

# Community Healthcare System Support Playbook

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A roadmap for local communities to support their  
healthcare and emergency workers



**healthywestshore**

A SAUNDERS FAMILY FOUNDATION PROJECT



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The project participants

- **Thrive Social Services Society**
- **Community Health Systems**
- **Westplan Consulting Group**
- **Valerie Nichol**
- **Primary Care Societies (several)**
- **Many others**

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# The Origins of the Community Healthcare System Support Playbook

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- **We are facing healthcare challenges in our communities across the country.**
- **Healthcare system = healthcare workers**
- **Major stresses on workers are not MOH responsibility – rather local level**
- **Playbook created as tool to empower communities to support, retain and attract healthcare and emergency workers.**
- **Toolkit also created to support quick community action**

# Overview of the Healthcare System

The Canadian healthcare system is a complex network of organizations and institutions working together to maintain the health and well-being of the population.



- **The federal government**
- **Provincial and territorial governments ministries**
- **Health Authorities**
- **Doctors of BC**
- **Primary Care Networks (PCN) and many Committees**
- **Healthcare providers**
- **Local healthcare organizations**
- **Physician offices / clinics**
- **Many others**

Local  
governments /  
communities not  
formally part of  
the picture



# The “Social Contract Misunderstanding” on primary care: Every community is competing

The Ministry and Health Authorities provide some limited primary care facilities (UPCCs) but focus on other types of care (tertiary etc) – and primarily provide money for primary care.

Private physician offices are the backbone of primary care – and they are private businesses.

Attracting and retaining physicians is now basically a competition between communities.

“Emergency rooms” are backstop when system fails



# Dr. Pepler's Report

- Unattached population
- Walk-in clinics
- Aging population needs
- Mental health
- Others





# A Local Opportunity (imperative) to Attract and Support Healthcare Workers

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- **Primary care is now by default a local community challenge / responsibility via attracting and retaining primary care providers.**
- **Local empowerment is key = Playbook**



# An overview of the Playbook

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Several key organizations in a community can act in support of healthcare workers, including:

- **Local Governments**
- **Local Businesses**
- **Real Estate Developers**
- **Community Organizations**
- **Educational institutions**





# Local Governments can...

## Opportunities for local governments to support healthcare workers

- Adopt policies to support healthcare workers
- Create a healthcare committee
- Create and adopt a formal healthcare worker and system support strategy
- Research and monitoring
- Raise awareness
- Convene and coordinate action
- Address housing costs and availability
- Support the development of medical facilities
- Partnerships in community
- Coordinate support programs with local businesses
- Connect support with needs
- Fundraising
- Provide municipal services
- Secure housing



# The Business Community can...

Opportunities for local businesses to support healthcare workers



- Adopt a formal commitment and strategy and help coordinate community action / committee
- Coordinate support programs with local businesses for HC workers
- Support development of housing and medical facilities
- Provide discounted goods and services to healthcare workers
- Fundraise for key HC elements
- Chamber of Commerce can be a central facilitator / coordinator of actions



# Real Estate Development can...

Opportunities for the real estate development industry to support healthcare workers

- Provide assistance to healthcare workers on housing issues
- Provide space for healthcare and childcare facilities
- Build partnerships with the healthcare sector and champion the cause within the industry
- Support fundraising and sponsor initiatives
- Help coordinate the many parties around a real project



# Community Organizations can...

Opportunities for community organizations to support healthcare workers



- Help coordinate a community committee for action
- Create welcome-wagons / adopt a healthcare worker
- Connect support with needs
- Raise awareness
- Fundraise
- Help address housing needs
- Champion facilities and infrastructure for healthcare services



# The Playbook's Toolkit

Examples / templates to assist community actors to take action (no need to reinvent the wheel)

- **Municipal package**
- **Real Estate Development Package**
- **Local business / community group tools**



# Recruitment (and retention)

- **Fundamentals**

- Housing availability / quality (short/long term)
- Spouse's job / career
- Schools and opportunities for children
- Recreational facilities
- Quality of life available
- Availability of physician clinic space
- Transportation
- Others

*Some regions have “Recruiters” –  
funded jointly by HA and Drs of BC*

*(many do not)*



- **Process**

- Job openings / recruitment campaigns
- Welcome wagon
- Tours / introductions
- Social inclusion
- Building quick relationships
- Healthcare social and business network
- Others



# Housing

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- **Municipalities securing housing for healthcare workers** (build, buy, rent)
  - Eg: Williams Lake has 7 homes owned/rented for healthcare workers
- **OCP and other policies** to support housing for HC workers = set the intention / policy
  - Toolkit has templates
- **Housing agreements** with developers that prioritize healthcare workers
  - Toolkit has template
- **Incentives:** CAC criteria / density bonusing criteria / others



# Most important element - organizer

Nothing happens until someone calls and chairs the next meeting



- *All bonfires start with a little fire!*
- Identify a leadership group to coordinate
- Create a “Healthcare Committee” (in/formal)
- Identify top priorities and early actions
- Delegate action-leads
- Support each other – access your networks
- Build strategic action plan that leads to success.
- Enlist support from everyone



# Conclusion

- **Our healthcare system is made up of our healthcare workers**
- **Communities have a central role in attracting and supporting our healthcare workers**
- **The Playbook is a roadmap of options for action at the local level - *you are empowered!***
- **The Toolkit will make it easy to take action**
- **Working together = a healthier future!**



**Thank you to all who  
have helped!**



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Thank you!

