



# Minutes

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## Joint Municipal Physician Recruitment and Retention Committee

**Meeting Date:** July 17, 2019  
**Meeting Time:** 2:00 p.m. – 4:00 p.m.  
**Location:** Council Chamber  
**Prepared by:** Karen Hilgendorf, Executive Assistant to the CAO

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### A. Call to Order

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- **Approval of Agenda**

**Moved by:** Andrea Matrosovs                      **Seconded by:** Sandy Macaulay

THAT the Agenda of July 17, 2019 be approved as circulated, including any additions to the Agenda. Carried

**Declaration of Pecuniary Interest and general nature thereof**

NOTE: In accordance with the *Municipal Conflict of Interest Act* and the Town Procedural By-law 2018-20, Sustainability Committee Members must file a written statement of the interest and its general nature with the Clerk for inclusion on the Registry.

None declared

- **Previous Minutes**

**Moved by:** Andrea Matrosovs                      **Seconded by:** Sandy Macaulay

THAT the Minutes of June 5, 2019 be approved as circulated, including any revisions to be made. Carried

### B. Staff Reports and Deputations

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#### B.1 Deputations, if any

No deputations

#### B.2 Public Comment Period (each speaker is allotted three minutes)

NOTE: In accordance with the Town Procedural By-law 2018-20 fifteen minutes is allotted at the Meeting to receive public comments regarding the Joint Municipal Physician Recruitment and Retention Committee matters included on the Agenda. The

speaker shall provide their name and address and shall address their comments to the Chair. Comments shall not refer to personnel, litigation or potential litigation matters.

No public comments

### **B.3 Staff Reports**

#### **B.3.1 FAF.19.149 – Joint Municipal Physician Recruitment & Retention Committee – Next Steps**

CAO Shawn Everitt spoke to Staff Report FAF.19.149 noting the report provides an opportunity for the Committee to identify priorities, focus, deliverables and goals, which will be helpful in understanding the work of the Committee and clear next steps to achieve priorities can then be determined.

Chair June Porter referred to the report as a good start and noted the value in a longitudinal approach to assist with providing information to the public. She noted the Town's current Budget Survey results given they mention health may provide information of benefit to the Committee. She also noted it is useful to have goals to review against. She suggested it might be more valuable to review once the Terms of Reference are discussed and discussion with key stakeholders, such as how to work with North East Grey Health Clinics. Councillor Matrosovs added that with good Terms of Reference, we will have answers regarding focus, priorities, and key deliverables.

**At the suggestion of Councillor Andrea Matrosovs, the Committee tabled B.3.1 for discussion later in the meeting.**

## **C. Staff Reports and Deputations**

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### **C.1 Joint Municipal Physician Recruitment and Retention Committee - Terms of Reference**

Chair June Porter asked CAO Shawn Everitt to provide comments. Shawn suggested the Terms of Reference should be reflective of the Town's Terms of Reference structure using the template developed for Committees of Council.

Meeting attendee Brian Harkness, Chair of the North East Grey Health Clinics noted it was the first time he had seen the document and asked for more information regarding the reference to an invitation to join. June noted the Committee first met on June 5, 2019 and that the Terms of Reference at today's second meeting is a starting point. She confirmed neighboring towns/municipalities will be invited. To provide some background, Councillor Andrea Matrosovs noted the motion at the May 13, 2019 Council meeting appointing June Porter and Sandy Macaulay from the North East Grey Health Clinic Board to the Joint Municipal Physician Recruitment and Retention Committee. Councillor Andrea Matrosovs and Councillor Rob Potter were appointed as Council representatives and that the Joint Municipal Physician Recruitment Committee is a Committee of Council. The motion notes the Town of The Blue Mountains as the lead in the formation of a Joint Municipal Physician Recruitment and Retention Committee and further that the Town of The Blue Mountains will invite other area

municipalities to join the Joint Municipal Physician Recruitment and Retention Committee in the pursuit of additional family physicians in the south Georgian Bay area.

**Moved by: Andrea Matrosovs                      Seconded by: Sandy Macaulay**

**THAT the Joint Municipal Physician Recruitment and Retention Committee accept the Draft Terms of Reference and ask staff for housekeeping editing prior to being presented to Council. Carried**

**C.2 Joint Municipal Physician Recruitment and Retention Committee - Key Messaging**

Chair June Porter introduced the draft Key Messaging document noting the urgent need to recruit and retain Family Physicians. Councillor Andrea Matrosovs questioned the 1.5 physicians needed for every 500 new dwellings. CAO Shawn Everitt noted there are 4,000 new units currently in front of staff with an expectation for just over 7,000 in the que. Councillor Matrosovs noted that equates to 21 doctors, and that this information provides a concrete illustration that this is a long term goal.

June advised that you know key messages are successful when you hear from the public the same language as they have assimilated the need. She noted that she sees the need being responsive as the Ministry of Health is evolving with the Health Teams. With reference to Councillor Matrosovs' reference to 21 physicians in 8 years, she noted it is highly likely there will also be progress in the arrival of other health care professionals.

In response to Councillor Matrosovs' question regarding the need for physicians for "orphaned patient", Committee Member Sandy Macaulay responded noting this term in the medical world refers to an underserved area. The anticipated need is 1-2 Family Physicians.

June called for any further discussion before the motion to accept the Key Messaging. She suggested revisiting the document every quarter as the document will be a living document, to be revised as needed.

**Moved by: Andrea Matrosovs                      Seconded by: Sandy Macaulay**

**To accept the Joint Municipal Physician Recruitment and Retention Committee – Key Messaging, as presented, and review every quarter. Carried**

**C.3 Joint Municipal Physician Recruitment and Retention Committee – Meeting Schedule**

In an effort to coordinate meetings as other Committees of Council are also meeting, establishing a routine meeting schedule was discussed.

**Moved by: Sandy Macaulay                      Seconded by: Andrea Matrosovs**

**That the Joint Municipal Physician Recruitment and Retention Committee meet on the third Thursday of each month at 10:00 a.m. in Council Chamber, or at the call of the Chair. Carried.**

**C.4 Joint Municipal Physician Recruitment and Retention Committee Training Workshop – Special Meeting of Council July 16, 2019**

The Special Meeting of Council on July 16, 2019 provided Committees of Council training by Harold Elston. Individuals unable to attend the training in person were invited to review the July 16, Special Meeting of Council video.

### **B.3.1 FAF.19.149 – Joint Municipal Physician Recruitment & Retention Committee – Next Steps**

Referencing the Terms of Reference discussion, the Committee returned to Staff Report FAF.19.149 to identify and discuss next steps.

The Committee discussed priorities and focus areas for the short term, key deliverables to be achieved by the end of the Term of the Committee, and goals to be achieved in 8 years.

Discussed extending invitations to surrounding Municipalities and connecting with stakeholders as short term priorities. Referring to the draft Terms of Reference, Chair June Porter noted some work is already underway on several of the bullet points. Discussed extending an invitation to all neighboring towns and municipalities to become members, leading the development, implementation and evaluation of a Primary Physician recruitment and retention strategy with the support of Council, Stakeholders and the participating communities as key deliverables. Discussed short term goals such as a budget and recommendations to participating municipalities regarding the retention of a Physician Recruiter as a medium priority. Long term goals to be achieved in 8 years were discussed. Councilor Matrosovs referred to 5 physicians recruited by the end of the Council Term in 2022 and then determining beyond 2022 in the next term. Chair June Porter noted she believes that by the end of the second term, we will have seen a move away from direct face to face care and therefore the focus will be more about local access, but it might not be in terms of “sitting in bricks and mortar” and referred to 15 physicians.

CAO Shawn Everitt noted that within the 8 year goal, a suggestion would be to speak to a percentage of retention goals such as retention of 4 of 5 physicians. Committee Member Sandy Macaulay noted some unfortunate losses at the Thornbury Clinic and the Rural Ontario Medical Program's requirements of physicians to train other medical students hadn't been addressed for a number of years. Sandy noted being proud of the work in the last six months and the liaison with the medical profession. June offered that retaining 4 of the 5 physicians is 80% retention but that you can't plan for untoward situations and personal situations related to people leaving the area. Shawn noted his comment was intended to suggest including a reference to retention as a component of the recruitment goals. Shawn noted that going forward, the goals identified by the Committee will be the conduit for getting information to Council and the public. Reference was made to a building strategy identifying key deliverable of 70-80% retention and access to 15-20 physicians and what that might look like in time.

Shawn suggested the development of a Business Plan and Budget Proposal. June noted the results of the Budget Survey will help to identify the public's interest in healthcare. Shawn noted he will follow-up with Financial Staff as he believes the survey runs until the end of August and will provide an update for the Committee.

**Moved by: Sandy Macaulay**

**Seconded by: Andrea Matrosovs**

**That the Joint Municipal Physician Recruitment and Retention Committee received Staff report FAF.19.248, entitled “Physician Recruitment and Retention Committee next steps” for information;**

**AND THAT the Joint Municipal Physician Recruitment and Retention Committee**

- **Connect with all necessary stakeholders who may assist in the recruitment and retention of physicians, i.e. Medical Schools and their respective Post Graduate programs, local health care providers, Rural Ontario Medical Program (ROMP), the new Ontario Health Teams (LHIN replacements), local Chambers of Commerce etc.**
- **Actively work with the local medical community, health care providers and ROMP in developing, supporting and sustaining physician mentoring/training program**
- **Actively implement, monitor and evaluate ongoing programs for physician recruitment and retention for medical students, locums, or resident physicians or other incentives as deemed appropriate by the participating times and/or municipalities**
- **The Committee shall not present a deficit budget without first seeking approval of the participating municipalities by Council resolution.**

**As the priorities and focus areas for 2019;**

**AND THAT the Joint Municipal Physician Recruitment and Retention Committee**

- **Lead the development, implementation and evaluation of a Primary Physician Recruitment and Retention strategy with the support of Council, stakeholders and the participating communities**

**As the key deliverable to be achieved by the end of the Term of the Committee;**

**AND THAT the Joint Municipal Physician Recruitment and Retention Committee identify goals to achieve in 8 years.**

- **Connect with all necessary stakeholders who may assist in the recruitment and retention of physicians, i.e. Medical Schools and their respective Post Graduate programs, local health care providers, Rural Ontario Medical Program (ROMP), the new Ontario Health Teams (LHIN replacements), local Chambers of Commerce etc.**
- **The Committee may make recommendations to the participating municipalities that the services of a Physician Recruiter be retained to aid the Committee in meeting its specified mandate**
  - **Establish set of skills and competencies required to deliver the Primary Care physician recruitment and retention strategy for when there are funds in place to support a Physician Recruiter**
  - **The Physician Recruiter shall be governed and managed by the terms and conditions of a separate agreement with the participating municipalities**



She noted there will be opportunities for other members of the Committee to participate on an annual basis.

#### **C.8 NEGHC (North East Grey Health Clinics)**

Arising from discussion at the June meeting, it was noted there is often a desire for a Welcome Package or providing seasonal passes to residents in the program for the purpose of providing exposure to the area outside of the medical profession. Chair June Porter noted that outside of what the Town of The Blue Mountains can do, the Committee will be looking at opportunities and not duplicating what Brian Harkness, Board Chair of the North East Grey Health Clinics Brian Harkness is doing and not doing anything outside of the Board. CAO Shawn Everitt noted discussion re North East Grey Health Clinics and where we are with the agreement regarding the facility, not about the two groups working together. He noted Brian Harkness gave background information on the facility itself.

Board Chair, Brian Harkness noted North East Grey Health Clinics is the landlord for two clinics land leases for doctors. He noted roles have changed and that the Corporation can no longer do what it has been doing regarding recruitment. He noted incentives are challenging and sources of funding can be problematic.

Brian referred to another thing for this Committee's consideration is retention. He referred to professional standards and compliance as being outside discussions. Brian noted there may be a need to compete for doctors coming to the clinic. He noted if there are questions from the Committee, he can help with that. In response to a question from Councillor Matrosovs, Brian provided background information relating to the clinics regarding exam rooms, vacancy, cost to equip, related services etc. Chair June Porter suggested concurrently there is a need to plan for future space for doctors to set up practice. Brian noted if housed outside of the medical clinic, there will be a need for coordination and linking on recruitment with NEGHC. June noted with established goals, suggested further discussion regarding places to practice.

**Moved by: Sandy Macaulay                      Seconded by: Andrea Matrosovs**

**To have a draft for discussion at the August meeting on how the Joint Physician Recruitment and Retention Committee will complement the North East Grey Health Clinics Inc. given their respective roles and responsibilities. Carried**

Board chair, Brian Harkness noted he has not met with the Board since this committee was struck. Chair June Porter noted the need to work in a complimentary way, the Board would want to have discussions regarding physicians. She noted the need to complement and not duplicate. Councillor Matrosovs addressed Brian Harkness's comments and if there is a conflict to be on the Board for NEGHC, this is something we need to discuss. Brian noted he does not see it as a conflict. The Board has done recruiting to date, but in researching options has found that it would be better served by a committee. He noted he does not want to conflict. Providing information to the

Board regarding the work of the Committee was suggested. June noted she will prepare the draft re how to work together for a wholesome discussion at the August meeting.

**C.9 Acquisition of a Banner to promote TBM at Conferences/Education Opportunities (Sandy Macaulay/Shawn Everitt)**

Committee Member Sandy Macaulay referred to attending events in the past where banners were used and noted she believes there is a need to have a banner at events to attract physicians to relocate. CAO Shawn Everitt noted the Town has a couple of banners and will follow up in this regard.

**C.10 Accommodation for Medical Residences**

Committee Member Sandy Macaulay provided an update noting it is important to get the community on board. She noted three people in the community have identified they have space for residents. She noted a resident had requested billeting.

**D. Correspondence**

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None presented

**E New and Unfinished Business**

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**E.1 Additions to the Agenda – Marketing Sign**

Chair June Porter was asked by a local resident who recently drove through Renfrew and saw signs advertising for physicians to place this on the agenda for discussion. The Town resident noted that with the high tourist volume, this might be a consideration as another vehicle in the search for physicians. Considering the Town has a sign bylaw, it was thought the topic might be worthy of discussion. Sandy referred to the election signs we will see in the fall. Councillor Matrosovs noted there are bigger budget items and the aversion to plastic signs suggesting the possibility of a wooden sign at entrances. Referred to promoting the Town of The Blue Mountains as physicians first choice for rural medicine. Spoke about 2 ½ million visitors and some could be interested. Discussed advertising options. Committee Member Sandy Macaulay referred to Medical Schools and reaching out to Ontario Health in their medical advertising. Reference made to sustainability and the environment. CAO Shawn Everitt suggested the Communication Committee might be able to assist and perhaps have a member attend a future meeting of the Joint Municipal Physician Recruitment and Retention Committee.

**Moved by: Andrea Matrosovs**

**Seconded by:**

**Sandy Macaulay**

**To add physician recruitment signage as an agenda item for the August 15, 2019 meeting. Carried.**

## **E.2 Items identified for Discussion at the Next Meeting**

Discussed the guests invited to the August meeting and Chair June Porter suggested circulating questions re what they can do for us. Councillor Matrosovs suggested the agenda include Outreach to Doctors in addition to the options around signage. Meeting attendee Brian Harkness referred to an item missing in Meaford and the Town of The Blue Mountains is the overarching group called the Family Health Team. He noted he thinks it is part of the link for the Joint Municipal Physician Recruitment Committee to bring into the discussion. He noted doctors have to talk to doctors or they can't get into the Family Health Team. He also referred to the undercurrent of two municipal boundaries re hospital privileges – Owen Sound and Collingwood. Committee Member Sandy Macaulay referred to the Medical Community and the Family Health Team noting there is no funding for Family Health Teams. She believes there is a new direction in Ontario and the Ontario Health Teams are going to be more focused on helping in the local area e.g. need for Mental Health. It was noted that different municipalities applied for Ontario Health Teams and we did not qualify due to population. It was noted that Owen Sound and Collingwood did qualify during this round. June thanked Brian Harkness for his input. She questioned how Collingwood facilitate privileges and suggested putting this question on when physicians ask.

Chair June Porter will circulate a list of questions by August 6, 2019 to members of the Committee who are coming to the next meeting. It was suggested to prepare questions for a response in a week.

## **F. Notice of Meeting Dates**

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August 15, 2019  
Town Hall, Council Chambers

## **G Adjournment**

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**Moved by: Andrea Matrosovs                      Seconded by: Sandy Macaulay**

THAT the Joint Municipal Physician Recruitment and Retention Committee does now adjourn at 3:50 p.m. to meet again on August 15, 2019.