



Town of Georgina  
24-CI-SI-05  
Capital Initiative

<b>Title of Request:</b>	Develop Georgina's Health Care Strategy and Action Plan	<b>Business Case Type:</b> Capital Initiative
<b>Department:</b>	Strategic Initiatives	<b>Business Case number:</b> 24-CI-SI-05
<b>Division:</b>	Strategy and Transformation	<b>Budget Year:</b> 2024
<b>Budget Request:</b>	\$225,000	<b>Funding Source:</b> Discretionary Reserve

**Project Description:**

The challenges facing a strained health care system throughout the province and in local communities, like the Town of Georgina, are well known and are "expected to persist" as a result of underfunding and a shortage of frontline workers.

There are multiple groups and partners, with similar goals and mandates, committed to and working toward improving access to health care in Georgina. Building on the success of other municipalities, there is opportunity for the Town to provide assistance in supporting the development of a collective and coordinated approach for health care improvements in Georgina.

Although the Province is responsible for providing funding and leadership in the delivery of health care, there are areas of local challenge that may benefit from the assistance of the municipality, with respect to enhancing coordination between health care providers and supporting the development of a coordinated local strategy.

This may be a pivotal time to leverage the Town's unique position to retain a health expert to lead the development of a 'Made-in-Georgina Health Care Strategy and Action Plan' that will improve the state of health care for the community and surrounding area, and give us the best chance of securing future support from the Province. In this regard, staff are suggesting the following as potential next steps for Council's consideration:

- Form a Core Project Team to develop a high-level Project Plan and a Request for Proposal (in consultation with various health care stakeholders) in order to secure a health care system expert for the project.
- Retain a health care systems expert and temporary part-time staff resource to develop a 'Made-in-Georgina Health Care Strategy and Action Plan', that will guide the future direction of improving access to health care in the community and provide a coordinated framework to

support long-term solutions and future advocacy (lobbying) efforts that will assist all partners to secure government and private sector support and funding. Given the number of stakeholders involved, the strategy and action plan development will likely take 9-12 months, once the health care expert has been retained.

- Establish a time limited task force, inclusive of various partners such as representatives from Town Council, Ontario Health, Health Georgina, Southlake Community Ontario Health Team, Oak Valley Health, York Region, Chippewas of Georgina Island First Nation, local health care providers, etc. to be responsible for supporting and steering the development of the Strategy and Action Plan.

The Town will provide temporary support to the health care expert and task force to ensure successful development of the Strategy and Action Plan and enhanced collaboration between local partners. Once the strategy shifts to implementation, leadership may be transitioned to a centralized local third-party health partner, with the Town participating and providing advice and support as one of many partners moving forward.

**1. Proposed year of initiative (start date and end date):**

Q2, 2024 – end date TBD based on scope and resource availability. (It is anticipated that the project will take approximately 9-12 months, once the health care expert is on board).

**2. Nature of initiative/review factors (check and explain all that apply):**

- Legislative,  Growth  Risk Management,  Service Level Change,  Strategic Priority,  Efficiency,  Adopted Plan/Study  
 Other (please specify)

**3. Brief links to Strategic Plan Departmental Business Plans or other plans:**

2023-2027 Strategic Plan:

- Pillar - Creating a Vibrant, Healthy, and Safe Community for All
- Goal - Support a safe, healthy and inclusive community
- Initiative - Advocate for enhanced health and wellness services, partnership and investment attraction for Georgina

**4. Main/desired goal or outcomes/benefits:**

The objective is to build a 'Made-in-Georgina Health Care Strategy and Action Plan' that will improve the state of health care for the community and give us the best chance of securing future funding, resources and support from the Province and other partners.

There are multiple groups and stakeholders, with similar goals and mandates, committed to and working toward improving access to health care in Georgina. The two primary overarching health care groups/organizations that are working to integrate, advocate and develop programs/services related to health care:

1. Southlake Community-Ontario Health Team, introduced and supported by the Province (Ontario Health), is a self-organized partnership of health care organizations working closely to better coordinate, integrate and improve access to health care and reduce gaps in the health care system.
2. Health Georgina, a federally chartered not-for-profit organization, with a goal of ensuring the citizens of the Town of Georgina have easy access to health care, health care providers and give residents a voice in their health care.

The two groups have similarities in mandate and although their priorities at times may differ, both groups have a strong commitment to improving access to health care for Georgina.

In addition, there are more than 75 health care providers supporting various aspects of the health care system in Georgina, including primary care, long-term care/home care, rehabilitation, hospice and respite care and mental health/addictions, etc. that may add to the overall complexity.

Enhanced collaboration and alignment of stakeholders toward a coordinated and integrated strategy, will help to optimize advocacy efforts, ensure strategic allocation of financial support and maximize success in improving access to health care. Building on the success of other municipalities, there is an opportunity for the Town to provide assistance in supporting the development of a collective and coordinated approach for health care improvements in Georgina.

**5. Cost/financial impact, recovery and net Impact:**

Budget type	Funding source	Net impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital multi-year	<input type="checkbox"/> Tax levy <input type="checkbox"/> Assessment growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User fees	<p><b>Total cost:</b></p> <p style="text-align: center;">\$ \$225,000</p> <hr style="width: 20%; margin-left: auto; margin-right: auto;"/>

<input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Water/wastewater <input type="checkbox"/> Other:	<b>Recovery:</b>
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**6. Other considerations or efficiency options:**

**Can the request be deferred?** Not recommended. This may be a pivotal time to leverage the Town’s unique position to improve the state of health care for the community and surrounding area and give us the best chance of securing future support from the Province and other partners.

**Is it more efficient to contract out the initiative?** This business case proposes to contract out the service given the complex nature of the health care system and stakeholder landscape. There is also a need to secure a health care expert with government relations experience in order to achieve the best outcome. A portion of the funding from the business case will also be used for a temporary part-time staff resource to provide support for the project to ensure the use of budget in the most efficient and impactful way.

**Can this initiative be combined with other present functions?** N/A

**Can the services model be changed to reduce this demand without reducing service levels?** N/A

**Can technology be leveraged?** N/A

**Can the service delivery be shared with other Town departments/agencies or municipalities?** N/A

**7. Other comments/gallery:**

This project will enhance collaboration and support all stakeholders, including the Town, to improve advocacy and investment in health care for the residents of Georgina.