



Yukon Medical Association

Collectively working together for a
stronger healthcare system in the
Yukon

Strategic Plan
2023-2033

Our Promise to Yukon First Nations People



The Yukon Medical Association acknowledges the living history of systemic racism in the health care system that continues to harm Yukon First Nations people. We recognize that you experience inequitable access to care and that you suffer unjustly.

Yukon's doctors are committed to forming an alliance with Yukon First Nations people and humbly request your guidance. We recognize that the path forward requires earning your trust. We promise to listen to the Indigenous people whose home we call the Yukon and take accountability and action to decolonize the health care system. We wish to understand "two-eyed seeing" and recognize that the health of Yukon First Nations people is foundational to the health of the territory.

We thank all of Yukon First Nations people for their stewardship since time immemorial of the land we call Yukon, upon which we are honored to provide our service.





Contents



A message from our President

Page 04



A message from our CEO

Page 05



Our plan at a glance

Page 13



Strategic priorities

Page 15



Measuring our progress

Page 27

Message from Our President



Dear Colleagues,

As our community grows, so do we. In this process of maturing, we have incorporated a CEO, defined our priorities in the form of this strategic plan, and grown our partnerships with those upon whom our community depends to receive the highest quality health care.

This plan forms the backbone of our work and vision for the next 10 years. It supports physicians as quarterbacks of the healthcare team, and it allows us to measure our progress to ensure that our sights remain on providing the best health care possible to our community.

I look forward to seeing this North Star guide us together into a brighter future, united in vision and supported in kinship.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alex Kmet'. The signature is fluid and cursive.

Alex

"Somewhere, something incredible is waiting to be known." - Carl Sagan

— Dr. Alex Kmet, President, Yukon Medical Association

Message from Our CEO



Dear Members,

It has been an exciting 2-year journey to lead the development of the first strategic plan for the Yukon Medical Association. It has been a wonderful and humbling experience to receive feedback and input from so many of you. I'm also grateful for the feedback we've received from our highly-valued partners with whom we continue to grow in working relationship to achieve excellence in health care with improved access for all Yukoners.

It is important to me that both YMA members and our external partners believe in our strategic plan. Our goal was to create a plan that is genuine, realistic, and achievable. The YMA is committed to action that achieves equity, supports diversity, and fosters inclusion. These principles are essential threads in the fabric of our association. Even if some of it may not resonate initially, I encourage you to dive into this plan fully as I'm hopeful that you'll see yourself reflected in many parts of this document. Ultimately, I hope this brings about a common connection that ensures this association of Yukon doctors remains one that you are proud to belong to.

Our theme for this report is **collective impact**, which is the connective tissue that unites us all in this shared mission. I look forward to us working together, as a unified force, to effect real change in healthcare and positively impact the health and wellbeing of our community that we are all so passionate to do.

So let us begin this journey together, with enthusiasm, dedication, and a commitment to growth and excellence. I am excited to see the impact we can achieve together, and I thank you for your incredible support and participation in this important work.

– Katrina Fillmore, Chief Executive Officer, Yukon Medical Association

YUKON MEDICAL ASSOCIATION



Yukon Medical Association CEO & Board Members



Dr. Alex Kmet, President



Dr. Tanis Secerbegovic, Director at Large



Dr. Ryan Warshawski, Past President



Dr. Megan Schenke, Director at Large



Dr. Derek Bryant, Secretary-Treasurer



Dr. Alex Poole, CMA Board of Directors (Ex-Officio)



Dr. Lindsey Campbell, Rural Representative



Katrina Fillmore, Chief Executive Officer



Dr. Anna Davies, Director at Large



How we got here

Building our Strategic Plan was a collective effort over a 4-month period. YMA board members, physicians, and partners were engaged to identify strategic priorities to focus on and how to collectively build momentum to achieve short, mid, and long-term outcomes. Consultation formats included questionnaires, focus groups, and workshops to receive input and discuss the priorities, outcomes, and actions for this new Strategic Plan.



Research **95+** sources consulted

**Board & physician
interviews**

15

**Focus groups
participants**

9

Partners

8

Physicians

**Online
survey**

67

Member Responses

January

February

March

April



research + consultations



Our plan at a glance

We live in a rural and remote region of Canada, one that requires unique support to drive positive healthcare change. Physicians need to *be part of decision making to improve the quality of primary care* in the Yukon. *Effective advocacy* will focus on incorporating indigenous ways of knowing, promoting equity through the [Quintuple Aim of Healthcare Improvement](#) in the delivery of health care and supporting physicians to work optimally. These three priorities are connected and create tremendous opportunity to collectively impact patient care.

To help our territory address many of its greatest challenges and seize its many opportunities, the YMA will continue to innovate and modernize so that we can better inform, engage, and connect all of us, making material and visible changes to healthcare in the Yukon.



We are collectively working towards building capacity and advocacy, improving equitable access to care and driving system-wide change.

“This is an incredibly beautiful community to serve, to live in, and to work in. And we want to pursue, preserve, and protect that. A big part of our willingness to be here is just because of how grateful we are to be able to practice in this way. And how much we absolutely love our patients.”
– Physician

Collective Impact



Unified membership

- Regularly engaging a diverse population of physicians
- Being the main voice to governments
- Establishing respect and authority
- Standing as a united front



Physician led policy impact

- Ensuring physician voices are heard by governments
- Integrating holistic approaches to health
- Guiding the future of Yukon's healthcare system



Reciprocal partnerships

- Allyship with Yukon First Nations
- Mutual respect and interdependence
- Strong support of and for partners to heighten impact of health care system improvements



Equitable physician representation

- Shift from individuals having oversized influence over others and using this to disproportionate advantage
- Be the first point of government contact to inform and advise on health care policies, and systems



Our strategic framework

YMA Purpose

Our North Star

By **unifying physicians** and **leveraging partnerships**, the Yukon Medical Association will become the **leading catalyst and connector** that drives **equitable access to healthcare** and **enables physicians** to **deliver excellence in patient care**.

YMA Role

How we serve members

The role of the association is to **work as advocates for its members**, promote the **highest level of professionalism** in medical practice, and promote **accessible quality health care** for Yukoners.

Strategic Priorities

Our focus areas

Physician Engagement

Effective Advocacy

Design Improved Primary Care Models

Enablers

What will help us execute

Partnerships

Governance & Accountability

Communication

Capital

Core Values

How we govern ourselves

Engagement

Collaboration

Impact

Balanced Scorecard

How we measure our progress

Partner Engagement

Disciplined Governance

Change Capacity

Financial Stewardship



Our vision, mission & values



Purpose

By **unifying physicians** and **leveraging partnerships**, the Yukon Medical Association will become the **leading catalyst and connector** that drives **equitable access to healthcare** and **enables physicians** to **deliver excellence in patient care**.



Role

The role of the association is to **work as advocates for its members**, promote the **highest level of professionalism** in medical practice, and promote **accessible quality health care** for Yukoners.



Values



Physician Engagement
Anchored in trust and respect



Collaboration
Consistently engage partners



Impact
Influence and results oriented

We commit to operating based on the belief that those impacted by a decision have a right to be involved in the decision-making process.



Foundational and organizational supports that will allow us to deliver on our outcomes

Partnerships



Maximize impact through collaboration. Leverage partnerships throughout the healthcare system to amplify and expand efforts to drive real value for members.

Governance & Accountability



Create a framework of authority and accountability that defines the controls, outputs, outcomes, and benefits from initiatives. Be agile and adjust if needed.

Communication



Timely and focused messaging in the right communication channels, targeted at the right recipients(s). Communications to be two-way and proactive to maximize effectiveness.

Capital



Stewardship of capital leads to enhanced recruitment, improved data, and better infrastructure.



Reputation drivers



We are driven by our commitment to deliver exceptional results, services, and experiences.

The YMA is committed to fairly representing matters that impact health care in the Yukon. Encouraging open and ongoing dialogue with members leads to equitable and transparent systems, strong communication channels, flexibility, and agility to evolve and innovate. Ultimately, the YMA helps build capacity to drive change.



Effective advocacy

YMA supports physicians acting as a change agent on key health issues.



Collaboration, trust, respect

Through collaboration, we multiply our contribution, debate, adapt, and orient to longer-term thinking.



Inclusiveness

A commitment to braiding our members and our community towards a shared goal of better healthcare for all Yukoners.



Flexible

We are committed to rethinking systems to meet the needs of all Yukoners in an evolving healthcare landscape.



Here is a high-level view of the plan, which will guide our work over the next 10 years



Collective Impact

We deliver an unparalleled standard of excellence in everything we do, staying focused on the biggest opportunities to be meaningful to our members. We have the greatest impact when we work together.

- 1 Physician engagement and representation
- 2 Partner relations for effective advocacy
- 3 System improvement through enhanced primary care models



Strategic Priorities

We will focus on these three priorities to achieve results that create the best possible health outcomes for all Yukoners.



Enablers

Foundational and organizational supports that allow us to deliver on our outcomes.

Partnerships

Governance & Accountability

Communication

Capital



Our focus areas for the next 10 years

were selected to provide clarity and focus to drive impact and bring about meaningful change

1

Physician engagement and representation

Physician engagement is essential. Physicians may not even realize the extent of their impact on the complex healthcare environment.

2

Partner relations for effective advocacy

Connecting meaningfully with First Nations and other partners—the people who influence and are impacted by an organization's choices—is vital to sustainable mission fulfilment.

3

System improvements through enhanced primary care models

Simply put, adopting strategies for transforming healthcare will improve quality, reduce costs, and provide better access and care to patients.



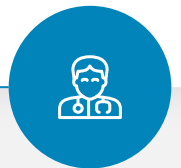
Priority 1

Physician engagement and representation



Physician engagement is essential for a successful patient care experience

High levels of physician engagement have been correlated to improved physician wellness, increased productivity, enhanced recruitment and retention, better patient care and is a driver of healthcare system change. Healthcare administrators cannot manage healthcare reform without the assistance of physicians. Physicians may not even realize the extent of their impact on the complex healthcare environment. They influence everything from leadership, quality of frontline care, and data integrity. Positive change occurs when physicians are working towards the same goals as healthcare administrators.



Our membership needs to be unified and act together in our community's best interest. We believe in the principle that those impacted by decisions should be part of the decision-making process. With this in mind, we commit to ensuring the YMA membership is actively engaged, feels authentically represented, and has a cohesive voice that is heard by governments. .



Benefits of physician engagement

- Improved patient care
- Increased access and attachment
- Enriched physician performance
- Better physician-led data gathering
- Improved physician wellness



Enabling physician engagement

- Empowering physicians to have a voice that's heard by governments
- Establish credibility as the main voice and first point of contact to governments and policy makers
- Use this impact and influence to drive meaningful and positive change



Improving physician engagement

- Provide pathways to influence
- Explore technology and other modes to reduce administrative burden and allow physicians to be physicians
- Recognition for the operational expertise of physicians
- Regularly measure engagement

Physician engagement essential to drive meaningful and positive change



Short - Term Actions: 2023-2026

Regular and transparent communication with members to understand their needs as physicians. Lead physician retention and recruitment initiatives. Engage with Yukon First Nations to explore opportunities to partner on shared goals. Realize committees that focus on billing system improvements, physician recruitment, and creating a territory-wide Electronic Health Record (EHR).



Medium - Term Actions: 2026-2029

Improve physician-patient attachment and expand digital health options. Partner with Yukon First Nations on shared goals and workplans. Recognize physician expertise in informing policies and systems. Inform territory health infrastructure planning. Ensure regular physician engagement surveys to gain insights into the matters that are top of mind. Share plans with members and report key wins.



Long - Term Actions: 2029-2033

Influence local governments on policy and areas of investment. Establish YMA's role in decision-making within the health authority governance structure. Routinely examine the factors that contribute to the highest levels of physician engagement. Assess the impact of incorporating holistic approaches to health and indigenous ways of knowing towards addressing systemic racism and providing culturally safe care.



Our 10-year goal: All Yukon health care policy recommendations and decisions to be influenced by the YMA

Consistently measure and invite physicians to share their needs and challenges to gauge physician sentiment and identify gaps within care teams and workflows.



Short Term Goals

Shared goals with Yukon First Nations identified. Improved billing system to eliminate backlogs and ensure timely payment. Increased recruitment and retention of physicians following development of successful programs. Better governance leads to the YMA being the single point of contact for negotiations.



Medium Term Goals

Decreased wait times for patients to receive or access health care. Improved experiences for both patients and providers in the Yukon.



Long Term Goals

Territory-wide electronic healthcare record in place that supports a unified record that is accessible to patients. Shared healthcare decision-making between physicians, patients and government. Holistic care informed by First Nations people.

Some examples of what we aspire to



More Yukoners attached to a family doctor with more options to access care.



Territory-wide electronic health record that is informed by the needs and experiences of both physicians and patients.



Physicians practice with a trauma-informed mindset.

“

The biggest priority to me is engagement – having members feel connected, and that they are buying into their association. Engagement will inform the other priorities.

– Dr. Alex Kmet

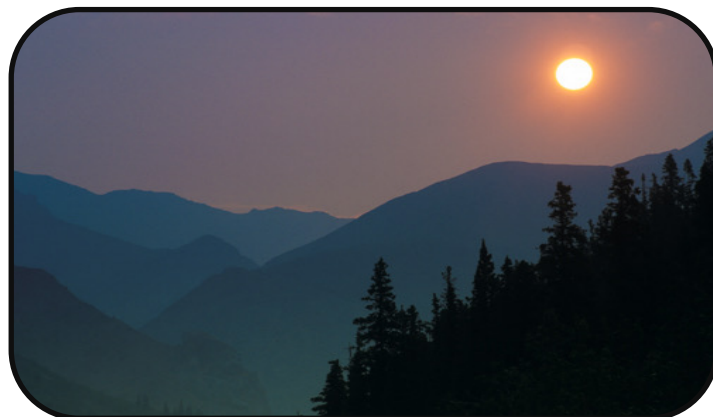


Collective impact in 3 areas:

Increased recruitment and improved retention, a territory-wide electronic health record, and holistic systems of care informed by Yukon First Nations.



Physician knowledge represented through the YMA is essential to finding solutions to the challenges facing Yukon's healthcare system.



One example:

YMA operates the physician recruitment program.

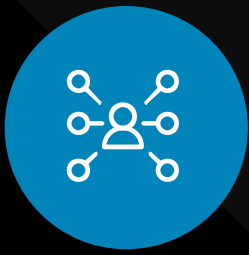
Sample outcomes include:

- A stable full-time physician recruiter.
- Improved data analysis of physician workforce.
- Enhanced presence amongst national physician networking platforms.
- Expanded partnerships with universities (training and education opportunities).
- Reduced physician burnout and improved patient access.



Priority 2

Partner relations for effective advocacy



Effective advocacy to drive system outcomes to improve patient care

Advocacy has a long and deep-rooted tradition in medicine. Connecting meaningfully with partners—the people who influence and are impacted by an organization’s choices—is vital to fulfilling YMA vision. Identifying and working with partners in purposeful ways to promote important Yukon healthcare issues and improve decision-making will accelerate impact and improve effectiveness.



Building on the first stream of engagement – we're able to create a unified voice representing all Yukon physicians to drive effective advocacy by putting people first. By promoting a culture of humility and allyship with Yukon First Nations, we will work to understand and support First Nation-led health initiatives. The YMA will focus on patient care and system outcomes; and ultimately enable physicians to have a voice that is heard by government.



YMA will build stronger relationships with territorial and federal governments, First Nations, and other partners to magnify impact.



Healthcare advocacy will occur at many levels and will take different forms. Member engagement will inform association motions, position statements, policy recommendations and public awareness.



Be the voice that champions evidence-based best practices that only physicians can inform.

Advocacy improves patient care and system outcomes



Short-Term Actions: 2023–2026

Inform the creation of Yukon's transformational health authority. Build meaningful relationships with Yukon First Nations people to understand decolonization, culturally safe and trauma-informed care. Represent all physicians in the negotiations process to inform better patient care through the next MOU.



Medium-Term Actions: 2026–2029

Empower our Equity, Diversity and Inclusion (EDI) Committee to inform ways to incorporate both EDI principles and Truth and Reconciliation into the fabric of our everyday practice. Realize tangible plans for a territory-wide Electronic Health Record that supports physicians in their work, improves data collection and drives system improvements.



Long-Term Actions: 2029–2033

Evaluate whether Yukon First Nations experience culturally safe care by their physicians. Measure YMA's ability as core physician representative to influence healthcare policy, design and decisions that incorporate the Quintuple Aim. Assess our efforts to have a respected voice that effects system change and embodies the highest level of professional practice.



Audacious goal:

YMA informs policy that advances equitable and culturally safe care

Short Term Goals

System transitions supported by YMA. Meaningful steps taken to hear and support First Nations voices. Improved patient outcomes through unifying physicians in the next MOU.

Medium Term Goals

Physicians are empowered to deliver better care by adopting EDI principles into their daily practice and having a trauma informed mindset. Have the next EHR in sight.

Long Term Goals

Culturally safe care and improved health for Yukoners. YMA represents Yukon physicians to influence healthcare policy and drive system change.

Some examples of what we aspire to



YMA informs healthcare improvements based on the Quintuple Aim.



Through cultivating partnership, YMA promotes culturally safe care by offering enhanced educational opportunities for physicians.



YMA becomes the core representative for all physician payment models.

“

I think the bold vision of the future would be to be the main voice to the government representing all physicians.

– Dr. Lindsey Campbell



Collective impact:

Improve patient care by providing clinical expertise on policy decisions, highlighting areas in most need of change and inform the development of financial supports/incentives that promote accessible and equitable patient care.



Decision-makers and planners frequently face challenges regarding the availability, capacity, sustainability, and performance of rural health systems. YMA advocacy efforts hope to identify innovative solutions to these challenges.



One example:

YMA works with partners to identify, communicate and amend health system gaps to reduce systemic inequities.

Sample outcomes include:

- Realization of a system that delivers compassionate and culturally safe care.
- Improved health outcomes by informing evidence-based care.
- Enhanced health care system data collection and measurement.
- Incorporation of "two-eyed seeing" into health care delivery.



Priority 3

System improvement through enhanced primary care models





Innovation in primary care offers opportunity to put patients first

Simply put, adopting strategies for advancing primary care in the Yukon will improve care and ensure that all Yukoners at every stage of life will have access to a medical home where their individual care needs are met. A focus on reducing administrative burden and improving training/recruitment of healthcare providers to the Yukon will better satisfy the needs of our rural and remote healthcare system and put patients first.



The healthcare system is in crisis, and the ability to impact primary care is one of the most meaningful system changes that the YMA can help drive. It can only be done if we move together as a group, are engaged, and advocate together to put patient care first.



Improve primary care by increasing access and improving attachment through exploration of the [Patient's Medical Home](#).



Enable doctors to be doctors by focusing on efforts that lead to an efficient billing system, reduced administrative burden and improved physician wellness.



Improve the recruitment and retention of physicians by effectively operating a recruitment program and by increasing our capacity to train medical learners locally.

Improve equitable access to health care



Short-Term Actions: 2023–2026

Expand opportunities for collaborative care that optimizes scope of practice. Develop partnerships to ensure dedicated educational opportunities towards incorporating "two-eyed seeing." Decrease red tape to improve working conditions for physicians. Advocate for an equitable payment landscape regardless of payment model.



Medium-Term Actions: 2026–2029

Create space for patients to share their experience. Provide resources for physicians that lead to addressing systemic racism that the most vulnerable populations face. Have established partnerships that are working to better understand barriers for vulnerable populations, patient needs, and what the goals of a new system should accomplish.



Long-Term Actions: 2029–2033

Ensure completion of our 10-year strategic plan. Help develop healthcare investment priorities and directives. Measure the progress on incorporating the Patient's Medical Home. Be aware of and involved in key territorial programs that impact health. Reflect on our ability to be agile in responding to the system's needs.



Our long-term goal: every single Yukoner has a medical home.

Short Term Goals

New partnerships established. Solutions found by other medical associations and in other rural health care systems championed and incorporated. Improved working conditions and increased number of physicians in the territory.

Medium Term Goals

Patient survey deployed and insights documented. Toolkits implemented that support physicians in putting patients first by emphasizing equity through improving access and incorporating culturally safe care.

Long Term Goals

Satisfy the requirements of our strategic plan scorecard. Have a systemic way of measuring our impact and influence on patient care within the health authority.

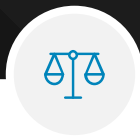
Some examples of what we aspire to



Decreased wait times.



Expanded healthcare workforce and improved experiences.



Equitable access to health care, including vulnerable populations.

“

Provide new models of care and opportunities for people to practice in a variety of ways and under a variety of remuneration models.

– Dr. Derek Bryant



Collectively, we can help:

Reduce wait times to access health care, offer physicians more information and better tools, optimize the scope of health care teams and address health system inequities.

➔ Through unified collaboration, we multiply our contribution, debate, adapt, and orient to long-term thinking.



One example:

YMA partners to establish an official Rural and Remote Family Medicine Residency Training Program.

Sample outcomes include:

- Better physician recruitment.
- Enhanced academic opportunities for Yukon doctors.
- Improved patient care through increased system capacity.
- Decolonization of the health care system by embedding First Nation guidance into the education of the next generation of doctors.

A full-page background image showing a person in silhouette standing next to a yellow tent in a field of purple flowers. In the background, a large, rugged mountain with significant snow cover rises against a blue sky with wispy clouds. The bottom right corner of the image is rounded.

Measuring our progress



Measurement

How we will measure these outcomes

Using a balanced scorecard as our measurement foundation, we can set an annual path to align our resources, build our capacity, focus our efforts, and ultimately advance our outcomes. Here's how they work:



Balanced scorecard

Our **balanced scorecard** maps our yearly objectives to key performance indicators (KPIs) and targets and identifies the initiatives that will help us achieve those targets. Ongoing monitoring and evaluation will be part of planning processes, so that we can adapt our course when we need to.



Partner Engagement

Foster a positive experience and create meaningful value anchored in regional / community impact via measurable results.

Disciplined Governance

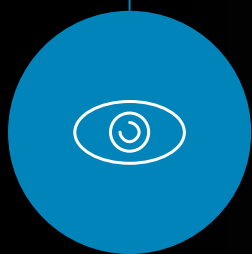
Make informed decisions through enhanced governance and accountability.

Change Capacity

Expand expertise, capabilities, create capacity, and hold each other accountable to challenge status quo and orthodoxies.

Financial Stewardship

Protect YMA's fiscal reputation.



The YMA commits to focusing on achieving results that add the best value to improving equitable access to our health care system.



SPECIAL THANK YOU TO OUR PARTNERS:

Council of Yukon First Nations
Government of Yukon
Yukon Human Rights Commission
Canadian Medical Association
Yukon Medical Council
Yukon Hospital Corporation