



Minutes

Joint Municipal Physician Recruitment and Retention Committee

Meeting Date: September 17, 2020
Meeting Time: 10:00 a.m.
Location: Council Chamber
Prepared by: Liz Saunders, Administrative Assistant, Recording Secretary

A. Call to Order

Chair June Porter called the meeting to order at 10:20 a.m. with members The Blue Mountains Councillor Andrea Matrosovs, Grey Highlands Councillor Tom Allwood, Collingwood Councillor Yvonne Hamlin and Clearview Mayor Doug Measures in attendance. Staff present was Chief Administrative Officer Shawn Everitt and Deputy Treasurer/Manager of Accounting and Budgets Sam Dinsmore. Guests in attendance were Physician Recruiter David Gravelle, Meaford Deputy Mayor Shirley Keaveney and Chair of the North East Grey Medical Clinic Brian Harkness.

- **Traditional Territory Acknowledgement**
- **Welcome to New Committee Members**
- **Approval of Agenda**

Moved by: June Porter

Seconded by: Andrea Matrosovs

THAT the Agenda of September 17, 2020 be approved as circulated, with the addition of E.1.1 Next Steps to the Agenda

Allwood, Tom	Yay
Yvonne Hamlin	Yay
Matrosovs, Andrea	Yay
Doug Measures	Yay
Porter, June	Yay

The motion is 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 2019-56, Joint Municipal Physician Recruitment and Retention Committee Members must file a written statement of the interest and its general nature with the Clerk for inclusion on the Registry.

None

▪ **Previous Minutes**

Moved by: June Porter

Seconded by: Andrea Matrosovs

THAT the Minutes of August 20, 2020 meeting be approved as circulated

Allwood, Tom	Yay
Yvonne Hamlin	Nay
Matrosovs, Andrea	Yay
Doug Measures	Nay
Porter, June	Yay

The motion is Carried.

B. Staff Reports and Deputations

B.1. Deputations, if any

B.1.1 Regional Physician Recruiter David Gravelle Re: Regional Physician Recruitment

David Gravelle introduced himself, noting that he is currently the physician recruiter for specialists for the Georgian Bay General Hospital and Family Physician recruiter for the Southern Georgian Bay area and a member of the Canadian Association of Staff Physician Recruiters (CASPR).

David noted that physician recruitment is a collaborative effort that requires a team approach to be successful. David noted that physicians are in fact small business owners with staffing requirements, leases, and equipment considerations.

David provided an overview of the Georgian Bay General Hospital recruitment committee, including the committee's history, current composition, and fundraising efforts. David noted that his wage and expenses are paid by the hospital and the hospital receives funding from the Huronia Community Foundation which manages the money collected through the committee's fundraising efforts.

David noted that people do not go to school to become physician recruiters; experience is gained through on the job training and success in this field is largely dependent upon support networks and strong mentorship. David stipulated that it is also important to have local physicians involved in recruitment efforts as the best way to recruit physicians is to grow your own through providing educational opportunities. Although this places a heavy training burden on local physicians, the success rate for recruiting physicians who have trained locally is extremely high.

David noted that the Joint Municipal Physician Recruitment and Retention Committee first needs to determine the existing need for physicians in the community through performing an analysis of key factors. Those factors include; determining how many patients are without family physicians, how many patients are at risk of being without a family physician, how many Family Health Organization spots are available in the area, if

is there support from local physicians and if physician leaders are part of your committee. David noted that it is extremely important to empower local physicians, involve them in the recruitment process, and let them know that a physician recruiter can be an important ally for them.

David noted that patients and physicians do not care about municipal boundaries as people will travel to receive care, making a regional approach to physician recruitment very beneficial. David also noted that the economic return on the investment in physician recruitment is outstanding because physicians have a positive impact on local economic development. David cautioned that engaged community councils play an important role in physician recruitment and that negative outliers within a region can have damaging effects on recruitment efforts.

David outlined the benefits of hiring a professional physician recruiter with a singular role of recruiting physicians. David noted that physician recruitment generally does not occur within a single fiscal year and that he generally works on 3-year contracts. This is because physician recruitment involves a great deal of relationship development with various partners and, most importantly with, physicians in all stages of their education and career. David cautioned strongly about not micromanaging physician recruiters but allowing them the freedom to perform their roles.

David noted that, because medicine is something that can be practiced anywhere, selling the community to prospective physicians is vital. Understanding what opportunities exist in local hospitals for physicians to provide more than just family care can also be helpful. David noted that having physical workspace available, so physicians do not have to worry about investing in startup costs is beneficial.

David noted that, in his experience, physicians rarely relocate to an area because of financial incentives and that the ones that do relocate solely because of financial incentives are not the ones he wants to recruit. More long-term success is achieved by recruiting physicians who want to relocate to an area because they are interested in the lifestyle benefits offered and becoming part of the community.

David noted that physician retention is just as important as physician recruitment. This can be accomplished through building trust with local physicians, assistance with succession planning and physician appreciation efforts.

David noted that physician recruiters do not currently have a strong relationship with the Ontario Medical Association (OMA). The OMA deals more with the Provincial Government on behalf of physicians. Physician recruiters tend to have stronger relationships with Health Force Ontario, the College of Physicians and Surgeons of Ontario and the Professional Association of Residents of Ontario.

David clarified that the role of a physician recruiter should be to recruit physicians and the advocacy role is better suited to municipal councils.

David noted that over the past 14 years a lot more women have entered the field of medicine. Although having more women in the field is a huge benefit, there are also associated challenges. Many women remain the primary caregivers of children in the

home and are not interested in taking on practices with more than 800 patients. This means that the physician replacement ratio needs to be 2:1 (not 1:1) to meet a community's physician needs. David clarified that a Family Health Organization (FHO) is a group of physicians who work together and a Family Health Team (FHT) a group of allied health professionals who support the physicians.

David suggested that the Committee get in touch with the Health Force Ontario Regional Consultant to utilize that valuable resource. David also noted that communities considered to be in high need of physicians can tap into funding offered through Ontario's rural incentive program.

Councillor Hamlin noted that although Collingwood is not considered to be an underserved area by the Provincial standard, many residents in Collingwood are not able to find a family physician. David noted that the number of FHO spots available in a community is set by the Ministry of Health. However, some physicians who are preparing to retire are not taking on more patients, but they are continuing to use up a FHO spot in the community. This makes it challenging for residents to gain access to a physician even when there are physicians practicing in their community. David noted that the Committee needs to take an inventory of the physicians and compare it with community populations. This situation is further complicated with the influx of retirees moving to rural communities from the larger cities and seeking local physicians, so they do not have to make the long drive back to these cities to receive care.

David noted that communities need to make themselves accepting areas where medical students can come to train. This provides these students with experience and relationships with local physicians that they can use to get letters of support that are considered when they are being assigned to an area to complete their residency. Even if a student is sent out of the area to complete their residency, maintaining a relationship with him/her during this period is beneficial and can help bring him/her back to the area later.

David noted that he uses social media extensively to stay connect with new physicians. David also noted that each community needs to develop a clear understanding about what aspects they offer prospective physicians. These aspects are what the community will ultimately use to sell their community to prospective physicians and their families. David noted that some of his success as a recruiter is due to the strong friendships that he develops with the physicians he recruits.

B.2. Public Comment Period

NOTE: In accordance with the Town Procedural By-law 2019-56 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, or matters that are a follow up to a public meeting.

None

B.3. Staff Reports, if any

None

C. Matters for Discussion

C.1 Memorandum, 2021 to 2023 Budgets, Deputy Treasurer/Manager of Accounting and Budgets

Shawn Everitt outlined the memorandum’s request that the Joint Municipal Physician Recruitment and Retention Committee provide input regarding the Committee’s budget. Sam Dinsmore noted that unless otherwise directed, The Blue Mountains will be including \$25,000 in the budget each year and any funds remaining from the 2020 budget will be rolled over into the 2021 budget.

Councillor Sampson provided background regarding the establishment of the \$25,000 budget noting that the Committee needs to decide on the funding required to move forward with Committee directives.

Sam Dinsmore clarified that the timeline associated with the budget request is October to ensure enough time for staff to incorporate this information into the Town’s overall budget. Mayor Measures requested that the Committee draft a letter to the Township of Clearview supporting the allocation of funding by Council.

Shawn Everitt noted that the Committee must establish the budget amount and that he will work with Committee Chair June Porter to develop a memorandum to the Councils of the various participating municipalities. Councillor Allwood requested that this memorandum be circulated ahead of the Committee’s October meeting so that there is enough time to incorporate the budget ask into the Municipality of Grey Highland’s budget.

Moved by: June Porter

Seconded by: Andrea Matrosovs

THAT the Chair of the Joint Municipal Physician Recruitment and Retention Committee work with The Blue Mountains CAO to draft a memorandum detailing the costs associated with hiring a part-time or full-time physician recruiter to be used as a guide for budget development

Allwood, Tom	Yay
Yvonne Hamlin	Yay
Matrosovs, Andrea	Yay
Doug Measures	Yay
Porter, June	Yay

The motion is Carried.

C.2 Review of JMPRR Committee Key Messaging

Chair Porter outlined the Joint Municipal Physician Recruitment and Retention Committee's Key Messaging noting that updates will be required now that the Committee has membership from neighbouring municipalities. Chair Porter noted that updating the Committee's Key Messaging will be added to the October 15, 2020 Committee meeting agenda.

Councillor Hamlin requested the Committee consider using a regional number for physician recruitment that takes into consideration the challenges that Collingwood faces with the Ministry of Health's current calculation method for determining a community's physician need.

Mayor Measures requested that the reference to "competition from neighbours is fierce" be revised to "cooperation with neighbours is fierce" to make it clear that the municipalities in this area are working together rather than competing against each other to recruit physicians.

C.3 Update North East Grey Health Clinic (verbal update)

Chair Porter explained that she is in contact with two potential candidates and that The Blue Mountains received favourable feedback regarding the welcome package that was recently provided to one of those candidates who was performing a locum in the area.

C.4 Update Grey County Health Care Funding Task Force and Deputation (verbal update)

Chair Porter provided the Committee with background regarding the Grey County Health Care Funding Task Force and noted that meetings are currently not being held because of COVID-19. Chair Porter noted that she attends these Task Force meetings as a member of the public and has been granted a deputation when meetings resume.

C.5 Review JMPRR Committee Action and Motion Tracking

Moved by: June Porter

Seconded by: Yvonne Hamlin

THAT the Joint Municipal Physician Recruitment and Retention Committee receive the September 2020 Action Item and Motion Tracking as presented.

Allwood, Tom	Yay
Yvonne Hamlin	Yay
Matrosovs, Andrea	Yay
Doug Measures	Yay
Porter, June	Yay

The motion is Carried.

D. Correspondence

D.1 College of Physicians and Surgeons of Ontario Re: Nomination for an Outstanding Physician in Your Community

D.2 Mayor Alar Soever Re: Correspondence to Hon. Christine Elliott, Minister of Health Re: AMO Delegation – Physician Recruitment and Retention in The Blue Mountains

Moved by: June Porter

Seconded by: Yvonne Hamlin

THAT the Joint Municipal Physician Recruitment and Retention Committee receives for information the correspondence from the College of Physicians and Surgeons of Ontario regarding nominations for an outstanding physician in your community award and the correspondence from Mayor Alar Soever regarding correspondence to Hon. Christine Elliott, Minister of Health regarding AMO delegation – physician recruitment and retention in The Blue Mountains

Allwood, Tom	Yay
Yvonne Hamlin	Yay
Matrosovs, Andrea	Yay
Doug Measures	Yay
Porter, June	Yay

The motion is Carried.

E. New and Unfinished Business

E.1 Additions to the Agenda

E.1.1 Next Steps

Chair Porter noted that items regarding Next Steps for the Joint Municipal Physician Recruitment and Retention Committee will be added to the October 15, 2020 meeting Agenda for discussion. These items will include a review of the Committee’s Terms of Reference and Committee Membership.

Councillor Matrosovs clarified that each municipality is free to move forward with the recruitment of a community member and an alternate Council member as outlined in the Committee’s current Terms of Reference.

F. Notice of Meeting Dates

October 15, 2020
Town Hall, Council Chambers

G. Adjournment

Moved by: June Porter

Seconded by: Doug Measures

THAT the Joint Municipal Physician Recruitment and Retention Committee does now adjourn at 12:13 p.m. to meet again at the call of the Chair

Allwood, Tom	Yay
Yvonne Hamlin	Yay
Matrosovs, Andrea	Yay
Doug Measures	Yay
Porter, June	Yay

The motion is Carried.