



January 17, 2014

Craig Tuton, Chairman of the Board
Yukon Hospital Corporation
5 Hospital Road
Whitehorse, YT Y1A 3H7

Dear Mr. Tuton:

Re: Letter of Expectation

This letter outlines the Department of Health & Social Services (HSS) expectations of the the Yukon Hospital Corporation (YHC) for the period April 1, 2014 thru March 31, 2017, with reviews annually. We expect that under your direction as Chairman of the Board, the Corporation will fulfill the expectations as outlined below to meet the strategic goals of the Department of Health & Social Services to ensure an efficient and sustainable health care system for Yukoners.

To provide clarity with regard to the requirements outlined in the 3 Year Transfer Agreement, the following items are required of the Yukon Hospital Corporation:

- **YHC will provide to HSS:**

Preliminary review of YHC Strategic plan, yearly Business plan and Annual report which is to be consistent with the HSS strategic plan, government priorities, yearly plans and fiscal direction.

The Annual report will have clear statements regarding activity based performance such as:

- Identifying efficiency, quality and access targets on a yearly basis as part of yearly business plan
- bulk purchasing performance reporting
- labour productivity reports
 - to include appropriate use of RNs, LPN's or specialized functions performed at a lower cost by lower-credentialed staff
- For significant variances, in prior discussion with HSS, include a plan for managing within funding provided



- **YHC's annual audited financial statements and audit reports within 30 days of completion by the OAG. While there may be variances within the three year agreement, ensuring that in the final year of the agreement the financial results are equivalent to or better than those projected in the 3 year budget allocation.**
- **Develop and deliver to HSS by June 2014 a 5 and 10 year Capital Asset Management Plan in accordance with HSS and Government direction. The Capital Asset Management Plan will be consistent with agreed-to strategic and business plans. The plan will encompass planning for all facilities, significant renovations, equipment and information management /information technology; and is to be delivered to the Minister of Health and Social Services in advance of any public disclosure.**
- **Provide a plan to address management and executive compensation that will move to parity with Yukon government compensation.**
- **Consultation and agreement with HSS before any new initiative including program enhancements is pursued. Provide a full business case, including a needs assessment, to HSS for any and each new or revised program or service being contemplated by YHC, for consideration by HSS prior to any announcement and implementation.**
- **Provide comprehensive, accurate and timely monthly reports (financial, statistical, program-related and person-based etc.) as required by HSS. This will include ER visits, utilization CTAS information, OR utilization, bed utilization, length of stays, etc. – to be further determined by HSS with YHC.**
- **Provide timely reporting on adverse events, hospital pharmaceutical use trends, diagnostic testing within YHC (appropriateness), Infection rates, Discharge Abstract data etc.**
- **Work with HSS to identify admit and discharge procedures for increased efficient and effective transition for YHC acute /ER to community programs with HSS or under contract. Increased case management specific to identified populations (mental health/addictions, chronic disease, repeat admissions, and high cost system users).**
- **Participate in tracking of EMS and medevac use and appropriate cost containment strategies.**

- YHC in full partnership with HSS will work towards: implementing collaborative community based delivery models, increased quality, appropriate access, and the sustainability of both YHC's programs and of the Yukon health and social services system.
- Operate according to requirements of legislation, policy and standards - subject to amendments made by the government of Yukon.
- Maintain a YHC risk management framework.
- In conjunction with HSS, the implementation of best practice and meeting agreed-to appropriateness and service guidelines; and maintaining Accreditation.
- With HSS, track the utilization and forecasting of future demands and changing delivery trends.
- Ensure Emergency plans are continually updated.
- Actively participate in HSS Initiatives and system transformation for: increased quality, appropriate access, reducing costs and sustainability, and for future community based integrated delivery.
- Minister (HSS) to attend YHC Board meetings at will.
- Communicate with HSS on any new software developments to ensure wherever possible that there are economies of scale, and efficiencies in information management between HSS and YHC.

As Minister of the Department of Health & Social Services, I acknowledge the importance of our ongoing relationship based upon mutual respect, trust, consultation and cooperation. The Department also understands that significant changes to the health care system in Yukon require multilateral and collaborative approaches in achieving our strategic goals, of improving Health and wellness for Yukoners and providing quality and sustainable health care.

Sincerely,

A handwritten signature in black ink, appearing to read 'Doug Graham', written in a cursive style.

Doug Graham
Minister
Health and Social Services

cc: Paddy Meade, Deputy Minister, Health and Social Services
Jason Bilsky, CEO, Yukon Hospital Corporation
Sherry Wright, ADM, Health Services, Health and Social Services
All Members of the Yukon Hospital Board of Trustees