



# Healthcare Administration Review

Council Presentation

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→ October 27, 2025





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# Project Scope and Today's Objectives

## Project Mission

To conduct a Municipal Healthcare Administrative Review to evaluate the Town's involvement in the healthcare sector, specifically focusing on enhancing operational efficiency, financial management, and resource planning to better support family physician recruitment and retention.

## Project Success Factors

- An evaluation of the current state administrative processes, governance, and financial controls related to the Town's healthcare infrastructure and Town-owned medical buildings and condos and identify opportunities for improvement in efficiency.
- A review of the Town's healthcare administration-related operating structures, spending controls and administrative processes that identifies key areas for operational improvement.
- A resource needs assessment related to the Town's role in physician recruitment, retention, and healthcare partnership development that identifies gaps, proposes solutions to address gaps, and projects ongoing and future administration resource needs for the Town.
- Recommendations and a corresponding Implementation Plan to guide the Town in advancing improvement in healthcare administration.

## Discussion Objectives

1

Outline the two core questions the review sought to answer.

2

Provide an overview of the methodology used to drive information gathering.

3

Provide direct and clear answers to both questions.

4

Summarize the strategic intent of the recommendations provided and outline how these may be implemented in the Town.

At its core this review sought to answer two questions....

## Question 1:

*Should we continue to be in the business of supporting healthcare administration, including physician recruitment?*

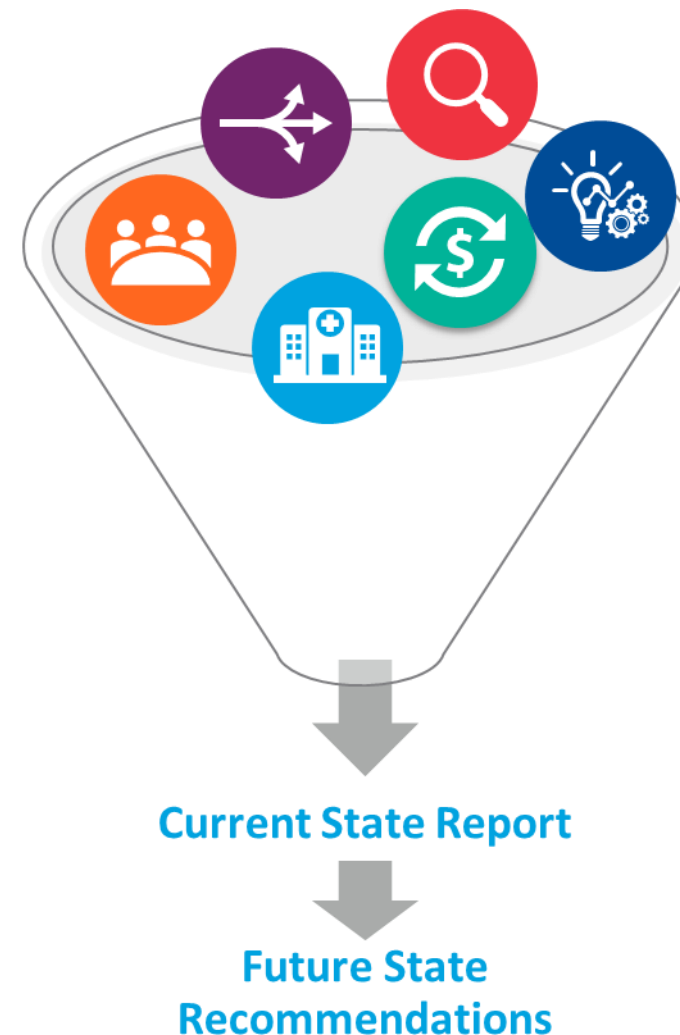
## Question 2:

*If the Town continues to support healthcare administration, including physician recruitment and retention, how many physicians should we have in our Town over the coming 5, 10, and 15 years?*

# Review Methodology

To answer the two questions, the Review employed the following methodologies:

-  **Stakeholder Engagement.** Conducted interviews and focus groups with Town staff, physicians, and regional partners to capture firsthand perspectives
-  **Infrastructure Review.** Assessed the condition and utilization of Town-owned clinics and transitional housing, benchmarking against industry standards.
-  **Financial Analysis.** Analyzed operational costs, capital plans, and tenant lease agreements to understand true program expenditures and funding gaps.
-  **Administrative Process Review.** Gathered insights on existing workflows, governance structures, and contract management practices to identify bottlenecks and challenges.
-  **Jurisdictional Scan.** Discussions with representatives from Belleville, Kincardine, and Sauble Beach to explore effective practices and operational challenges in physician recruitment and retention.
-  **Future State Planning.** Synthesized findings into a set of prioritized recommendations, accompanied by an implementation framework outlining resources, timelines, and performance metrics.



## Question 1:

*Should we continue to be in the business of supporting healthcare administration, including physician recruitment?*

## Answer:

*Yes, the Town should continue to have a role in healthcare administration, including physician recruitment. This should take the form of a proper healthcare administration program that increases rigor, standardization, clarifies governance, sets target levels of service, and drives continuous improvement activities.*

# Strategic Intent of Future State Recommendations

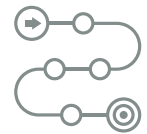
Due to gaps and challenges identified in current state, recommendations focused on the development of a Healthcare Administration Program to create a solid foundation to enable the Town to:



Define its role among partners in the healthcare landscape to focus its time, investment, and resources



Consolidate, standardize, and monitor investment, time, effort, and other critical data elements



Document, codify, and standardize critical activities that drive healthcare administration forward



Monitor outputs and outcomes, more concretely being able to tell the story of successes in the healthcare administration space



Mature and enhance its systems and processes to tackle more complex challenges in the medium- and longer-terms



# Overview of Recommendations and Actions

To build its foundational capabilities, capacities, and structures, Optimus SBR is recommending four recommendations with nine associated actions.



<b>Overarching Recommendation:</b> Continue the Town’s role in healthcare administration by creating a formal municipal program	
<b>Action 1</b>	Hire a Coordinator position to support healthcare administration

<b>Recommendation 1:</b> Formalize Physician Recruitment and Retention	
<b>Action 2</b>	Standardize processes and tools
<b>Action 3</b>	Strengthening physician engagement for enhanced recruitment and retention strategies
<b>Action 4</b>	Optimizing Town resources for ongoing support services
<b>Action 5</b>	Establishing a performance monitoring and continuous improvement framework
<b>Action 6</b>	Strengthening system collaboration



<b>Recommendation 2:</b> Align Medical Clinic facilities with the Town’s Corporate Asset Management Framework	
<b>Action 7</b>	Integrated medical clinic facilities with the Town’s Asset Management Plan

<b>Recommendation 3:</b> Review and clarify all contractual relationships with defined service level agreements	
<b>Action 8</b>	Defining clear subsidy levels in every contract with established uniform cost structures, discounted tiers, renewal timelines, and market-aligned rent relief
<b>Action 9</b>	Embedding robust service level agreements (SLAs) that specify maintenance response times, facility uptime thresholds, janitorial frequencies, and tenant satisfaction KPIs



## Question 2:

*If the Town continues to support healthcare administration, including physician recruitment and retention, how many physicians should we have in our Town over the coming 5, 10, and 15 years?*

## Answer:

Considering multiple factors, the Town has an immediate and long-term need to maintain physician recruitment. Recruitment will introduce new but necessary costs.

**Today:** 18 → 22 (+4)

**2030:** 22 → 24 (+6)

**2035:** 24 → 26 (+8)

**2040:** 26 → 27 (+9)

# Phased Implementation

All recommendations and actions can likely be implemented within a two-year time horizon, using the suggested phasing below. This implementation plan is supported by the tactical Action Plan to drive immediate clarity in next steps for municipal staff.

Recommendation	Actions	Months							
		1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24
<b>Overarching Recommendation: Continue the Town’s Role in Healthcare Administration by Creating a Formal Municipal Program</b>	1. Hire a Coordinator Position Specific to Healthcare Administration	➔							
	2. Standardizing Processes & Tools		➔						
	3. Strengthening Physician Engagement for Enhanced Recruitment and Retention Strategies			➔					
	4. Optimizing Town Resources for Ongoing Support Services			➔					
	5. Establishing a Performance Monitoring and Continuous Improvement Framework				➔				
	6. Strengthening System Collaboration			➔					
<b>2. Align Medical Clinic Facilities with the Town’s Corporate Asset Management Framework</b>	7. Integrated Medical Clinic Facilities with the Town’s Asset Management Plan	➔							
<b>3. Review and Clarify All Contractual Relationships with Defined Service Level Agreements (SLAs)</b>	8. Define Subsidies in Contracts				➔				
	9. Define Service Level Agreement in Contracts				➔				

