

## REPORT OF THE AUDITOR GENERAL OF CANADA 2013 – CAPITAL PROJECTS –YUKON HOSPITAL CORPORATION

### ACTION PLAN

#### Section #37 – Recommendation

The Yukon Hospital Corporation, in collaboration with the Department of Health and Social Services, should conduct a health care needs assessment in the communities of Watson Lake and Dawson City. The information gathered in this exercise should then be used to ensure that the services delivered in the hospitals are designed to meet the communities' needs in the most cost-effective way possible

#### CORPORATION Response

Agreed. A more comprehensive needs assessment would improve the ability to ensure the appropriate decisions regarding effective programs for the new Hospitals. To mitigate potential risks the Corporation included as much flexibility as possible in the design and construction. For example in Dawson City, where the model of care had not yet been determined, it was recognized that a typical hospital model of care rather than a collaborative care model requires different space. The new hospital was designed to allow either. The design of both hospitals allows for future change in use and programming.

The Corporation will collaborate with stakeholders to review current and future programming and provide opportunities for community input. For example, we will continue to work with the First Nations Health Committee, Tr'ondek Hwech'in, Na-Cho Nyak Dun and the Vuntut Gwitchin to develop an appropriate First Nations Health Program that meets their community needs. Another example is the Corporation's partnership with H&SS in developing a Therapies model to best serve the Watson and Dawson catchment areas. We are committed to ongoing program assessments.

#### THE DEPARTMENT OF HEALTH AND SOCIAL SERVICES' RESPONSE

Agreed. The Department as part of its regular meetings with the Chief Executive Officer of the Corporation and the Assistant Deputy Minister of Health Services, will collaborate on assessing the health care needs of the communities of Watson Lake and Dawson City, where both the Department and the Corporation provide services.

#### Implementation Strategy and Progress

The Yukon Hospital Corporation (Corporation), in partnership with the Department of Health & Social Services (HSS), is committed to ongoing program review and evaluation to ensure services adaptation to the changing health care environment, and offer



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ongoing appropriate and quality patient care while balancing sustainability of the health care system.

A comprehensive Needs Assessment Action Plan has been developed in response to the report of the Auditor General of Canada to the Yukon Legislative Assembly – 2013, Capital Projects, wherein the Auditor General raised concerns with respect to the needs assessment that underpins the Watson and Dawson facilities and the services provided to the catchment populations.

The Department of Health and Social Services and the Yukon Hospital Corporation have secured an independent consultant to conduct an updated and detailed facility functional program informed by a high quality assessment of the population needs for health care services.



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**Process and Expectations**

The independent assessment will build on the original needs assessment completed by the Corporation and will include:

- an environmental scan component;
- comment/discuss stakeholder engagement;
- a comprehensive overview of the health and health care needs of the relevant populations based on research and assessment of indicators of relative health status inclusive of specific focus on First Nations Health needs and programing;
- a translation of health status and needs (such as addiction incidence and prevalence) into specific service needs (such as prevention and mental health treatment services);
- opportunities for ensuring maximum integration of programs and services delivered in the Watson and Dawson facilities with Whitehorse General Hospital and HSS services;
- evidence- based best practices designed to meet the communities needs in the most efficient and cost effective way;
- examination of the impacts the new facilities will have on the existing referral patterns, and implications to the health system health workforce.
- Building on original work, appropriate stakeholder engagement will occur.

The internal reports will be used by HSS and the Corporation to inform detailed facility-specific functional programming and design within the respective new community facilities, and will also inform and direct broader health care planning across the Yukon. This work will also inform future planning and service delivery within Yukon.

**Scope**

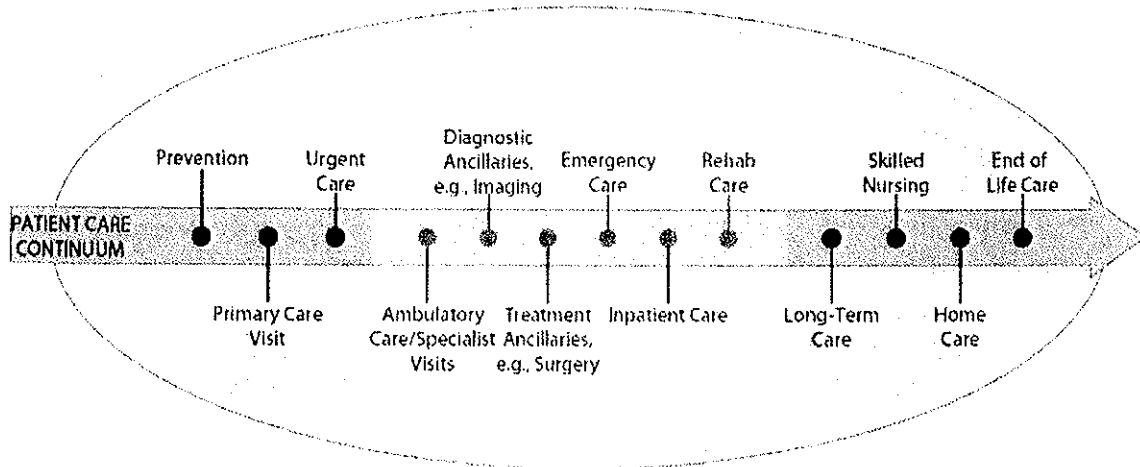
The work will have two key components:

- comprehensive assessment of health needs of the catchment populations;
- an analysis and recommendations on health service and programing needs for the two communities based on health needs and status. The service needs will include the full continuum of patient care from prevention through end of life care. As patients move between services delivered by the Corporation and those delivered by HSS the full continuum will be consider.



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DIAGRAM – The Continuum of Care



### Governance

A joint Steering Committee has been established with two representatives from HSS and two from the Corporation. HSS has identified a Project Manager to work with the Steering Committee and consultant.

### Project Phases

The Project is structured into four distinct phases, and is anticipated to require 15 weeks for completion of the study, analysis and final report.

- **Foundation Phase** – Confirm detailed work plan with Steering Committee, outline data and report requests and availability, and identify current understanding of the overarching strategic goals and objectives of the two facilities and the populations served. *Extant policies will be reviewed and preliminary data discussions.* This will include assessment of previous needs assessment and consultations with gap identification and alignment with best-practice.
- **Operational Phase** – Overlaps with Foundation Phase to some extent as it incorporates document and data reviews with prior health needs assessments in Yukon, particularly catchment areas. Relevant health service plans will be reviewed and evaluated, including linkages with Whitehorse. Other relevant operational inputs will be included (i.e. health service plans, medical travel data, current service delivery profiles, etc.). This phase includes augmenting the earlier data and document collection and conducting essential interviews.



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- **Analytic Phase** – To complete data foundation, baseline analysis, document preliminary findings and supportive key analysis, external comparative research and analysis, synthesis and scenarios, and findings review with Steering Committee.
- **Reporting Phase** – Refinement of draft report and submission to Steering Committee, input from Steering Committee, development of a communication plan and a finalized report which will recommend a service delivery model based on the assessed needs.

Anticipated Timeline - May 24, 2013 - September 2013.



### **Section #67 – Recommendation**

The Yukon Hospital Corporation should document the analysis on its decisions for capital projects.

### **CORPORATION Response**

Agreed. The Corporation will ensure that it documents and retains information and analysis that support decisions to proceed with capital projects.

### **Implementation Strategy and Progress**

The Corporation is in the initial stages of implementing a Project Management Gating Process (see recommendation #88). This process will apply to varying degrees on projects depending on their scope. Certain of the projects with broad health care impacts will be done in collaboration with HSS. This process includes guidelines for documentation and retention of information and analysis that supports decisions to proceed with capital projects.



### **Section #79 – Recommendation**

Corporation staff involved in awarding of contracts should document the Corporation's contracting processes.

### **CORPORATION Response**

Agreed. The Corporation has established a new contracting policy and continues to work on improving process documentation for awarding of contracts, and capital projects administration. The Corporation will strive to carry out contract activities in a fair, fiscally responsible, accountable, open and competitive manner.

### **Implementation Strategy and Progress**

The Contracting and Purchasing Policy was developed and implemented by the Corporation in January 2012. This policy ensures that the Corporation has clearly defined methods of soliciting competitive bids from vendors/contractors. It provides a guideline for the procurement of all Operation & Maintenance (O&M) and Capital goods and services for the Corporation. Key elements of the policy include:

- Practices and procedures that support sound and consistent business decisions and encourage fair, fiscally responsible, non-discriminatory and transparent business transactions.
- Competitive vs non-competitive procurement criteria.
- Procurement method definitions and options.
- Governance surrounding Sole Source justification.

Subsequent to implementation the organization will track adherence, and evaluate and revise the policy as required.

This new policy is being used on the current major capital projects as the Corporation moves to finalization. Internal departments of the Corporation are using the policy, and ongoing communication/education occurs as required.



## Section #88 – Recommendation

Before beginning future capital projects, the Corporation should:

- Carry out a needs assessment, a risk assessment, and an options analysis (including how the projects will be funded);
- Collaborate with the Department of Health and Social Services to ensure that it is aware of any potential impacts on the Yukon health care system and on the funding of the Corporation by the Department;
- Establish reasonable budget and completion dates for its projects and ensure that they are adhered to; and
- Ensure that both capital and incremental operating costs are known before proceeding.

### Corporation Response

Agreed. The Corporation will endeavour to mitigate risk by developing where applicable, the appropriate needs assessment and business cases to make informed decisions. This includes critical decision points at which analysis and decision support information is available to determine whether to proceed with projects at various stages. The Corporation will strive to improve project management discipline which includes the development of reasonable budgets and timeline for projects.

The Corporation will liaise with the Department of H&SS to ensure that the Corporation is aware of any potential impacts on the Yukon health care system and on the funding of the Corporation by the Department.

### Implementation Strategy and Progress

The Corporation understands the importance of a needs assessment and business case development when embarking on capital projects. The Corporation is in the initial stages of adopting a project management gating process to better plan, execute and deliver on capital projects. The overall planning and gating process includes information at different stages that is assessed and used as a decision point to move to the next gate. The five phases of the gating process are as follows:

- Opportunity Evaluation phase – concept documented
- Feasibility phase – project definition and early planning
- Business case phase – detailed design, costing, budgeting and implementation planning
- Implementation phase – build, implement, track, and document learnings





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- Post Implementation phase – assessing learnings and adjust accordingly to optimize project outcomes

Core elements of this gating process include option analysis and risk assessment.

The Corporation in collaboration with HSS is employing this planning methodology in the current proposal of Emergency Department/MRI project.

