



Committee Report

Joint Municipal Physician Recruitment and Retention Committee

Meeting Date: October 21, 2021
Meeting Time: 10:00 a.m.
Location: Town Hall, Council Chambers
32 Mill Street, Thornbury, ON

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

- **[Receive Minutes \(October 21, 2021\)](#)**

Recommended (Move, second)

THAT Council of the Town of The Blue Mountains receives The Blue Mountains Joint Municipal Physician Recruitment and Retention Committee Minutes dated October 21, 2021 as attached, for information purposes.

E.1.1 Committee Structure Moving Forward

Recommended (Move, second)

THAT Council of the Town of The Blue Mountains receives the following recommendation made at the October 21, 2021 Joint Municipal Physician Recruitment and Retention Committee :

THAT the Joint Municipal Physician Recruitment and Retention Committee requests Chair Porter to draft a White Paper outlining the existing physician need and financial contributions being made towards healthcare by the local municipalities in the region and potential governance options and requests the Committee members identify the key stakeholders in their respective communities as it relates to physician recruitment, with the same being presented at the Regional Mayors CAO Forum;

AND THAT once the White Paper has been finalized the Committee requests Mayor Soever to circulate same to members of the Regional Mayors CAO Forum.

AND THAT Mayor Soever circulate the White Paper once finalized to members of the Regional Mayors CAO Forum.



Minutes

The Blue Mountains, Joint Municipal Physician Recruitment and Retention Committee

Date:	October 21, 2021
Time:	10:00 a.m.
Location:	Town Hall, Council Chambers - Virtual Meeting 32 Mill Street, Thornbury, ON
Prepared by:	Kyra Dunlop, Administrative Assistant Committees of Council
Members Present:	Municipality of Grey Highlands Councillor Allwood, Town of Collingwood Councillor Hamlin, Township of Clearview Mayor Measures, Town of The Blue Mountains Councillor Sampson, Chair Porter
Members Absent:	Municipality of Meaford Mayor Clumpus
Staff Present:	Chief Administrative Officer Shawn Everitt, Executive Assistant to the Chief Administrative Officer Liz Saunders, Executive Assistant to Committees of Council Sarah Merrifield, Administrative Assistant to Committees of Council Kyra Dunlop

A. Call to Order

A.1 Traditional Territory Acknowledgement

We would like to begin our meeting by recognizing the First Nations, Metis and Inuit peoples of Canada as traditional stewards of the land. The municipality is located within the boundary of Treaty 18 region of 1818 which is the traditional land of the Anishnaabek, Haudenosaunee and Wendat-Wyandot-Wyandotte peoples.

A.2 Committee Member Attendance

Executive Assistant to Committees of Council Sarah Merrifield confirmed all members were present except Mayor Clumpus who sent her regrets.

Town staff present included Chief Administrative Officer Shawn Everitt, Executive Assistant to the Chief Administrative Officer Liz Saunders, Executive Assistant to Committees of Council Sarah Merrifield and Administrative Assistant to Committees of Council Kyra Dunlop.

A.3 Approval of Agenda

Moved by: Councillor Allwood
Seconded by: Councillor Hamlin

THAT the Agenda of October 21, 2021 be approved as circulated, including any additions to the Agenda, being Item E.1.1 Committee Structure Moving Forward.

Yay (5): Councillor Allwood, Councillor Hamlin, Mayor Measures, Councillor Sampson, and Chair Porter

Absent (1): Mayor Clumpus

The motion is Carried (5 to 0, 1 absent)

A.4 Declaration of Pecuniary Interest and general nature thereof

NOTE: In accordance with the *Municipal Conflict of Interest Act* and the Town Procedural By-law 2021-76, Joint Municipal Physician Recruitment and Retention Committee (JMPRRRC) Members must file a written statement of the interest and its general nature with the Clerk for inclusion on the Registry.

None

A.5 Previous Minutes

Moved by: Councillor Sampson
Seconded by: Councillor Hamlin

THAT the Minutes of the September 16, 2021 meeting be approved as circulated, including any revisions to be made.

Yay (5): Councillor Allwood, Councillor Hamlin, Mayor Measures, Councillor Sampson, and Chair Porter

Absent (1): Mayor Clumpus

The motion is Carried (5 to 0, 1 absent)

B. Staff Reports and Deputations

B.1 Deputations, if any

None

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

NOTE: In accordance with the Town Procedural By-law 2021-76 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.

Committee meetings are taking place virtually to assist with social distancing with respect to COVID-19. Comments received from the public that have not been included on the Agenda will be read at the meeting by the Executive Assistant.

None

B.3 Staff reports, if any

None

C. Matters for Discussion

C.1 ROMP Community Profile and Town Favourites Update - Committee Members

Chair Porter asked if Committee members had updated and submitted their Community Profiles and Town Favourites to Rural Ontario Medical Program (ROMP), and noted that she understood all members had submitted their documents except Municipality of Grey Highlands. Councillor Allwood noted that he had reached out to a contact at ROMP and was awaiting a response.

C.2 Blended Model Unit Update - Chair Porter

Chair Porter noted that the Committee members had had a productive meeting with Greg Powers, Head of Blended Models Unit at the Ministry of Health. Chair Porter noted that Greg's team were open to receiving a business case to propose an increase in the number of family physicians in Collingwood and noted that Greg had advised he was cognizant of reducing the impact that would have on the designation of Collingwood as an area of High Need. Councillor Hamlin noted that the meeting had been very promising and noted that she felt it was a good sign that two representatives from the Minister of Health's office had been in attendance at that meeting.

Councillor Hamlin noted she was in touch with the Town of Collingwood Planning Director for population growth data, and noted she had also received 2016 Statistics Canada data to assist in growth projections for the area and its' impact on physician recruitment.

Councillor Allwood noted his concern that a previous program in which regional assistance had been provided through Jane Tillman had not been successful and

noted he felt that the meeting was productive overall. Chair Porter noted she had connected with Jane Tillman and Michelle Laing.

Chair Porter noted that she and Councillor Hamlin were looking to schedule a meeting with a Collingwood school guidance counselor following a conversation that identified that mental health care was increasingly pressing need for students. Chair Porter noted she hoped that the meeting would provide information that would further bolster the request that Collingwood required additional family physicians.

Councillor Sampson noted whether the Committee would have the ability to review the template being provided to Greg Powers containing municipal data on physician care prior to its' submission. Chair Porter noted that a draft template had been provided to Michelle Laing for her review in order that she could pre-populate some of the data. Chair Porter noted that she could circulate the template for discussion prior to the November Committee meeting and that feedback from members was very welcomed.

C.3 Health Human Resources Project Update - Chair Porter

Chair Porter provided an overview of the background on the Health Human Resources Project. Chair Porter noted that she had previously circulated a copy of the draft ROMP report with her comments to the Committee members and noted that feedback would be welcomed. Chair Porter noted that the data that had been collected so far was incomplete and aggregated in such a way as to not be meaningful to specific municipalities, so more underlying detail was needed.

Councillor Sampson noted that gaps had been identified by Chair Porter regarding identifying areas of High Need, and asked if a focus could be given to this matter for Dr. Lisi and ROMP to consider and address in a revised report. Chair porter noted that the data provided about walk-in clinics was outdated and that there had not been a reference made to where the pharmacies were physically located in the report. Chair Porter noted that other data gaps pertained to roster sizes. Chair Porter noted that Collingwood had 9 physicians who were nearing retirement according to research which cites the average retirement age and that it was not presented in the data how many rostered patients those doctors carried. Chair Porter noted that it would impact the business case being made to the Blended Models Unit about how many doctors would be needed to replace potentially retiring physicians.

Councillor Hamlin asked if emergency room patient data was provided with an indicator of how many patients were rostered patients. Chair Porter confirmed that that Collingwood General and Marine Hospital would have that data but that that information had not been provided. Chair Porter noted that a local physician has said that the emergency department at CMGH hospital are referring individuals to use virtual services when the department was busy.

Councillor Hamlin noted that emergency departments seemed to function as the family physician for non-rostered patients and noted that it would be important to know how moving non-rostered patients to have a primary care physician would impact the hospital. Chair Porter noted that emergency doctors were usually paid to be at the hospital and that the funding model for emergency physicians had changed dramatically over the years to accommodate a better pay model for those physicians. Councillor Hamlin noted that it would be beneficial to see the data on the number of patients going to the emergency room that were non-rostered in order to better support the case to make Collingwood an area of High Need. Councillor Sampson noted that the hospital system should be better designed to provide services to patients.

Chair Porter noted that she would re-circulate the comments on the Health Human Resources Project to Committee members for their feedback, and noted that once comments were received she would forward that feedback to Dr. Lisi and ROMP.

C.4 Delegation to Healthcare Funding Taskforce Update - Chair Porter

Chair Porter advised she had provided a delegation to the Grey County HealthCare Task Force on under-serviced areas, and noted she had highlighted to them that 91.8% of the population of Grey County area were in areas of high physician need. Chair Porter noted that there had only been one net new physician recruited to take on new patients in the last 10 years, meaning that only one physician had taken on non-rostered patients and that all other doctors who had come to the area had replaced physicians. Chair Porter noted her presentation explained the value added to both the residents and the hospital system, outlined projections of the number of family physicians needed, and that a request for contribution to support various activities in physician recruitment and a Nurse Practitioner pilot for Grey Highlands, Meaford and the Town of The Blue Mountains had been made. Chair Porter noted she was disappointed in the reception her delegation received. Chair Porter noted that the Task Force had recently supported a \$1,000,000 request to support the Owen Sound Georgian College nursing program given the state of Georgian College and their immediate need. Chair Porter noted she had explained to the Task Force that physician care was also an immediate need.

Councillor Sampson asked if there was a similar Task Force in Simcoe County. Chair Porter noted she was not aware of one in Simcoe County. Councillor Hamlin noted that a dilemma facing the Committee member municipalities was that the respective municipalities had more in common with one another than with the counties they belong to.

C.5 Clarifying New Physicians to the Area

Chair Porter noted that Grey Bruce Health Services had circulated a news release that advertised that a number of new physicians had been recruited to the area and that Councillor Allwood had brought this to her attention. Chair Porter noted that the release required clarification regarding the number of new family physicians to the area, as the physicians referred to were actually replacing retiring or leaving doctors and were not taking on non-rostered patients. Councillor Allwood noted that the article released did give a misleading impression as to a change in family physician care levels in the area.

C.6 Follow-up Direction from Council

Direction provided by Council at the July 12, 2021 Council Meeting:

THAT in consideration of the presentation of Dr. Lisi and the subsequent Council decision to fund the proposal recommended by the Rural Ontario Medical Program, Council of The Town of The Blue Mountains receives the Joint Municipal Physician Recruitment and Retention motion as follows:

THAT the Joint Municipal Physician Recruitment and Retention Committee requests Council's approval to engage a Physician Recruiter be retained on a contract basis for up to 6 months at a cost not to exceed \$25,000 facilitated by the Town of The Blue Mountains and reporting through to the Joint Municipal Physician Recruitment and Retention Committee, CARRIED.

Chair Porter read the motion.

C.7 Physician Recruitment Options

Chair Porter noted that between the Municipality of Meaford, Municipality of Grey Highlands and Town of The Blue Mountains that only one net new physician had been hired in the last 10 years that took on non-rostered patients.

Mayor Measures noted that that the work individual physicians were doing to recruit their replacements through ROMP was notable and that physicians seemed to be comfortable with that approach. Mayor Measures noted that it was his hope to have the Committee find other opportunities to recruit and retain physicians to the area and noted that the awareness-building work the Committee had been doing was very beneficial. Councillor Sampson noted that physician recruiters were one tool in a toolkit that could be used to recruit physicians and that municipalities would need to work with ROMP, local hospitals and Family Health Organizations to attract doctors to the area. Councillor Sampson noted that the Committee should engage a recruiter for 6 months to work on key deliverables.

Councillor Allwood noted that Municipality of Grey Highlands was looking at a re-visioning project in Markdale and that it had been identified that there was potential for a commercial space for a physician's practise to be set-up. Councillor Hamlin noted that in her previous experience working for a medical building developer that inexpensive rents were typically offered to doctors to attract them to the building, and that pharmacy provider's rents were typically higher.

D. Correspondence

D.1 Letter to The Honourable Christine Elliot, Deputy Premier and Minister of Health Re: AMO Delegation

Note: This item was deferred from the September 16, 2021 Committee meeting.

Chair Porter noted she had sent a follow-up to the Minister of Health's office on the correspondence provided. Councillor Sampson noted he would also send a follow-up to the Ministry to receive a reply.

E. New and Unfinished Business

E.1 Additions to Agenda

E.1.1 Committee Structure Moving Forward

Councillor Sampson asked who would be the body engaging the physician recruiter. Chief Administrative Officer Shawn Everitt noted that as the Committee fell under the purview of Town of The Blue Mountains that the Town would purchase the services of the recruiter with reporting done through the Committee. CAO Everitt noted that the structure of the Committee would likely need to include specifics regarding contributions and participation.

Mayor Measures noted it may be advisable to create a By-Law within each municipality establishing its support, participation and contribution to the Committee. CAO Everitt noted that a By-Law would allow each municipality who wished to participate in the Committee a clear directive from their Council and noted that from a staff perspective it would provide better clarity to the Committee, respective Council's and the Town of The Blue Mountain's Finance Department. Mayor Measures noted that a By-Law would provide the justification for the transference of funds from one municipality to the other to fund a recruiter. Mayor Measures noted that reconstitution of the Committee as a Board with a singular function to operate as a recruitment operation, while supporting existing recruitment approaches, could be adopted in a By-Law. CAO Everitt noted that reconstitution to a Board could provide a better focus for the Committee's work. Chair Porter noted that physicians do play a

key role in physician recruitment and that there were a lot of ancillary tasks that the Committee's work could be focusing on in complementing the physician recruitment taking place in the community.

Mayor Measures asked if members felt that their respective Council's would appreciate a motion brought forward by the Committee to support physician recruitment during their 2022 budget deliberations. Councillor Allwood noted that the Municipality of Grey Highlands does contribute funds to the Southeast Health Grey Health Clinic and that a specific request for the Committee would need to be provided to Council for consideration. CAO Everitt noted that there were likely some regional inefficiencies occurring in funds being spent to recruit doctors. Chair Porter noted that it was unclear whether the Southeast Grey Health Clinic had spent a portion of their funds on physician recruitment.

Councillor Sampson noted that any new structure should include people with more experience in recruitment and healthcare, and include members outside of politics. Councillor Hamlin noted that discussions should be started to bring health clinics and stakeholders to the table.

Mayor Measures noted that it would be beneficial for Chair Porter to draft a White Paper for the Committee given her experience and background in healthcare, which Chair Porter confirmed she would do, and noted that the committee members would be required to review and provide comments. CAO Everitt noted that it would be beneficial for Committee members to provide feedback regarding identification of stakeholders in their respective communities who should be invited to the table, and which could be incorporated into a White Paper.

Mayor Measures asked if this type of work could be brought to the South Georgian Bay Mayor and CAO Forum as a potential task force. CAO Everitt noted that this type of project would be well-suited for the Forum and that the task should be to look at recruitment of net new doctors and not solely replacement of retiring or leaving doctors.

Moved by: Mayor Measures
Seconded by: Councillor Sampson

THAT the Joint Municipal Physician Recruitment and Retention Committee requests Chair Porter to draft a White Paper outlining the existing physician need and financial contributions being made towards healthcare by the local municipalities in the region and potential governance options and requests the Committee members identify the key stakeholders in their respective communities as it relates to physician recruitment, with the same being presented at the Regional Mayors CAO Forum;

AND THAT once the White Paper has been finalized the Committee requests Mayor Soever to circulate same to members of the Regional Mayors CAO Forum.

Yay (5): Councillor Allwood, Councillor Hamlin, Mayor Measures, Councillor Sampson, and Chair Porter

Absent (1): Mayor Clumpus

The motion is Carried (5 to 0, 1 absent)

E.2 Items Identified for Discussion at the Next Meeting

- Blended Model Unit Application to Ministry of Health

F. Notice of Meeting Dates

November 18, 2021

Town Hall, Council Chambers (virtually)

G. Adjournment

Moved by: Councillor Allwood
Seconded by: Councillor Hamlin

THAT the Joint Municipal Physician Recruitment and Retention Committee does now adjourn at 11:45 a.m. to meet again at the call of the Chair.

Yay (5): Councillor Allwood, Councillor Hamlin, Mayor Measures, Councillor Sampson, and Chair Porter

Absent (1): Mayor Clumpus

The motion is Carried (5 to 0, 1 absent)