



Family Physician Recruitment Working Group

TERMS OF REFERENCE

1. PURPOSE

The Town of The Blue Mountains Family Physician Recruitment Working Group, endorsed by Council, is dedicated to developing strategic information, identifying key challenges related to family physician recruitment through a solutions-oriented approach, and presenting recommendations for Council's consideration and action. The primary objective is to facilitate the recruitment of new physicians to support the local community by leveraging municipal authority to address this critical need.

2. MANDATE

The Mandate of the Family Physician Recruitment Working Group (FPRWG) is to enable a dynamic collaboration between dedicated residents, municipal staff, and designated Council members to:

- **Identify and Address Knowledge and Service Gaps:** Develop a detailed mapping process to locate knowledge and service deficits and identify relevant provincial government bodies, their programs, funding opportunities, qualifications, and all other factors likely to influence the community's physician recruitment and retention efforts, including best practices from other regions.
- **Strategic Planning and Program Development:** Engage in strategic planning, program creation, implementation, and evaluation of initiatives aimed at recruiting and retaining new and existing physicians, medical student locums, and resident physicians within the working group's catchment area and beyond. This includes identifying and ranking essential criteria that might influence physicians' decisions to relocate to our community.
- **Partnership Development:** Foster strategic partnerships with neighbouring municipalities, regional health networks, and healthcare organizations to leverage resources and share best practices in physician recruitment and retention efforts. Also, collaborate with community partners to deliver essential services outside municipal control.
- **Intergovernmental Collaboration:** Engage with upper-tier levels of government and provincial ministries to align local initiatives with broader healthcare strategies, policies,

and funding opportunities to support physician recruitment.

- **Funding Strategy Exploration:** Identify and pursue diverse funding opportunities, including grants from provincial bodies, federal programs, and private-sector partnerships, to support recruitment and retention initiatives.
- **Advocacy and Policy Influence:** Advocate for policy changes and improvements at the provincial level, ensuring local healthcare needs are addressed, and recruitment strategies align with regional health priorities.
- **Knowledge Sharing and Networking:** Establish a network of healthcare professionals and recruiters to share insights, recruitment trends, and successful practices, enhancing the effectiveness of local efforts. This also involves reviewing and documenting "Best in Class" strategies that can be adapted locally.
- **Community Engagement and Support:** Develop community-based initiatives to facilitate integration and support of new healthcare providers, creating a welcoming environment that enhances retention while reaching out to potential partners who can support the Working Group's objectives.

3. MEMBERSHIP/VOTING

The Family Physician Recruitment Working Group will be comprised of up to four (4) residents from the Town of The Blue Mountains with demonstrated relevant experience and/or interest in contributing to the Working Group, up to two (2) members of Town Staff and one (1) designated Council member representative as selected by Council.

The composition is noted below:

Members:

- Up to four (4) Town of The Blue Mountains Resident Members;
- Up to two (2) Directors from the North East Grey Health Clinics;
- One (1) Designated Council Member Representative;
- One (1) Lead Town Staff Resource;
- One (1) additional Staff Resource for Administrative duties, note-taking, and logistical scheduling.

Members will:

Members of the Family Physician Recruitment Working Group are expected to know and abide by relevant conduct policies of the Town listed in this Terms of Reference. In

addition, the following guidelines shall be understood by members of the Working Group:

- Members shall not direct or release any messaging without the approval of the Family Physician Recruitment Working Group;
- Discussions, information and material shared at the Working Group meetings are confidential and shall not be shared, distributed or discussed without the approval of the Family Physician Recruitment Working Group;
- All members play an important and equal role in ensuring that a functional relationship with high integrity exists within the Family Physician Recruitment Working Group;
- Constructive and informative debate and opinion sharing can be a constructive part of the group decision-making process. However, when the debate becomes ongoing, inappropriate, unconstructive, or offensive, and before becoming a conflict, each member shares equal responsibility and may need to intervene with an appropriate dispute resolution mechanism; and
- It is the responsibility of the member to declare any affiliations and/or inclusion on the Town's Lobbyist Registry to the Town Clerk as soon as possible in writing.

4. QUORUM

A Working Group is not required to follow the Town's Procedural By-law. Therefore, there are no requirements relating to Quorum as per the standards of the *Municipal Act, 2001*. However, an actual meeting of the Family Physician Recruitment Working Group shall have at least two (2) resident members, one (1) Director from the North East Grey Health Clinic, the appointed Council Member Representative and at least one (1) member of Town Staff present.

5. REMUNERATION

No compensation shall be provided to non-Town Staff members of the Family Physician Recruitment Working Group for their participation.

6. MEETINGS

- The appointed Council member will assume the role of Chair for the term of the Family Physician Recruitment Working Group;
- The resident members will be selected following the Town's standard Committee selection procedure administered by the Town Clerk;
- The Family Physician Recruitment Working Group will meet once per month or more frequently as called by the Chair, up to a maximum of fifteen (15) times in each

calendar year;

- The Term of the Family Physician Recruitment Working Group shall end no later than December 31, 2025. Meetings shall have a duration of no longer than two (2) hours in length;
- Formal minutes will not be taken through the staff resources provided by the Town. Notes taken will be in the form of action items highlighting agreed-upon next steps and identifying those individuals responsible for the completion of specific tasks;
- The Working Group will have the flexibility to establish sub-committees to fulfil a specific and defined mandate;
- Before formal action is taken by Town Staff, the Working Group shall provide recommendation reports and/or budget requests to Council for consideration;
- The Working Group shall provide a minimum of two (2) annual progress reports to Council regarding the status, activities, and advancement of the Working Group's activities; and
- If an extension of time is required, Town Staff may provide a recommendation via a formal staff report to Council to determine if the continuation of the Working Group is supported by Council. Rationale and justification for the continuation shall be provided for Council consideration that clearly demonstrates that the original scope and focus have been maintained by the Family Physician Recruitment Working Group and demonstrate that additional time is required to complete the work.

7. AGENDA, MINUTES AND PROCEDURE

- Agenda items will be established through the mutual consent of the Family Physician Recruitment Working Group Chairperson and the Lead Town Staff Member.

8. RELATED POLICIES AND TRAINING REQUIREMENTS

POL.COR.18.08 Workplace Violence & Harassment Policy

POL.COR.18.10 Social Media Policy

POL.COR.19.02 Council Staff Relationship Protocol

[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](#)