

Physician Recruitment and Retention Committee

Motion Background Info

May, 2019

NEEDS and ASK

- **NEEDS:**

- The Blue Mountains and Meaford have invested in physical plant for primary care but not the “recruitment” plan to fill clinic vacancies.
- ***Regardless of physical plant capacity***, TBM and other area municipalities are facing an urgent need to recruit primary care physicians – 6 to 8 positions.

***THIS IS ABOUT PROPER HEALTH CARE FOR OUR RESIDENTS
NOT JUST TO FILL CLINIC SPACE!***

- **ACTION:**

- Move physician recruitment and retention from NEGHC to a new joint municipal action committee;
- Town establish a Joint Municipal Physician Recruitment and Retention Committee to spearhead this initiative (3 members – two public and one Council);
- Other key Health Care Stakeholders to have non-voting participation;
- TBM to be founding member and provide admin support staff and resources;
- TBM to invite other municipalities to join;
- Initial funds for hiring professional recruiter - \$25,000 (balance of 2019) and new TBM budget item for 2020 identified under a (new) Health Services Budget item,
- North East Grey Health Clinic to focus on business model to support Committee action.

Importance of Primary Care Physicians

- Primary Care Physicians (PCPs) provide day-to-day healthcare;
- Act as the first contact and principal point of continuing care for patients within our healthcare system, and coordinate secondary specialist care their patients may need;
- One in five Emergency Department visits occur from lack of access to a PCP;
- Access to PCPs are a proactive way of addressing hallway hospital medicine.

The Blue Mountains

Red Hot & Blue

STRATEGIC OBJECTIVES	ACTION
Provide accessible health care facilities.	Develop an accessibility committee and define accessibility standards.
Attract a Centre for Rural Medicine or Alternative Health Care Professionals.	Connect with organizations such as Northern Health Clinic ¹⁰ or Northern Ontario School of Medicine ¹¹ to define opportunities.
Ensure affordable Retirement and Nursing Homes.	Conduct a feasibility study or integrate with the Housing Needs Study to define the number of retirement and nursing homes required within The Blue Mountains.
Provide accessible health information and healthy living promotional materials to residents.	Work with hospitals and the health sector to obtain and potentially revise material to educate people about available health services.

STRATEGIES AND ACTIONS

- ❖ Promote Health Prevention Programs in the community
- ❖ Develop an integrated community health plan tailored to meet the needs of our rural community
 - Collaborate with health service providers to develop an integrated community-based health services plan/strategy incorporating health prevention, mental and physical health.
 - Assess current levels of awareness of health services within The Blue Mountains
 - ❖ **Ensure access to health services**
 - Identify real and perceived barriers to accessing health care services within The Blue Mountains

Since NEGHC opened 10 years ago some doctors that have started practices, however insufficient numbers to meet growth and retirements in the midst of fierce competition



- ❖ **Develop a physician recruitment and retention plan**
 - Ensure 911 calls are handled by customer service representatives familiar with the community
 - Discuss emergency medical service response with the County to continually improve service and identify improvement opportunities
 - Collaborate with Local Health Integration Network (LHIN) to better understand how to remove barriers to health care
 - ❖ **Establish community partnerships to implement a sophisticated physician recruitment and retention program**
 - Consider the needs of the growing retirement community
 - Develop transportation system if services are not available locally
 - Enhance the use of technology based communication to improve access to specialized health

URGENT need to *recruit and retain* Primary Care Physicians:

How many do we need?

- 6-8 Primary Care Physicians
- 3 Doctors needed for the 8,000 orphaned patients without physicians
- 5 Doctors for Community growth and upcoming retirements

Where do we find them?

- Medical School students
- Residency programs
- International Medical Graduates (IMGs)
- Professional associations, recruitment online databases
- Family Medicine Teaching Units with Focus on IM Residents who are more willing to relocate to rural area
- Community networking

How do we recruit and retain them

- Engage all stakeholders for both financial and in-kind support
- Hire a Primary Care Physician Recruiter who is professionally and solely focussed on this and outcome engaged
- Directly connect with sources and attend medical school and residency events
- Position our town as a rural community of primary care physician choice
- Engage with existing area physicians – train the trainers

Town of The Blue Mountains

- Primary Care Physicians' practices have average a size of 2-3,000 patients, **however**, now are averaging less than 1,000 patients;
- ***For every 500 homes there is an automatic need for 1.5 Primary Care Physicians;***
- There is a need for additional Long Term Care beds and each facility needs a Primary Care Physician on call 24/7;
- Attainable Housing and other community services needed to attract and support the needs of the physician families;
- ***Development creates the need for access to Primary Care Physicians***

***WHO IS PLANNING
FOR THAT NEED??????***

Competition is Fierce!!!

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THE SEARCH

This Ontario town is home to 8,000 residents – and 18 family doctors

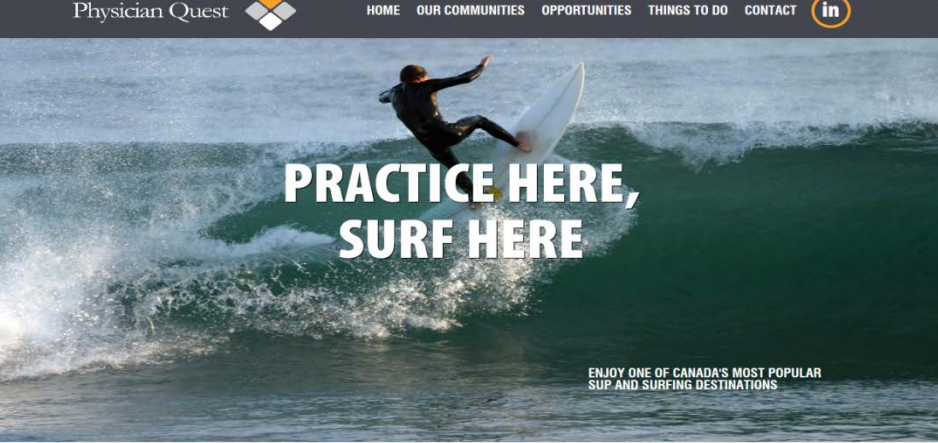
From matchmaking to babysitting, Goderich's physician recruiter pulled out all the stops to woo new doctors

Carolyn Ray - CBC News - Posted: Feb 20, 2018 5:00 AM AT | Last Updated: February 20, 2018



Physician Quest

HOME OUR COMMUNITIES OPPORTUNITIES THINGS TO DO CONTACT



PRACTICE HERE, SURF HERE

ENJOY ONE OF CANADA'S MOST POPULAR SUP AND SURFING DESTINATIONS

Immerse Yourself in Bruce County

The beautiful Lake Huron coast municipalities of Saugeen Shores and Kincardine have partnered together with the support of Bruce Power, the world's largest operating nuclear power facility, to successfully attract new doctors to our region. Both residents and the local business believe that access to health care in both

Kincardine/ Saugeen Shores Physician Recruitment Program

ACCESS TO HEALTH CARE IS AN ESSENTIAL
ELEMENT OF A VIBRANT, SUSTAINABLE
COMMUNITY.



That's why Bruce Power, the Town of Saugeen Shores and the Municipality of Kincardine have spent years actively recruiting physicians to our communities through the joint Physician Recruitment Program. As the program's Physician Recruitment Specialist, I have had the honour of meeting many young physicians as they complete their education and take the next step to find the community that will allow their professional and personal interests to co-exist.

The quality of life we enjoy along Lake Huron shoreline is a huge draw for physicians, many of whom would not have known what our amazing communities offer until they toured the area during site visits. Our top-notch health care services combined with the endless activities available outside of work, helped draw them to the community, and the Physician Recruitment Program provided the assistance they needed to open their practice in rural Ontario.

Our Physician Recruitment Program is unique to rural Ontario and has provided a long-term sustainable solution for physician recruitment in our community. There are fewer orphan patients in Kincardine and Saugeen Shores than in past years, and our youthful and energetic physicians ensure clinics are open for local families, emergency departments are staffed around the clock, general surgeries can be performed locally, and palliative care is available to community members who are in the final stage of life.

This booklet will introduce you to just a few of the physicians who have been recruited through our partnership. One thing you'll notice is they all share common goals – to provide every person in our area with quality health care, and to enjoy all the natural beauty the Lake Huron shoreline offers.

Learn more about our Physician Recruitment Program at www.physicianquest.ca.

Peggy Zeppieri
Physician Recruitment Specialist

It can take months to find a physician in Barrie, but it once took years

Education is the best incentive for attracting family doctors to Barrie

COMMUNITY Jun 08, 2018 by [Bryan Myers](#) Barrie Advance



Activities to Date and Planned

Done:

- ✓ North East Grey Health Clinic (“NEGHC”) has worked as best as it could to recruit to fill clinic spaces;
- ✓ NEGHC attended the Rural Ontario Medical Program (ROMP) event at Blue Mountain Village in early February 2019 and Canadian Association of Physician Recruiters (CASPER) in April, 2019;
- ✓ NEGHC is also now a Member of Canadian Association of Physician Recruiters;
- ✓ Public outreach via media, Citizens Forum presentations.

Action Needed:

- Expand/define catchment area (other area municipalities) – Needs a new structure to do that;
- Create new Joint Municipal committee and absorb activities of NEGHC to facilitate:
 - Educating community and other key stakeholders ;
 - Modernize, professionalize and implement strategy to support primary care physician recruitment;
 - Measure and report to Councils on primary care physician recruitment progress/efforts;
 - Possibly fit into the new Ontario Health Team Structure (LHN replacements)

Joint Municipal Committee Strategy

Vision:

Ensure that the catchment area is the Primary Care Physicians' Rural Community of Choice

Mission:

Develop, implement and measure progress of a sustainable solution for Primary Care Physician Recruitment and Retention in the catchment area

Role of Joint Municipal Physician Recruitment and Retention Committee:

- Reports to participating Municipalities Councils;
- Citizen driven;
- Lead the development and implementation of the Primary Physician recruitment strategy with the support of, Council and community and NEGHC as needed for infrastructure;
- Connect with Stakeholders, i.e. via Chamber of Commerce, ROMP, Medical Schools and Post Graduate programs;
- Establish set of skills and competencies required to deliver the Primary Care Physician recruitment and retention strategy;
- Work with community, stakeholders re funding , in kind and other support;
- Responsible for measuring and reporting on Primary Care Physician recruitment progress/efforts to the Councils, stakeholders and the community;
- Link with the new Ontario Health Teams (LHN replacements) where necessary.

High Level Recommended Terms of Reference for Committee

- Committee Vision and Mission as stated in this presentation;
- Each participating Municipality contributes members (2 private and 1 public) and initial cash (\$25,000);
- Quorum 51% of membership;
- Administrative Staff and Resources provided by The Blue Mountains under an Memorandum Of Understanding similar to the Library (services costed but not charged);
- The Blue Mountains procedural rules to govern;
- All Meetings public;
- Committee **may** form a separate Non Profit entity to be employer of the professional recruiter and receive community in kind or financial contributions;

High Level Recommended Terms of Reference for Committee. *Continued*

- Committee must establish clear goals and objectives that are measurable – passed on to the Recruiter,
- Committee to report to Council quarterly with progress report on goals and objectives;
- Funding for 2020 to be set in 2020 The Blue Mountains budget – new Health Care Services line item;
- Chair elected from Committee membership on an annual basis;
- For The Blue Mountains, Committee Chair to have membership on The Blue Mountains Sustainability Committee, subject to Council approval of this change.



Thank you and Questions!