

# 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**

**Over 100 people**, including physicians, nurses, a wide range of healthcare workers, healthcare administrators, municipal politicians and staff, business people, the development industry, and many others provided input and ideas, and we are deeply grateful to them for their contributions, expertise, and energy.



# 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)

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



***Some regions have “Recruiters” – funded jointly by HA and Drs of BC (many do not)***

# 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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## Community Healthcare Systems

# Thank you!

