



Committee Report

Special Joint Municipal Physician Recruitment and Retention Committee

Meeting Date: March 9, 2022
Meeting Time: 11:00 a.m.
Location: Town Hall, Council Chambers
32 Mill Street, Thornbury, ON

Special Joint Municipal Physician Recruitment and Retention Committee Recommendations

NOTE: The following is a time-sensitive recommendation from the Joint Municipal Physician Recruitment and Retention Committee to be considered for adoption by Council

C.1. Regional CAO Discussion Re Governance Model Recommendations – Chief Administrative Officer Shawn Everitt

THAT Council of Town of The Blue Mountains receives the following recommendation from the March 9, 2022 Joint Municipal Physician Recruitment and Retention Committee:

THAT the Joint Municipal Physician Recruitment and Retention Committee receives Item C.1 for information;

AND THAT the Joint Municipal Physician Recruitment and Retention Committee recommends Option 2A as the preferred option and that the future structure of the Committee be a non-profit structure with stakeholder membership and engagement;

AND THAT the Committee requests that Chief Administrative Officer Shawn Everitt and Chair Porter draft an implementation plan for a Committee structure change;

AND THAT the Committee requests Council to direct Chief Administrative Officer Shawn Everitt and Chair Porter to communicate with potential stakeholders and Committee member municipalities regarding their interest in being involved with Option 2A;

AND THAT the Committee requests that the presentation be circulated to Committee member municipalities' Chief Administrative Officers and Mayors;

AND THAT the Committee requests that these resolutions be considered at the March 14, 2022 Council meeting due to their time-sensitive nature, CARRIED.

AND THAT Council of Town of The Blue Mountains directs Chief Administrative Officer Shawn Everitt and Chair Porter to communicate with potential stakeholders and Committee member municipalities regarding their interest in being involved with Option 2A.



March 9, 2022

2022 Joint Municipal Physician Recruitment and Retention Committee Structure Considerations

Prepared By: Shawn Everitt, Chief Administrative Officer
Town of The Blue Mountains

Example of What Can be Achieved Together Regionally

- Joint Municipal Physician Recruitment and Retention Committee (JMPRR) successful in having Collingwood declared as an Area of High Physician Need
- [News Article from January 21, 2022](#)

Example of What Can be Achieved Together Regionally

Clearview Township Quote – Mayor Doug Measures

“This is welcome news as it recognizes the efforts of our municipal leaders that have been working together to bring attention to the needs of residents beyond our municipal political borders,” said Mayor Doug Measures, Township of Clearview. “I am grateful for the diligence of our committee Chair June Porter and the level of cooperation we have seen as a regional committee.”

Town of The Blue Mountains – Mayor Alar Soever

“This is great news as South Georgian Bay is really one service delivery area, and this success shows what can be accomplished when we work with our municipal partners on something that will benefit us all,” said Town of The Blue Mountains Mayor Alar Soever. “I want to thank Chair June Porter and Vice-Chair Yvonne Hamlin for their hard work and leadership, and all of our neighbouring municipalities that have joined us and contributed to this regional committee.”

Municipality of Grey Highlands – Mayor Paul McQueen

“This truly is good news not only for the residents in South Georgian Bay Region but also for the residents of Grey Highlands,” said Mayor Paul McQueen. “As Council Representatives on the Joint Municipal Physician and Recruitment and Retention Committee we have seen how hard the Committee has worked to identify and address local health care needs and deficiencies within our expanding communities.”

Simply Put...

Excerpt from the January 21, 2022 Press Release

The Committee has worked closely with the Ministry of Health to address the identified primary health care needs and challenges in the South Georgian Bay Region and present solutions for consideration.

History of the Current Committee

- First meeting of JMPRR Committee was June 5, 2019
 - 2019 – 6 meetings held
 - 2020 – 7 meetings held, 5 meetings were cancelled
 - 2021 – 10 meetings held, 2 meetings were cancelled
 - 2022 – 5 meetings scheduled (final meeting in June to complete the Term)
- Total of 25 meetings have been held to date (over 3 ½ year period)
- Total staff time to support the JMPRR Committee in its current structure since 2019:
 - 351.11 Hours at a total cost of \$15,783.56 (August 2020 to January 25, 2022)
These hours are limited to staff time and are not reflective of the great work done by Committee members or by Chair Porter, in particular, her work in drafting the recent “White Paper”

Original Invitation to Potential Partners

On Behalf of the Joint Municipal Physician Recruitment & Retention Committee

To: **Partner Municipality**

At the September 17th, 2020 meeting of the Joint Municipal Physician Recruitment and Retention Committee, the Committee endorsed a letter to be sent to each of their respective municipal Councils to request that funding for the Committee be considered through their 2021 Budget deliberations.

Please accept this letter as the formal ask for each partnering municipality to consider inclusion of funds within their respective 2021 budget process and deliberations.

On behalf of the Joint Municipal Physician Recruitment & Retention Committee, the ask being for each partnering municipality to provide \$25,000 in 2021, and to include \$25,000 in 2022 and \$25,000 2023 budgets with the intention of securing the services of either a part time or full time Physician Recruiter by the 3rd quarter of 2021.

This funding request is based on four participating municipalities providing \$25,000 each for a total of \$100,000 for 2021 and extending to 2022 and 2023 with the equal funding allocations for each year. The Funding description attached also identifies Corporate Sponsorship and Donations making up the difference of expenses on an annual basis. Should Meaford join our committee and elect to participate this amount would be adjusted according.

As Chair of the Committee, the funding at this time is considered for a minimum of a three (3) year commitment and that actual costs will be dependent on whether a full time or part time recruiter is determined to be the best option by the Committee and to recommend to each Council.

The Committee will be actively establishing the Terms of Reference, Job Description and Governance that will outline the expectations and measureable deliverables of a successful Recruiter.

As Chair of the Committee, I want to thank you in advance for considering this request and I would be happy to make myself available to present additional information for future municipal budget deliberations at your request.

Respectfully Submitted

June Porter
Chair of the Joint Municipal Physician Recruitment and Retention Committee

Significant Successes

- 2021 **ROMA Joint Delegation** to the Ministry of Health by the JMPRR Committee
- 2022 **ROMA Joint Delegation** to the Ministry of Health by the JMPRR Committee
- Development of the “**White Paper**” by Chair June Porter and presentation to partnering municipalities
- Collingwood deemed as a Community of “**High Physician Need**”

Significant Successes

- Engaged with Michelle Hunter from the Rural Ontario Medical Program (ROMP)
- Received presentation from Physician Recruiter David Gravelle
- Engaged with the North East Grey Medical Clinic
- Have had a presentation by Dr. Lisi, Chief of Staff at the Collingwood General and Marine Hospital
- Engaged in the South Georgian Bay Navigator Team with the Hire a Med Student Program

Current Committee Structure

JMPRR Committee Participation

- Clearview – confirmed and continued full participation
- Collingwood – confirmed and continued participation
- Grey Highlands – confirmed and continued participation
- Meaford – originally declined, but partnered in 2020, left the Committee in 2021
- The Blue Mountains – confirmed, led and continued full participation
- Wasaga Beach – did not officially join, however CAO Vadeboncoeur provided valuable information as to how Wasaga Beach had moved forward with Physician Recruitment and Health Clinic initiatives

Identifying Key Stakeholders

Clearview

- No suggestions as of Feb 22

Wasaga Beach

- Heather Klein Gebbinck, South Georgian Bay Community Health Center (CAO Vadeboncoeur response)

The Blue Mountains

- North East Grey Medical Clinic (Thornbruy Medical Clinic)
- Clarksburg Medical Group
- Paul Hoban, Executive Director Owen Sound Family Health Team (Chair Porter response)
- Dr. Klages, Physician Lead FHO Meaford, Flesherton (Grey Highlands) and The Blue Mountains (Chair Porter response)

Meaford

- Graham Fry Meaford Hospital (Chair Porter response)
- Dr. Sauriol, Physician Lead (Chair Porter response)
- North East Grey Medical Clinic (Bumstead Medical Clinic)
- Dr. Racouskie

Collingwood

- Dr. Lisi Chief of Staff CGMH (Chair Porter response)
- Dr. Wade Mitchell (Member Hamlin response)
- Collingwood General Marine Hospital
- Dr. O'Halloran, Physician Lead FHO, affiliated with SGBFHT and an office in Clarksburg (Member Hamlin response)
- Marie LaRose, Executive Director SGBFHT (Chair Porter response)
- South Georgian Bay Ontario Health Team (SGBOHT) (Chair Porter response)
- Michelle Hunter, ROMP (Chair Porter response)

Grey Highlands

- Markdale Hospital
- South East Grey Medical Clinic
- Dr. Harvey Winfield (Member Allwood response)
- Alex Hector (SEGCHC) (Member Allwood response)
- Gary Sims (GBHS) and Darlene Lamberti (CGMH) (Member Allwood response)

Key Points Brought Forward from Regional CAOs

- Clearview Township – CAO John Ferguson
- Town of Collingwood – CAO Sonya Skinner
- Municipality of Grey Highlands – CAO Karen Govan
- Municipality of Meaford – CAO Rob Armstrong
- Town of Wasaga Beach – CAO George Vadeboncoeur
- Town of The Blue Mountains – CAO Shawn Everitt

Key Points Brought Forward from Regional CAOs

Lessons learned and shared for key elements to successful recruitments:

- Understand opportunities Physicians have when practicing as an independent or through the Family Health Team
- Setting the expectation for patient roster size and understanding a practice may start out small, but what is the expectation of a fully built out roster (900 – 1,100 patients?)
- Need to attract and then promote/market training Physicians
 - Qualified, willing and committed teaching Physicians
 - Understand and recognize the impacts that existing local Physicians have on recruitment of new Physicians and on attracting training Physicians

Key Points Brought Forward from Regional CAOs

- There was an interest at the CAO level to consider the re-engagement of the Collingwood General Marine Hospital (CGMH) Advisory Forum
- During COVID no meetings have taken place with this group and considering this opportunity provides value
- In July 2018, the long-standing Collingwood General Marine Hospital Mayors Forum was transitioned to a Municipal Forum

Key Responsibilities:

1. To provide a forum for two-way information exchange for municipalities and CGMH
 2. To discuss and provide advice pertaining to the health and wellness of the South Georgian Bay Region
 3. To understand the roles of municipalities and of CGMH in order to jointly and positively impact health and wellness in the South Georgian Bay Region
 4. To collaboratively identify and participate in advocacy, public relations and communication opportunities to strengthen health and wellness
- Potential to expand this group to include Meaford and the Grey Bruce Health Services and its responsibilities to include some recruitment function

Future Structure Options

- Re-engage with the CGMH Advisory Forum?
- Municipal Enterprise?
- Task Force?
- Committee?
- Advisory Committee?
- Other Ideas?

Option 1 – Mayors Advisory Forum with Hospitals

Consider shifting the Collingwood General Marine Hospital Municipal Forum responsibilities to include a South Georgian Bay Regional Physician Recruitment Function

Revised Key Responsibilities:

1. To provide a forum for two-way information exchange for municipalities and Collingwood General Marine Hospital (CGMH) and the Grey Bruce Health Services(GBHS)
2. To discuss and provide advice pertaining to the health and wellness of the South Georgian Bay Region
3. To understand the roles of municipalities and of CGMH and GBHS in order to jointly and positively impact innovative physician recruitment and regional marketing and attraction to assist in the provision of health and wellness in the South Georgian Bay Region
4. To collaboratively identify and participate in advocacy, public relations and communication opportunities to strengthen health and wellness

Option 1 – Mayors Advisory Forum with Hospitals

Potential Additional Revisions:

Membership:

- CAOs of Collingwood, Wasaga Beach, Clearview, Town of Blue Mountains, Meaford, and Grey Highlands
- Mayors, or designates, from Collingwood, Wasaga Beach, Clearview, Town of Blue Mountains, Meaford, and Grey Highlands
- Vice Chair of the CGMH and GBHS Board (Committee Chair)
- Chair of the CGMH and GBHS Board
- President and Chief Executive Officer CGMH and GBHS
- Ad Hoc: Staff resources from CGMH, GBHS, and municipalities; participation will be in relation to the agenda at the request of the Chair
- Minimum two (2) meetings per year at the call of the Chair and/or the request of a committee member
- Report provided by the Vice Chair to the CGMH Board at the first meeting of the full Board after each Municipal Forum meeting
- Report provided by the Mayor of each municipality to their respective Councils at the first meeting of Council after each Municipal Forum meeting

Option 2 – Future Structure (Municipal Enterprise)

- Not For Profit Corporation that reports to its membership base
- Required Action - Set up a “new” Not-for-Profit Corporation
- Create similar by-laws as BMAHC regarding governance, etc.
- Initial membership minimum of 20 members allocated to the Board
- Eventual expansion of membership units to a maximum of 50 members
- Initial board to be:
 - 1 seat for each municipal Council (hold for 6)
 - 1 seat for each of the two local Family Health Teams (2)
 - 1 seat for each of the two (2) area hospitals – Grey Bruce Health Services and Collingwood
 - 9 seats for local residents at large – may wish to consider specific expertise/experience as medical professionals as required skill set qualifications
- Additional stakeholders can be determined by the Board and added as “members” not board members
- **If this structure is established, the JMPRR Committee would be disbanded**
- Time and resources to be determined by partnering Municipal Councils required to establish the required by-laws and provide the administrative resources and funding to operate the Not-for-Profit Corporation’s activities

Option 2A – Future Structure

Not for Profit Corporation

The Blue Mountains Attainable Housing Corporation (BMAHC) Structure Example

- Not For Profit Corporation that reports to its membership base
- Required Action - Set up a “new” Not-for-Profit Corporation
- Create similar by-laws as BMAHC regarding governance, etc.
- Initial membership minimum of 20 members allocated to the Board
- Eventual expansion of membership units to a maximum of 50 members
- Initial board to be:
 - 1 seat for each municipal Council (hold for 6)
 - 1 seat for each of the two local Family Health Teams (2)
 - 1 seat for each of the two (2) area hospitals – Grey Bruce Health Services and Collingwood
 - 9 seats for local residents at large – may wish to consider specific expertise/experience as medical professionals as required skill set qualifications
- Additional stakeholders can be determined by the Board and added as “members” not board members
- **If this structure is established, the JMPRR Committee would be disbanded**
- Time and resources to be determined by partnering Municipal Councils required to establish the required by-laws and provide the administrative resources and funding to operate the Not-for-Profit Corporation’s activities

Option 3 – North Simcoe Model

Purpose: Provide the leadership and overall strategic direction for Southern Georgian Bay Family Physician Recruitment Program

Committee Responsibilities (2019):

- Develop the vision and work plan for the physician recruitment program
- Coordinate and oversee the physician recruitment sub-committees
- Generate community awareness of the various physician recruitment issues
- Approve the annual operating budget and review quarterly financial reports
- Appoint ad hoc committees as needed
- Work in partnership with Georgian Bay General Hospital and Waypoint Centre for Mental Health Centre
- Provide direction to and evaluation for the Physician Recruitment and Retention Officer

Key piece to this model is the Physician Recruitment and Retention Officer and its overall operating budget funding

Option 3 – North Simcoe Model

What they currently promote

PHYSICIAN RECRUITMENT

Message from the Chief of Staff:

Dr. Vikram Ralhan, Chief of Staff, I joined GBGH in 2010 as a physician in the Emergency department (ED) and since that time, I've had the opportunity to witness significant change in our hospital. This includes a complete redevelopment of the ED, growth in credentialed staff and specialties, an expansion of the surgical program with a focus on optimization, a transformation to a learning organization and countless quality improvement initiatives to improve the health of the communities we serve.

GBGH is replete with talented, skilled physicians and staff who live our organization's values of Respect, Accountability, Excellence and Compassion every day. This hospital is committed to providing Exceptional Care, Every Person, Every Time and is continuing to seek physicians who will contribute to fulfilling this vision.

Through my role as the Site Liaison for the Northern Ontario School of Medicine, I have developed a passion for bringing future physicians to our hospital. This passion for recruitment extends to physicians at all stages in their careers.

GBGH is situated in an incredible area of the province – with a wide variety of recreation opportunities and a small town atmosphere only a short distance from major centres like Toronto. I have never looked back since choosing GBGH and the southeastern Georgian Bay area to establish my career and my family. I encourage you to consider doing the same.

Sincerely,

Dr. Vikram Ralhan, MD CCFP

Chief of Staff, GBGH

Assistant Adjunct Professor, McMaster University

Assistant Professor, Clinical Sciences and Site Liaison Clinician, Northern Ontario School of Medicine

Investigating Coroner <https://gbgh.on.ca/gbghmedia/Internal-Medicine-Posting-2022.pdf>

Option 3 – North Simcoe Model

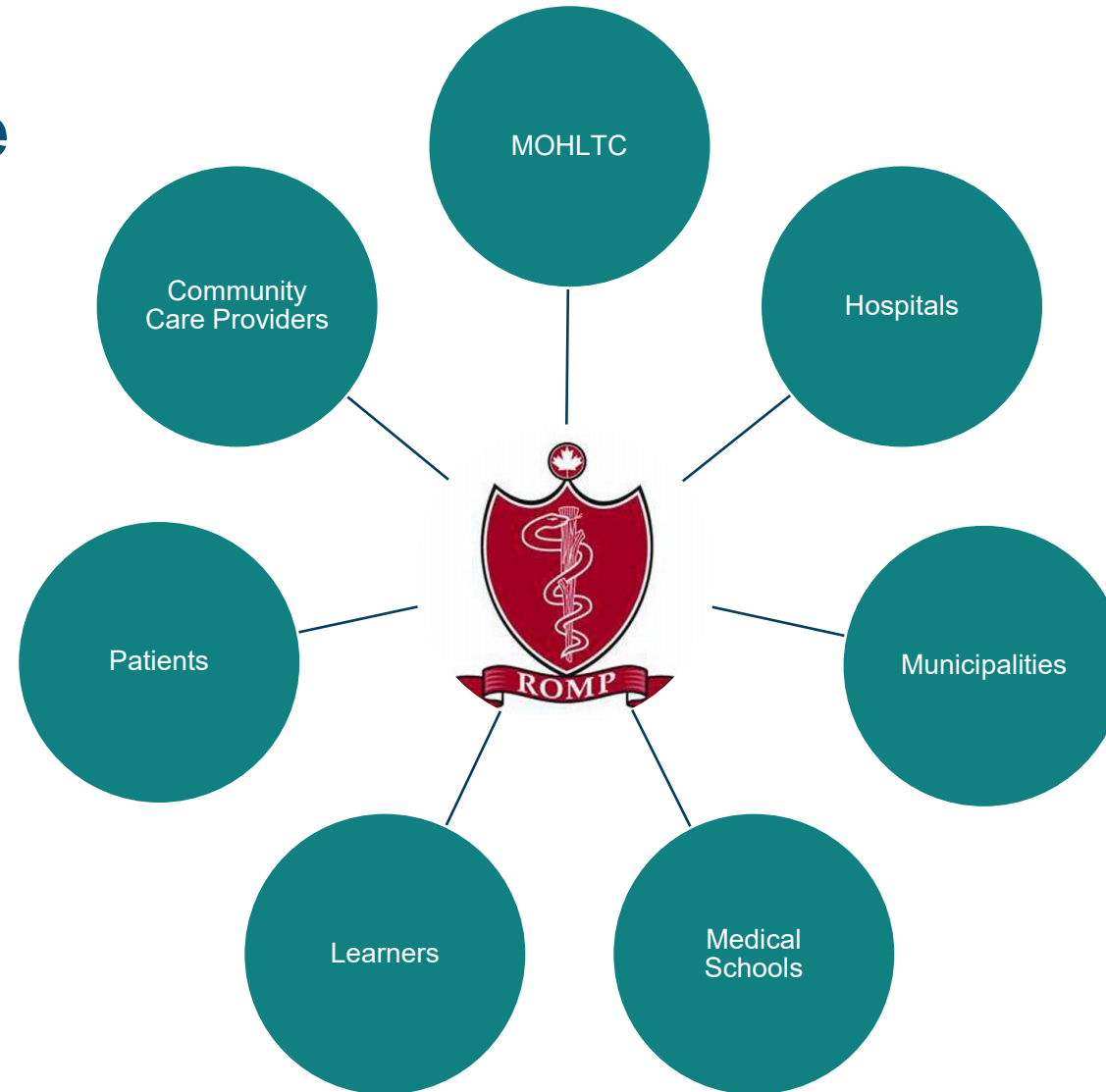
Voting Members:

- Funding Municipalities
 - Mayor (or designate) of Midland
 - Mayor (or designate) of Tiny Township
 - Mayor (or designate) of Springwater Township
 - Mayor (or designate) of Penetanguishene
- CEO of Georgian Bay General Hospital
- Chief of Staff (or designate) of Georgian Bay General Hospital
- Education Coordinator – Waypoint Centre for Medical Health Care
- Executive Coordinator – North Simcoe Family Health Team
- Three (3) Members at Large from the community mutually agreed upon by the Board of Directors of GBGH and the Steering Committee

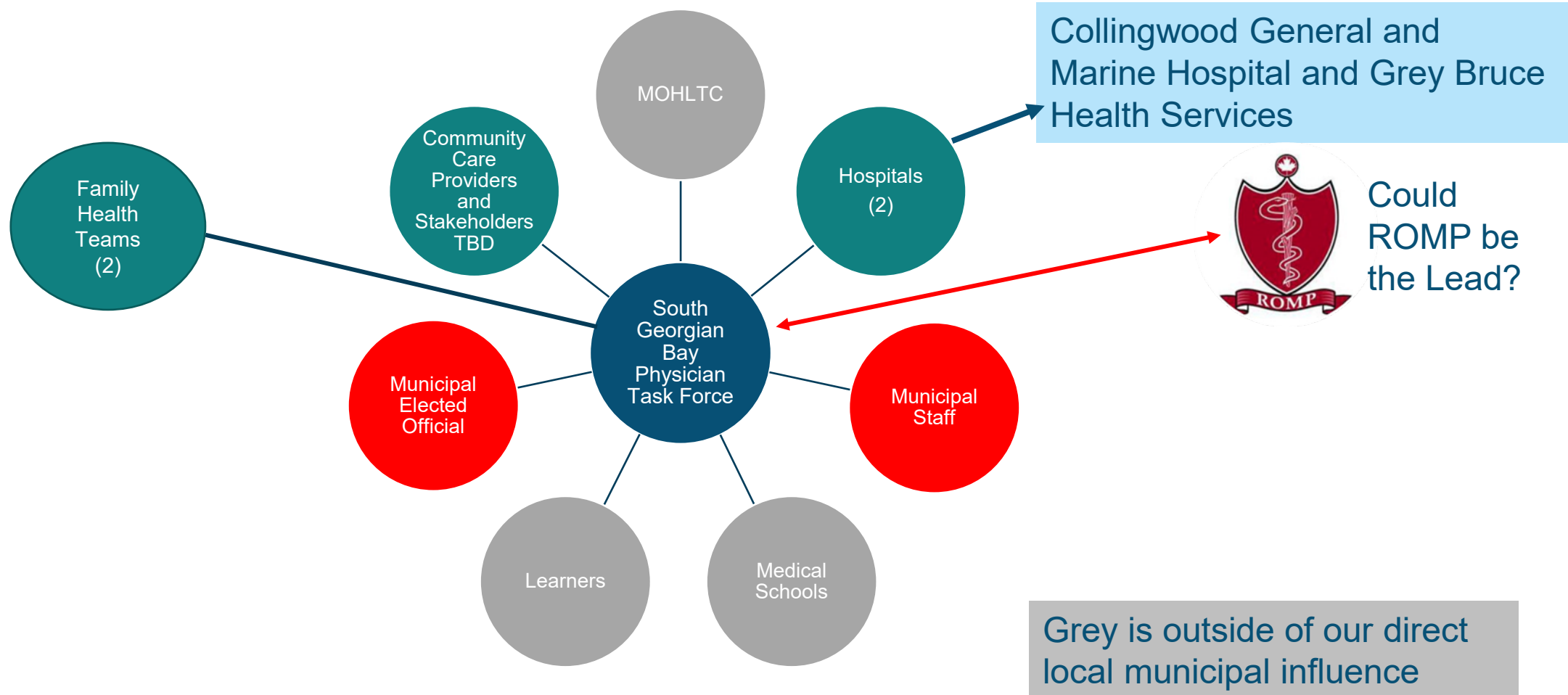
Non-Voting Members*(Municipalities can become voting members if funding is received)

- Mayor (or designate) of Tay Township
- Chief (or designate) of Beausoleil First Nation
- Physician Recruitment and Retention Officer

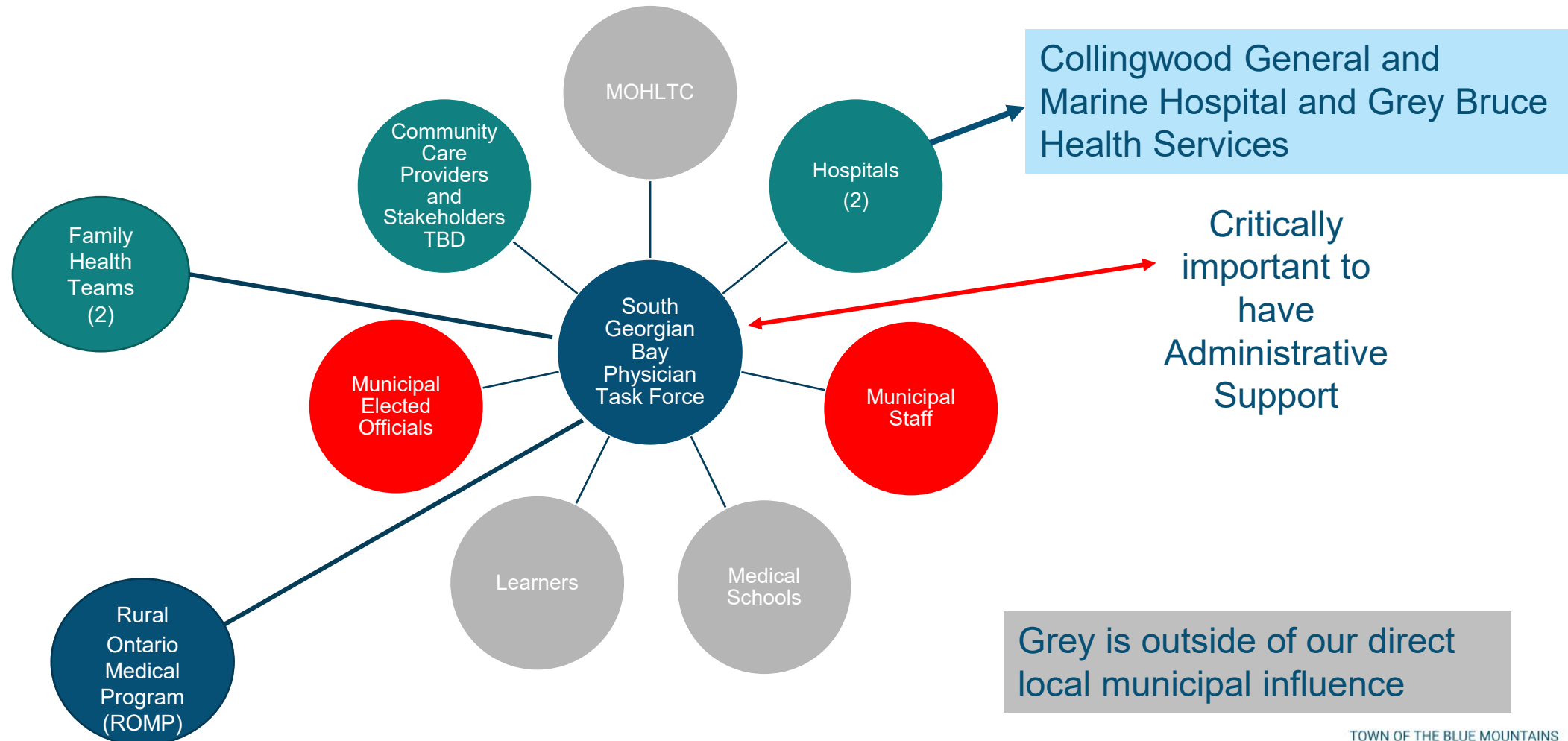
Rural Ontario Medical Program (ROMP) Stakeholders and Partners Example



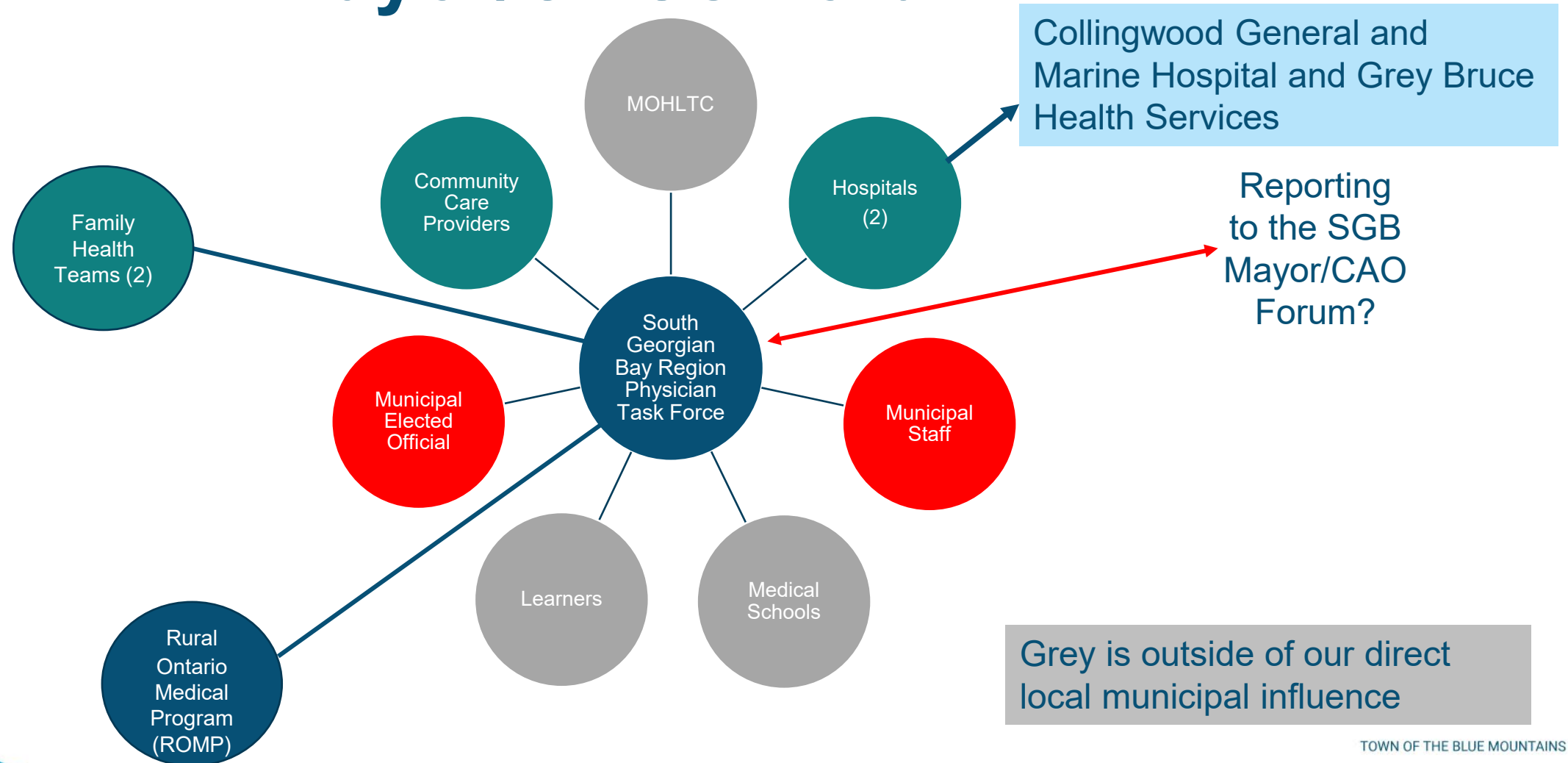
Option 4 – ROMP being the Lead?



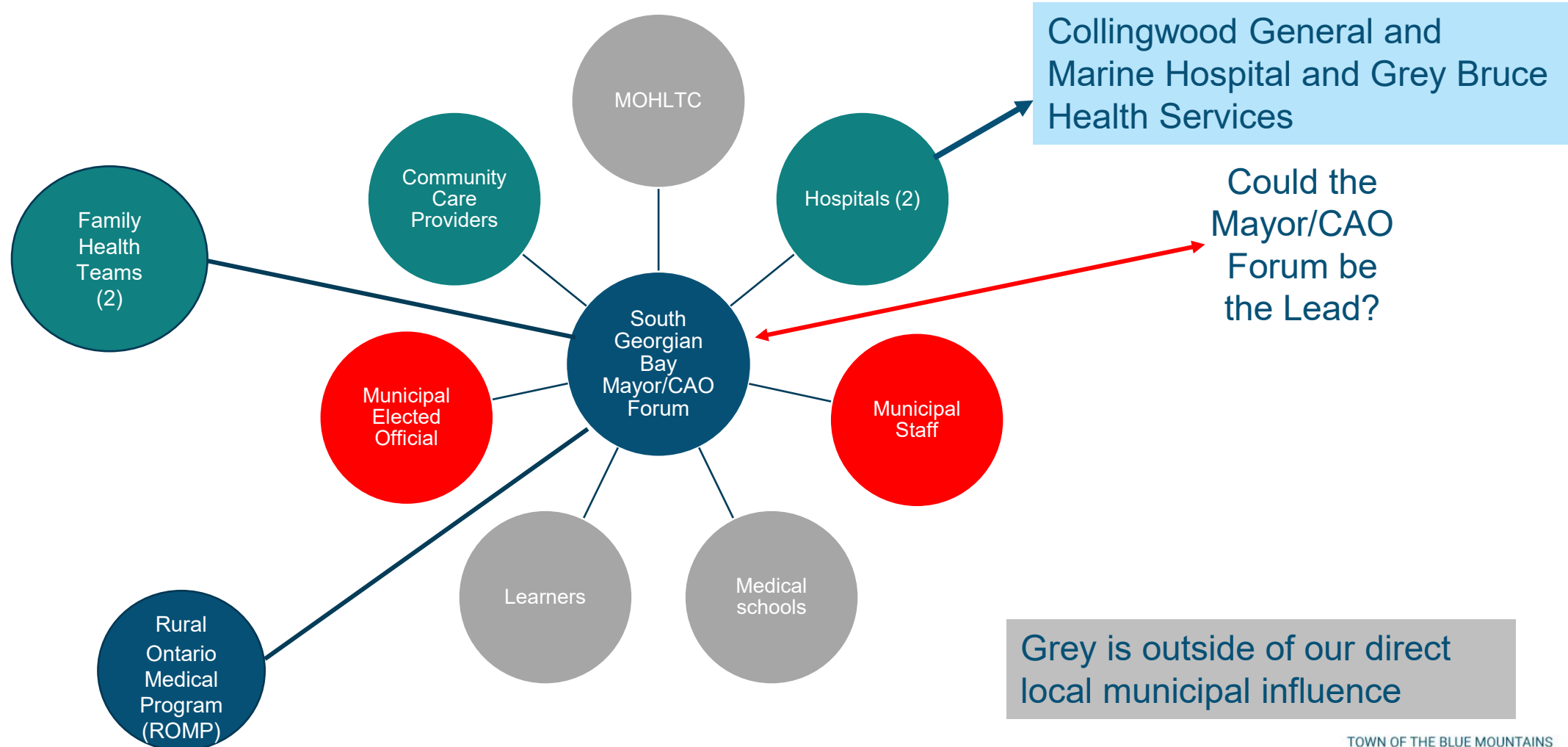
Option 5 – Stakeholders and Partners form a Task Force to Lead



Option 6 – South Georgian Task Force Report to the South Georgian Bay Mayor/CAOs Forum



Option 7 – South Georgian Bay Mayors/CAOs Forum Being the Lead



Discussion and Ideas

Respectfully Submitted for Committee Review



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