



# Staff Report

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## Administration

**Report To:** Committee of the Whole  
**Meeting Date:** November 18, 2019  
**Report Number:** FAF.19.234  
**Subject:** Joint Municipal Physician Recruitment and Retention Committee  
Draft Terms of Reference  
**Prepared by:** Shawn Everitt, Chief Administrative Officer

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### A. Recommendations

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THAT Council receive Staff Report FAF.19.234, entitled "Joint Municipal Physician Recruitment and Retention Committee Draft Terms of Reference";

AND THAT Council approve the Joint Municipal Physician Recruitment and Retention Committee Terms of Reference as found in Attachment 1 of this report.

### B. Overview

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This report provides Council with a draft Terms of Reference for the Joint Municipal Physician Recruitment and Retention Committee.

### C. Background

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At the May 13, 2019 Council meeting, Council approved a new Committee of Council being the Joint Municipal Physician Recruitment and Retention Committee with the composition of the Committee to be two (2) members of Council (representing just one (1) vote) and two (2) members of the public along with the required staff resources, and that the Town invite other municipalities to join the joint committee. Additionally, Council directed staff to follow-up with a draft Terms of Reference for Council consideration.

Council has appointed Councillor Matrosovs and Councillor Potter as the Council Representatives with the Mayor as an ex-officio member. The two (2) Council Representatives met with staff and developed the Draft Terms of Reference for Council consideration.

As outlined in the Draft Terms of Reference, the purpose of this Committee is as follows:

The Town of The Blue Mountains ("Town") Joint Municipal Physician Recruitment and Retention Committee ("Committee") is an advisory committee of the councils of participating towns or municipalities for matters related to the development, implementation and progress monitoring of a sustainable solution for the recruitment and retention of Primary Care Physicians ("Physicians") for the Committee membership catchment population.

## **D. Analysis**

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Following this direction, Staff met with the Joint Municipal Physician Recruitment and Retention Committee Council Representatives to develop the Terms of Reference document found in Attachment 1 of this report, including the proposed mandate and composition of the Committee. The Terms of Reference identifies the Administration Department as the lead on the Joint Municipal Physician Recruitment and Retention Committee, with administrative and senior management support as required.

## **E. The Blue Mountains Strategic Plan**

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- Goal #1: Create Opportunities for Sustainability
  - Objective #1 Retain Existing Business
  - Objective #2 Attract New Business
  - Objective #3 Promote a Diversified Economy
  - Objective #4 Support Value-Added Agriculture and Culinary Tourism
  - Objective #5 Improved Visibility and Local Identity
  
- Goal #2: Engage Our Communities & Partners
  - Objective #1 Improve External Communication with our Constituents
  - Objective #2 Use Technology to Advance Engagement
  - Objective #3 Strengthen Partnerships
  
- Goal #3: Support Healthy Lifestyles
  - Objective #1 Promote the Town as a Healthy Community
  - Objective #2 Increase the Range of Housing Choices and Promote Housing Affordability
  - Objective #3 Manager Growth and Promote Smart Growth
  - Objective #4 Commit to Sustainability
  
- Goal #4: Promote a Culture of Organizational & Operational Excellence
  - Objective #1 To Be an Employer of Choice
  - Objective #2 Improve Internal Communications Across our Organization
  - Objective #3 To Consistently Deliver Excellent Customer Service
  - Objective #4 To Be a Financially Responsible Organization
  - Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness
  
- Goal #5: Ensure Our Infrastructure is Sustainable
  - Objective #3 Implement Best Practices in Sustainable Infrastructure

## **F. Environmental Impacts**

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None.

## **G. Financial Impact**

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None.

## **H. In consultation with**

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Joint Municipal Physician Recruitment and Retention Committee Council Representatives

- Councillor Matrosovs
- Councillor Potter

## **I. Public Engagement**

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The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required.

However, any comments regarding this report should be submitted to Shawn Everitt, [cao@thebluemountains.ca](mailto:cao@thebluemountains.ca).

## **J. Attached**

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1. Joint Municipal Physician Recruitment and Retention Committee Draft Terms of Reference – October 17, 2019

Respectfully Submitted,

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Shawn Everitt  
Chief Administrative Officer

For more information, please contact:  
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## **Joint Municipal Physician Recruitment and Retention Committee**

### **TERMS OF REFERENCE**

#### **1. PURPOSE**

The Town of The Blue Mountains (“Town”) Joint Municipal Physician Recruitment and Retention Committee (“Committee”) is an advisory committee of the councils of participating towns or municipalities for matters related to the development, implementation and progress monitoring of a sustainable solution for the recruitment and retention of Primary Care Physicians (“Physicians”) for the Committee membership catchment population.

#### **2. MANDATE**

The Mandate of the Joint Municipal Physician Recruitment and Retention Committee is to:

1. Undertake strategic planning, program development, implementation and evaluation of initiatives for the recruitment and retention of new and existing Physicians, medical student locums and/or resident physicians within the area served by the Committee membership catchment population by support of Councils of participating towns or municipalities;
2. Extend an invitation to all neighbouring towns or municipalities to become members of the Joint Municipal Physician Recruitment and Retention Committee;
3. Educate the Council, community and stakeholders of participating towns or municipalities with regard to the Mandate of the Committee;
4. Connect with stakeholders who may assist in 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 and other applicable stakeholders;
5. Actively work with the local medical community, health care providers and ROMP in developing, supporting and sustaining a physician mentoring/training program;
6. Connect with community stakeholders that may be able to provide in-kind support;

7. Make recommendations whether the services of a Physician Recruiter be retained to aid the Committee in meeting its specified mandate:
  - a. Establish the set of skills and competencies required and costs associated with delivering the Physician recruitment and retention strategy;
  - b. The Physician Recruiter shall be governed and managed by the terms and conditions of a separate agreement with the participating towns or municipalities;
8. Recommend to Councils of participating towns or municipalities, on an annual basis, an operational budget that will also contemplate a long-term strategy for funding recruitment efforts;
  - a. In the absence of a separate bank account, the Committee shall utilize the financial services of a participating town or municipality, upon resolution of Councils of participating towns or municipalities;
9. Upon dissolution of the Committee, the funds that remain in the reserves/surplus account(s) shall be distributed to the current participating towns or municipalities on a percentage/ratio basis, based upon the current year's contribution.
10. Recognize that this mandate cannot be undertaken in isolation of other health care professionals given the interprofessional nature of current and, more importantly, future primary health care delivery models that Physicians are educated to practice within.

### **3. COMMUNICATION POLICY & PROTOCOL**

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

#### **Definition**

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

#### **Protocol Objectives**

The Committee will likely have a profile in the community and as a result, members may be engaged in activities that put them in direct contact with citizens and various organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies of their respective towns and municipalities. In addition, the following guidelines should be understood by advisory Committee members:

1. Only the Committee Chair can speak on behalf of the Committee.
2. Committee members shall not direct any messaging without approval of the Chair.
3. The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Councils, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

### **Policy Directives**

1. Communications emanating from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
2. Any communication of a policy nature shall be recommended to Councils for their ratification.
3. If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

### **4. ACCOUNTABILITY**

Committee will report to and/or provide recommendations to Councils of participating towns or municipalities on a quarterly basis through accessible reports. Councils of participating towns or municipalities may request update reports at any time on specific projects or initiatives.

### **5. MEMBERSHIP / VOTING**

The Committee will be defined by the number of participating towns or municipalities. Towns or municipalities may join upon contribution of no less than \$25,000 annually. Councils of each participating town or municipality will appoint up to four (4) members for a term that runs concurrent with its respective Council plus an additional six (6) months post-election. Composition from each participating town or municipality is noted below:

- Up to two (2) Council members, representing one (1) vote
- Up to two (2) community members, representing two (2) votes

The Committee shall, from amongst its members, choose a Committee Chair. At such time when additional towns or municipalities join the Committee, the Committee membership will affirm the Chair or choose a Committee Chair.

Openings for membership shall be publicly advertised as appointment opportunities arise.

#### **Non-Voting Members:**

- Mayors of participating towns or municipalities as ex-officio
- Chief Administrative Officers of participating towns or municipalities
- Town staff as approved
- Administrative Assistant

**Members will:**

1. Have demonstrated interest and/or expertise in healthcare;
2. Be able to allocate sufficient time for participation in regularly scheduled meetings;
3. Be able to allocate sufficient time to review the agenda, minutes and any applicable documentation in advance of each regularly scheduled meeting;
4. Demonstrate a strong interest in and commitment to remaining informed on current and emerging health trends that impact the recruitment and retention of primary care physicians;
5. Participate as a team member;
6. Be capable of an ambassador role.

**6. QUORUM**

Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is 50% plus one (1) of the membership, which must include at least one (1) Council representative from each participating town or municipality, and at least one (1) community member regardless of the number of members in attendance.

Council representatives appointed to the Committee count towards quorum. Any non-voting members present do not count toward quorum.

**7. SUB-COMMITTEES**

Should the Committee feel a sub-committee is required to deal with specific issues, such sub-committees shall be ad hock in nature, with specific, clearly articulated mandates. Membership on sub-committees may include additional individuals with specific expertise who are not Council-appointed Committee members. Sub-committees must include a member of Council in their composition and shall be composed such that a quorum of the membership is not met (maximum sub-committee membership of quorum minus 1). Sub-committees will not have the support of the Administrative Assistant and will provide an accessible report on sub-committee matters to the Committee on a minimum of a quarterly basis.

**8. REMUNERATION**

No compensation shall be made to members of the Joint Municipal Physician Recruitment and Retention Committee for their participation. As a member of the Committee there is no remuneration reward.

**9. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE**

1. The committee will meet monthly. Additional meetings of the Committee may be called by the Chair. Meetings will be held in the Council Chambers at the Town of The Blue Mountains Town Hall. If the Council Chambers are not available an appropriate alternative location will be selected.
2. Meetings are open to the public.
3. Agenda items will be set by the Town of The Blue Mountains Chief Administrative Officer in consultation and under approval of the Chair.

4. Minutes will be kept by the Town of The Blue Mountains Administrative Assistant who will distribute to Councils of participating towns or municipalities.
5. All meetings shall be conducted in accordance with Town of The Blue Mountains Procedural By-law.
6. Administrative Staff and Resources provided by the Town of The Blue Mountains (services provided by Town staff will be included in the operational budget for the Committee and tracked).
7. Committee may form a separate Non Profit entity to be employer of the professional recruiter and receive community in kind or financial contributions.
8. Committee must establish clear goals and objectives that are measurable. Upon an ability to hire a Physician Recruiter as appropriate these goals and objectives will transfer to this role. Reporting arrangements prior to the hiring of a Physician Recruiter will be established with the members of the Committee.
9. The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council.

## **10. RELATED POLICIES & TRAINING REQUIREMENTS**

POL.COR.07.07 Code of Conduct for Members of Council, Town of The Blue Mountains

POL.COR.17.04 Accessibility Standards for Customer Service, Town of The Blue Mountains

POL.COR.18.04 Protocol Policy for Complaints Related to Council Members and Local Boards, Town of The Blue Mountains

POL.COR.18.08 Workplace Violence & Harassment Policy, Town of The Blue Mountains

POL.COR.18.10 Social Media Policy, Town of The Blue Mountains

POL.COR.19.02 Council Staff Relationship Protocol, Town of The Blue Mountains

[Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11](#)

[Municipal Conflict of Interest Act, R.S.O. 1990](#)

[Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990](#)