR 4 Innovate

We will transform how we educate, train, create, and support new roles by evaluating current processes, leveraging partnerships, and utilizing digital tools to create change.

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.

Using innovative practices and tools to improve service delivery is a focus of this pillar. In particular, the initiatives below outline improving family health services by focusing on person-centred, integrated, culturally safe, and team-based care models that allow our health workforce to operate to their full scope of practice. Additionally, initiatives that reimagine existing health roles and introduce new roles have been identified to meet the needs of all Yukoners, including recognizing traditional healing practices and roles of Yukon First Nations communities in the Yukon.

This pillar also includes applying advanced technologies in the workplace, through initiatives to expand virtual care and to develop a strategy for digital tools. These initiatives will be aligned with the Yukon's Digital Health Strategy, currently under development.

Initiatives

4.1. Support the deployment of person-centred, integrated, team-based models.

Evaluate compensation models, learn from evidence-based practices, and ensure appropriate representation of the various professions within multi-disciplinary clinics to increase timely access to family health services.

Impact for Yukoners: Enablement of seamless transitions between care settings, reduced gaps in treatment, access to a broader range of expertise for more comprehensive diagnosis and treatment, and increased collaboration to streamline care processes.

4.2. Leverage existing health roles in a new way, identify new health roles and opportunities to use new models of care.

Create new roles or leverage existing health roles in a new way to better meet the needs of Yukoners and allow health workers to practice at their full scope. We will also identify health worker roles not currently used in the Yukon and/or new models of care that can help meet the needs of all Yukoners and identify new approaches to addressing vacancies/gaps.

Impact for Yukoners: All health care resources are utilized to greatest extent possible to address gaps in services, and new roles and models of care are deployed to better meet the needs of all Yukoners.

4.3. Identify digital tools to support the health workforce in training and working more efficiently.

Identify and support the integration of new technology and technological developments including digital technologies for training and education models in alignment with the Yukon's Digital Health Strategy.

Impact for Yukoners: Increased access to information enabling health workers to make informed decisions, increased patient involvement in care processes (e.g., access to health information, test results, health management tools), and increased time for health workers to spend with patients.

4.4. Increase flexibility for health workers and reduce barriers to access for patients through the provision of sustainable and accessible virtual care and telehealth services.

Increase patient and health worker use of virtual care and telehealth services by establishing virtual platform partnerships, providing real time virtual support for health workers, and providing oversight to ensure safe patient care.

Impact for Yukoners: Enhanced access, flexibility, and convenience as patients can receive care from their own communities.

Measures

Innovate metrics

The following metrics will be used to track initiative implementation and success within the Innovate pillar:

- **Primary care availability:** The percentage of individuals attached to a primary care provider or team.
- **Access to appropriate care settings:** The percentage of patients who accessed health services in situations where other care settings would have been more appropriate.
- **New roles and models of care deployed:** The number of new roles and models of care introduced and filled in the Yukon.
- **Virtual care access:** The percentage of individuals who have accessed virtual care and telehealth services and had their needs met.



PILLAR 5

Learn

We will expand opportunities to access education and training in health professions, including opportunities that ensure Yukon-specific education and training programs, in partnership with educational institutes such as Yukon University, that will allow Yukoners to learn locally.

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

A large focus of this pillar is supporting the current health workforce to continue to grow and advance their careers through upskilling opportunities. We are focusing on investing in training, education, mentorship, career progression, and providing opportunities to build and enhance core health leadership competencies.

We are also working towards making education and training more accessible for Yukoners. By establishing partnerships with Yukon University and increasing our capacity to train locally and supporting opportunities for access to programs not available locally, we hope to develop a diverse and skilled workforce for the future. Similarly, the development of a rural family medicine program and the exploration of opportunities for program sponsorship will increase the education and training opportunities available to health workers in the territory.

Many of the initiatives focus on incorporating innovation into health education and training programs. By supporting the use of digital tools, virtual learning environments, and refreshing educational strategies, we aim to create a health workforce that can adapt quickly and provide high-quality care in an environment that is continuously changing.

Initiatives

5.1. Develop formalized career pathways, upskilling processes, and supports for health workers to explore opportunities in the Yukon's health system.

Establish structured and progressive career pathways and upskilling processes for various health professions, including hard-to-recruit positions. Develop training, education, and mentorship resources to support health workers in pursuing upskilling opportunities.

Impact for Yukoners: Increased retention of skilled professionals, better expertise within the local health workforce, and enhanced access to specialized services.

5.2. Explore providing access to leadership development programs for all health workers to build system-wide core health leadership competencies.

Leverage existing leadership development programs and establish leadership networking opportunities for all health professionals to build leadership capabilities, encourage quality improvement initiatives, system-thinking and collaboration amongst leaders, and develop a strong foundation for the future.

Impact for Yukoners: Improved health care management, better coordination, and enhanced decision-making, ultimately resulting in more efficient healthcare delivery.

5.3. Expand capacity to train health and social professionals entering new health careers both in the Yukon and through partnerships outside of the Yukon.

Assess existing resources and requirements of health workers in the Yukon and determine future needs. Based on findings, create and strengthen partnerships to expand capacity for training, identify best practices for rural and remote health and social program delivery models, and create a nursing residency program to support nursing graduates in gaining the knowledge, leadership skills and solidify their competencies in a supported environment to improve retention.

Impact for Yukoners: Create a stable supply of health and social professions to support a sustainable and viable Yukon health and social system.

5.4. Expand and promote educational opportunities and pathways for health and social careers.

Explore and implement measures that promote accessibility and inclusivity in health education pathways such as providing increased learning opportunities in communities, bursaries for health and social careers, access to satellite campuses and online classes, and career support/mentorship. Promote education pathways, health careers, and available supports to students before secondary schooling.

Impact for Yukoners: Increased access to a culturally competent health workforce that can better understand and address needs, improved geographical distribution ensuring patients in rural and remote regions have access to care, and increased advocacy as health workers from diverse backgrounds can serve as advocates for those who may face barriers.

5.5. Develop and implement a rural family medicine program in the Yukon.

Establish an official rural and remote family medicine residency training program in the Yukon, and while development is underway, maximize available resources and opportunities that encourage family medicine residents to choose the Yukon as a preferred location to complete their rotations.

Impact for Yukoners: Increased attraction and retention of qualified rural family medicine physicians to provide primary care to Yukoners.

5.6. Provide sponsorship for health professional training program seats.

Invest in the education and training of future health workers by identifying the capacity for training health workers within Yukon University, developing partnerships with educational institutions, and implementing return to service commitments.

Impact for Yukoners: Increased and more stable number of skilled and specialized health workers, increased access to specialized care, and shorter wait times for appointments.

Measures

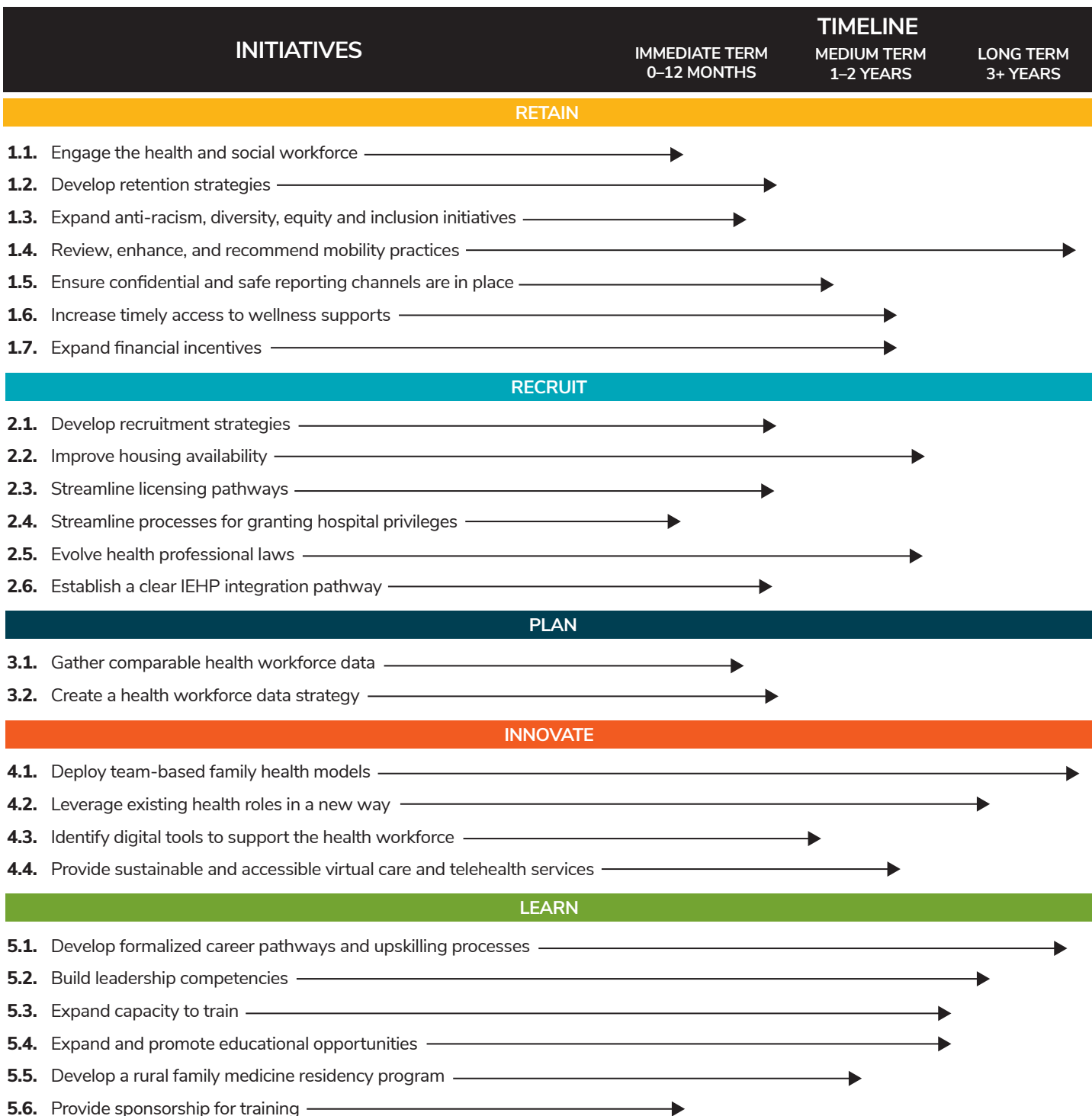
Learn metrics

The following metrics will be used to track initiative implementation and success within the Learn pillar:

- **Capacity to train:** The percentage of additional training seats available by profession/program.
- **Training satisfaction:** The percentage of health workers who report their training and learning goals have been met.
- **Access to upskilling:** The percentage of existing health workers who have been hired into a more advanced role.
- **Access to education and training:** The percentage of health workers who report difficulty accessing training in the Yukon.
- **Health system leadership capacity:** The percentage of health workers who feel supported by, and confident in, their leadership.

Part 4: Our three-year roadmap

Our initiatives will be executed in the immediate term (next 12 months), medium-term (between year one and year two), and long term (year three and onwards) to bring the strategy to life. The roadmap below outlines when we anticipate each initiative to be successfully completed.



Conclusion

The Yukon's Health Human Resources Strategy is a path forward to address the challenges and opportunities our health workforce currently faces. The initiatives outlined in the strategy will respond to emerging system trends such as increasing demand for high-quality services, supply shortages, new ways of working, our commitment to reconciliation and evolving employee expectations. Eight key guiding principles ground our initiatives, which will lead us to a future where providing culturally safe and people-centred care is not just a goal, but a lived reality.

Using our shared vision as our guide, we are determined to make the Yukon a workplace of choice for health professionals where people from the Yukon and elsewhere want to live, learn, work and grow.

By creating an environment where health and social professionals can learn locally, leverage technology and feel supported in their careers, we are setting the groundwork for a sustainable health system for the future.

As we continue our transformative journey, we are inspired by the continued dedication of our health workers, partners and communities. With this strategy, we promise to build up a health workforce that wants to live, learn, work and grow in the Yukon for generations to come.



