



Committee Report

Joint Municipal Physician Recruitment and Retention Committee Report

Meeting Date: August 15, 2019
Meeting Time: 1:00 p.m.
Location: Town Hall, Council Chambers
32 Mill Street, Thornbury, ON

Joint Municipal Physician Recruitment and Retention Committee Recommendations

NOTE: The following are recommendations from the Joint Municipal Physician Recruitment and Retention Committee to be considered for adoption by Council

C.4 Physician Recruitment Signage

Recommended (Move, second)

THAT, as recommended at the August 15, 2019 Joint Municipal Physician Recruitment and Retention Committee Meeting, Council request the Community Communications Advisory Committee to include Doctor Recruitment in messaging in the Master Communication Plan.

C.6 Attendance at Grey Bruce Health Task Force

Recommended (Move, second)

THAT, as recommended at the August 15, 2019 Joint Municipal Physician Recruitment and Retention Committee Meeting, Council appoint June Porter to represent the Joint Municipal Physician Recruitment and Retention Committee on the Grey Bruce Health Care Task Force and that Sandra Macaulay will serve as the alternate in her absence.



Minutes

Joint Municipal Physician Recruitment and Retention Committee

Meeting Date: August 15, 2019
Meeting Time: 10:00 a.m.
Location: Council Chamber
Prepared by: Karen Hilgendorf, Executive Assistant to the CAO, Recording Secretary

A. Call to Order

▪ Approval of Agenda

Moved by: Rob Potter **Seconded by:** Sandy Macaulay

THAT the Agenda of August 15, 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:** Rob Potter

THAT the Minutes of July 17, 2019 be approved as circulated, including any revisions to be made. Carried

B. Staff Reports and Deputations

B.1 Deputations

June Porter, Chair welcomed invited guests Nora Holder and Marie LaRosa.

B.1.1 Nora Holder, President & CEO, Collingwood General & Marine Hospital

Nora Holder noted it was a pleasure to be a guest at the meeting and advised it is her understanding that the invitation extended by the Committee is related to the

recruitment of physicians in the Town of The Blue Mountains and area. She noted she wasn't sure what the Committee needed by way of information and provided some background regarding the area the Collingwood General & Marine Hospital serves; Collingwood, Clearwater, Town of The Blue Mountains and some of Grey County. She noted being on a fact-finding mission to determine what the Committee needs from them. She referred to ROMP (Rural Ontario Medical Program) which are based in Collingwood and their work in recruiting physicians to rural communities and noted Collingwood hospital's focus has more to do with recruiting specialists. She referred to Michelle Hunter's area of expertise with ROMP and noted it was unfortunate Michelle was not able to attend the meeting to discuss physicians, residents and recruitment.

Committee member Sandy Macaulay referred to looking at a couple of goals re Ontario Health Teams (OHT). She referred to goal number one as looking to align with Collingwood in that we do not have the population to apply to become an OHT on our own and the second goal refers to the work the Committee has done in the effort to have physicians work as preceptors in the area of training. She noted looking for help re the need to train more physicians; not just in the Town of The Blue Mountains, but in the region. She spoke about training residents and getting involved down the road in the Discovery Week program for medical students.

Nora responded noted while she could not speak to the Ontario Health Team but could say that they were part the Georgian Bay application which was submitted. She noted being in the development state re acute care, home care etc. and that Michelle Hunter would be the best person to talk to regarding the Discovery Week program.

June questioned if there is an opportunity to work with the Collingwood Hospital when family practice residents engage with the hospital. She noted the key thing is for us to access, have face time and build a relationship with them while finding out what they like to do so they have a broader opportunity to engage in the lifestyle. She noted if we are fortunate to have a recruiter down the road, they would make further connections to meet with cycling contacts etc. for those who are contemplating a move here and would benefit from recreational experiences. Sandy suggested there is interest in any event where we could become a partner. Nora advised that events are posted but noted ROMP is the key organization for events that will be ongoing to help with placements etc. Sandy noted that we are looking for support to build a more robust relationship with ROMP.

Nora agreed to work with the Joint Municipal Physician and Recruitment Committee. She noted they facilitate placements so the more relationships and opportunities they will have she is happy to do so, but not sure how. Reference was made to Michelle Hunter not being able to attend today and the relationship with ROMP.

With Michelle Hunter not at the meeting, June had a question regarding MAC (Medical Advisory Committee) and asked if they participate in doing anything for the residents. Nora responded noting MAC collaborates with ROMP. June questioned making rounds in the hospital in the a.m. with Nora responding yes in that they have time with the

preceptor. June referred to the a.m. rounds and asked if it would be amenable to meet the residents to engage with them. She reiterated it is all about building a relationship to recruit them. She noted she is hearing that everything goes back to ROMP and questioned exploring if there are other ways. Nora noted she would be happy to take back to ROMP the Physician Recruitment and Retention Committee's interest in working with them. Nora referred to an opportunity to meet with residents; Family Practice Residents.

Shawn Everitt, Chief Administrative Officer referred to representation and the fact finding opportunity at today's meeting. He referred to Mr. Harkness, Chair of North East Grey Health Clinics, in attendance and the opportunity to get different perspectives. He noted the Committee is in the infancy stage but that it is essential for the group to see where the committee can go forward. He noted the next step is to work with Nora regarding ROMP and determine when best to meet with ROMP. Nora will reach out to ROMP. It was suggested ROMP may come here. Shawn thanked Nora for joining the meeting noting her attendance is appreciated.

Nora noted the big thing to add is knowing the physicians currently in the area and that having one or a couple of the physicians coming alongside would make it easier to recruit. She noted she can't speak for Michelle Hunter but noted she has spoken with family physicians 100% of the time re working with physician in the area with supports in place. She noted the FHT (Family Health Team) has different funding pots noting one is mental health. She noted they have reached out to local Community Health Centre to physicians regarding resources and space. She noted they are independent entrepreneurs operating in the same building. She suggested it would be helpful to have a physician at the table. June noted this was a good perspective. Sandy noted we have identified one physician already. June referred to the physician associated with the health team for Clarksburg and asked if they precept for residents. Councillor Matrosov asked if they are on the list for Georgian Bay. It was confirmed they are on the list. June referred to examples of physicians working with an established individual in the area being a huge factor in recruitment. Sandy noted a challenge in that she doesn't think the physician in Clarksburg can train. June noted that with a roster of 52 physicians, it is hard to know what they are capable of. She referred to the Grey Bruce Primary Care Physician Task Force. Reference was made to competition with neighbors and a collegial relationship. She referred to 55-60 physicians and questioned if there is a way to facilitate more physicians in the Town of The Blue Mountains catchment area.

B.1.2 Marie LaRosa, Executive Director, Georgian Bay Family Health Team

Marie LaRosa, Executive Director of the Georgian Bay Family Health Team referred to Wasaga Beach noting Council has one physician set up by paying for space. She also referred to developing and strengthening a relationship with ROMP to ensure residents have a good experience. June suggested perhaps Shawn could reach out to Wasaga Beach. Nora noted contacting Clearview regarding lessons learned as a suggestion. Councillor Potter questioned if there are things we need to think about in our Community that would help to attract physicians. Marie referred to the role of ROMP

and placements all over the province and noted the strength in recruitment. Nora suggested reaching out to municipalities already mentioned. She noted staff have the history and understand what residents like when contemplating a practice. She suggested the main role is not recruitment. She suggested asking the Family Physicians here if they would consider being preceptors and mentors. Rob noted what he was looking for has more to do with how we attract physicians and other reasons suggesting the need to tap into information from others. Marie referred to the FHT noting she has seen growth from 25 to 52 physicians. She noted the important thing is the relationship with family physicians in the area so that by the time they graduate, they feel they have a community around them.

Nora suggested the need for physicians on the Committee noting it is the relationship that they develop with preceptors and other physicians, learning and growth opportunities, and getting to know the specialist so they begin to understand all the nuances in coming into practice. She noted hospitals are different. She noted there is value in having them set up for success, combined with the area experiences. June referred to Wednesday evening learning events. Marie noted they are organized through ROMP and include speakers, various issues and a dinner social and that they provide a time for new residents to interact with other physicians. Sandy asked if there were medical sponsorships. Marie responded that sometimes there are sponsorships.

Shawn suggested he could follow up with Clearview and Wasaga Beach when he attends the August AMO Conference.

Marie noted if there is any way she can help, she is happy to assist. Nora will follow up with Michelle Hunter once she is back. Nora and Michelle thanked the Committee for the opportunity to attend. June noted it is nice to understand how ROMP works and how to gather information to have a better platform.

Andrea referred to the action for Shawn (re follow-up with Clearview and Wasaga Beach) and asked how that relates to the letter to neighboring municipalities. It was suggested to defer this until the discussion regarding the letter.

B.1.3 Michelle Hunter, Director of Rural Ontario Medical Program (Needed to cancel but available to attend a subsequent meeting, at the call of the Committee.)

The Committee agreed to extend an invitation to Michelle Hunter to attend the September 19, 2019 meeting.

Moved by: Rob Potter

Seconded by: Sandy Macauley

That staff extend an invitation to Michelle Hunter to attend the September 19, 2019 meeting of the Joint Municipal Physician Recruitment and Retention Committee

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.

Brian Harkness, Chair of the North East Grey Health Centre (NEGHC)

Brian noted that one of the comments was about other municipalities and incentives to attract physicians. He noted this subject has to be brought up. He noted no one talked about criteria as a municipality to join FHT. He noted it is important to ask our doctors and noted it is important in attraction and retention. He referred to the letter noting it needs to go out but with a request for a formal response from the various municipalities and then he will understand how that impacts NEGHC. Sandy noted looking at goals and funding. She noted there is no money associated with the FHT and that is the reason for suggesting the alignment with the Collingwood FHT for more collaboration.

June noted the draft letter is out for discussion. Discussed on the draft will take place later in the agenda.

Brian noted he was invited by the Deputy Mayor of Meaford to meet the Executive Director of the FHT in Owen Sound but due to the current comments, he noted it may not be worthwhile as this municipality may be moving toward Collingwood.

Brian noted it appears unclear which way doctors talk to Family Health Teams. He noted he understand the lack of funding but as a PRC, he questioned which one is important and who should he be talking to.

June advised it is always useful to hear what people have to say and what they have to offer and that having the bigger picture is useful. She noted it is an evolving process and interesting to see the perspectives.

B.3 Staff Reports

None

C. Matters for Discussion

C.1 North East Grey Health Clinics Inc.

How the Joint Municipal Physician Recruitment and Retention Committee will complement the North East Grey Health Clinics Inc. given their respective roles and responsibilities.

June referred to a handout she provided identifying discussion points. She noted it is always easier to have something on paper to refer to.

Suggestions for discussion on the respective roles of the Joint Municipal Physician Recruitment and Retention Committee and the NEGHCs included:

Joint Municipal Physician

Recruitment and Retention Committee

NEGHCs

Areas of responsibility:

- Landlord as required by Ontario law and maintaining available clinic space in 'show' readiness for potential candidates
- Creative incentives which may work with local stakeholders
- Marketing clinics through social media such as website, Twitter feeds etc.
- Participating in recruitment events such as discovery weeks
- Scheduling showings for potential physician candidates to tour clinic facilities
- Participate in annual Doctor's appreciation event

Joint Municipal Physician Recruitment and Retention Committee

Areas of Responsibility:

- As per the terms of reference
- Participate in annual Doctor's appreciation event
- Liaising with ROMP and medical schools

Joint Areas of Responsibility

- Meeting with potential physician candidates to answer questions
- Engaging the local residents to provide accommodation for medical residents, students, locums etc.

Sandy noted that last year only two physicians came out. She noted it is an important event. The NEGHC paid for the dinner for both clinics in both municipalities. She noted physicians here have been asked to be involved on the Committee, but the response has been they are too busy and over taxed. She noted, however, that trying to get a doctor for the Committee is a good suggestion. She noted two doctors at the dinner were very appreciative.

At the suggestion of the Committee June noted moving "Participate in annual Doctor's appreciation event" to the Joint Areas of Responsibility list.

Brian Harkness spoke and referred to Sandy's statement suggesting a correction in that it wasn't just the clinic doctors but doctors within our municipality and that it was broader than two as others were invited. With regard to the first bullet point, he noted that the NEGHC is in transition and has done the landlord, recruiting and incentive components and ran out of available funds to attract doctors in the historical way. He noted he is not sure of the role of the NEGHC and would have to go back to the Board to see if applicable and then assign.

Councillor Matrosovs asked Brian to identify from the list, the points he understands versus the ones he would need to take back to the Board. Brian referred to the first two bullet points and referring to the third bullet point, he noted the website is not up to date. He noted two people from the Board are on the Committee. June noted that the

last time the application was done on the fly and that NEGHC may be able to solicit help next time. Rob noted maybe add liaison with the Joint Municipal Physician Recruitment and Retention Committee or Brian Harkness on an ongoing basis should transition to this Committee. Brian noted he needs more information about who initiates, who organizes etc. and noted if the doctors aren't talking to doctors, what discussions were important whether this committee or his; more discussion is needed

Councillor Potter noted it sounds like physician-to-physician. June noted Councillor Potter raises a valid point in that maybe we need a representative of the Physician Sector as an important stakeholder. Regarding the areas of responsibility, Shawn suggested a joint meeting of the NEGHC and the Joint Municipal Physician and Retention Committee. From a timing perspective, he suggested the benefit of sitting down together so both groups understand what they are responsible for. In addition, he suggested clearly defining the Doctor Appreciation event, who is responsible and who is participating. June thanked everyone for their input noting that as the Committee attempts to find out where it fits in, discussion is helpful. Going forward, it was suggested providing Brian with an updated version for circulation to the Board and then follow with a joint meeting

Moved by: Andrea Motrosovs Seconded by: Sandy Macauley

That the Joint Municipal Physician Recruitment and Retention Committee invite the Board of the North East Grey Health Clinics to join us in an upcoming meeting to discuss areas of responsibility. Carried

C.2 Terms of Reference (Verbal)

In follow up to the Committee direction at the last meeting that Staff insert the Terms of Reference into the Town template, Karen Hilgendorf identified a number of areas for review and consideration.

With respect to membership, Shawn suggested including consideration for a Physician on the Committee. He noted it could be added to the composition and if successful, it would not be necessary to change the Terms of Reference as it doesn't affect quorum. June noted this was an excellent idea. It was questioned that while it was hoped to have the Terms of Reference approved by Council in the Fall it was questioned if approval of the committee member process would be needed. Shawn suggested that being a Committee of Council, if a physician came forward to join the Committee, it would be his thought that the Terms of Reference wording could be such that Council would appoint the physician directly, without the need for the committee member approval process.

Councillor Potter questioned if there was a recruitment of fifth member, would both Council members vote? Councillor Matrosovs noted another consideration around

membership regarding the four neighboring municipalities. She noted it would constitute a large committee if we have five municipalities with one Council member each. She noted thinking ahead to the letter and wondered if we are setting ourselves up. Councillor Potter suggested identifying that we will revise the membership if other municipalities become involved. Shawn suggested we imbed into the report that the membership would be looked at as we move forward as we see new municipalities come on board. He questioned if it has to be a physician, or if there is value in looking outside. Sandy referred to two health care professionals on the committee and noted she believes it has to be a physician. Brian advised he was confused. He asked if the doctor had to be a resident here or of the other municipalities and what happens if they are not a member of the Joint Municipal Physician Recruitment and Retention Committee? Shawn noted that was a good question and that because of the professional nature, the physician may not have to be a resident of the Town of The Blue Mountains but a resident of one of the five municipalities.

June suggested working with staff to bring back a revised Terms of Reference for the September meeting.

Moved by: Andrea Matrosovs Seconded by: Sandy Macauley

To bring back a revised Terms of Reference to the Committee to the September meeting. Carried

C.3 Town Banner – Use at Promotional Events (Verbal)

At the July meeting Shawn agreed to follow up regarding the Committee's use of a Town banner for events. Shawn showed the Committee a summer and winter banner noting the Committee could loan a banner, as needed. Sandy questioned the process to loan a banner. Shawn suggested making email contact with him or Tim Hendry, Economic Development and Communications Coordinator.

C.4 Physician Recruitment Signage

Referring to a discussion at the previous meeting, Councillor Matrosovs referred to thinking about a sign under the Welcome to the Town of The Blue Mountains sign. She referred to a more global thought process re signs around the Town noting too many temporary signs become missed or ignored and that a long term sign could be lost. Councillor Potter noted that signage is a good way to get people's attention. He referred to a video sign where the message scrolls may be the way we will have to go. In that we need some way to let people know what we are up to. He noted the message is more important than the medium. Shawn referred to the promotion of a Strategy Corp Workshop where it was noted that roadside signage had proved to be effective. Shawn referred to 3-5 different videos about services the Town provides and suggested this

Committee may want to do a promotional video for the website. He noted the videos are not expensive and could have local content.

Motion by: Andrea Matrosovs Seconded by: Sandy Macauley

That the Joint Municipal Physician Recruitment and Retention Committee request the Communications Committee to include Doctor Recruitment in messaging in the Master Communication Plan. Carried

C.5 Outreach to Doctors

June noted ROMP, as she understands, sends a generic letter but that in a recent situation, a letter had not been received. She suggested that maybe one of the responsibilities of the Committee is to add communication with physicians noting this will also add a personal touch. She questioned if we require Council approval on a letter-by-letter basis or if a generic letter could be considered. She questioned if there are questions, we know the answer to, can we respond as it doesn't seem to come from ROMP. Councillor Potter questioned if we could consider delegating the responsibility to the Chair. Shawn noted he thinks it is doable but suggested the Committee may want to include this clearly in the Terms of Reference i.e. the ability to send letters directly to physicians. He noted that for process, since we only meet once per month, it is nice to make responses efficiently and suggested that prior to going out, seek email agreement from the Committee to release. He noted he fully supports this. Councillor Potter noted he had something some up with a committee yesterday and concurred it is great to set this up now through the Terms of Reference. He noted other committees may follow us. June noted it becomes a marketing tool.

Shawn advised the need to excuse himself from the meeting as he had another meeting to attend. Andrea noted there are things to discuss regarding the letter. Reference was made to the mechanics in the Terms of Reference, to add the additions, and reference to the Chair responding and providing input as needed.

C.6 Attendance at Grey Bruce Health Task Force (Verbal Sandy Macauley)

Sandy are reported she attended on behalf of Chair, June Porter. She noted the meeting was held as a result of a Primary Care meeting in April. She noted there was discussion around terms of reference, the new name, Grey Bruce Health Care Task Force (Tobermory to Markdale) and wanting to include Long Term Care. The goals of the committee were also discussed, executive directors etc. She noted it was a good meeting. She advised the meetings will be held more frequently. She reported there was a lot of concern about ROMP and getting residents properly trained. June will be attending future meetings. Sandy noted she thought she had circulated the minutes but would circulate them again to the Committee.

June provided some history noting an email was circulating that this Task Force was underway. She noted other towns had elected officials in attendance and noted she was not clear why the Town of The Blue Mountains was not represented. Sandy advised that no one was available to attend. She noted as mentioned by Brian, we may align with the Ontario Health Team in Collingwood noting it is good to keep abreast of their discussions.

Motion by: Andrea Matrosovs Seconded by Sandy Macaulay

To appoint June Porter to present the Joint Municipal Physician Recruitment and Retention Committee on the Grey Bruce Heath Care Task Force and that Sandra Macaulay will serve as the alternate in her absence. Carried

C.7 Grey County Special Small Task Force for distribution of health funds in the County (Verbal Sandy Macauley)

Sandy reported on the establishment of an ad hoc Health Care Funding Task Force by Grey County. She listed the members of Grey County Council who have been appointed to the Task Force noting this County task force will determine the distribution funding for health care related requests. Sandy advised her intention is to share the information with the Committee.

D. Correspondence

None

E. New and Unfinished Business

E.1 Additions to the Agenda – Draft Letter

Councillor Matrosovs extended thanks for the draft letter from the Joint Municipal Physician Recruitment and Retention Committee to the Municipality of Grey Highland, Municipality of Meaford, Township of Clearview, Town of Collingwood and Grey County (Warden, Selwyn Hicks). A number of edits were suggested for review with Shawn Everitt. June advised she would make the revisions and circulate a revised version for concurrence before releasing.

E.2 Items Identified for Discussion at the Next Meeting

- **Michelle Hunter, Director of Rural Ontario Medical Program (ROMP)**
- **Terms of Reference**

F Notice of Meeting Dates

September 19, 2019
Town Hall, Council Chambers

G Adjournment

Moved by: Rob Potter Seconded by: Sandy Macaulay

THAT the Joint Municipal Physician Recruitment and Retention Committee does now adjourn at 12:00 p.m. to meet again on September 19, 2019 or at the call of the Chair.