Physician Recruitment and Retention Committee

Motion Background Info

May, 2019
NEEDS and ASK

**NEEDS:**
- The Blue Mountains and Meaford have invested in physical plant for primary care but not the “recruitment” plan to fill clinic vacancies.
- *Regardless of physical plant capacity*, TBM and other area municipalities are facing an urgent need to recruit primary care physicians – 6 to 8 positions.

**THIS IS ABOUT PROPER HEALTH CARE FOR OUR RESIDENTS NOT JUST TO FILL CLINIC SPACE!**

**ACTION:**
- Move physician recruitment and retention from NEGHC to a new joint municipal action committee;
- Town establish a Joint Municipal Physician Recruitment and Retention Committee to spearhead this initiative (3 members – two public and one Council);
- Other key Health Care Stakeholders to have non-voting participation;
- TBM to be founding member and provide admin support staff and resources;
- TBM to invite other municipalities to join;
- Initial funds for hiring professional recruiter - $25,000 (balance of 2019) and new TBM budget item for 2020 identified under a (new) Health Services Budget item,
- North East Grey Health Clinic to focus on business model to support Committee action.
Importance of Primary Care Physicians

- Primary Care Physicians (PCPs) provide day-to-day healthcare;
- Act as the first contact and principal point of continuing care for patients within our healthcare system, and coordinate secondary specialist care their patients may need;
- One in five Emergency Department visits occur from lack of access to a PCP;
- Access to PCPs are a proactive way of addressing hallway hospital medicine.
## Strategic Objectives

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide accessible health care facilities.</td>
<td>Develop an accessibility committee and define accessibility standards.</td>
</tr>
<tr>
<td>Attract a Centre for Rural Medicine or Alternative Health Care Professionals.</td>
<td>Connect with organizations such as Northern Health Clinic or Northern Ontario School of Medicine to define opportunities.</td>
</tr>
<tr>
<td>Ensure affordable Retirement and Nursing Homes.</td>
<td>Conduct a feasibility study or integrate with the Housing Needs Study to define the number of retirement and nursing homes required within The Blue Mountains.</td>
</tr>
<tr>
<td>Provide accessible health information and healthy living promotional materials to residents.</td>
<td>Work with hospitals and the health sector to obtain and potentially revise material to educate people about available health services.</td>
</tr>
</tbody>
</table>
Since NEGHC opened 10 years ago some doctors that have started practices, however insufficient numbers to meet growth and retirements in the midst of fierce competition
How many do we need?
• 6-8 Primary Care Physicians
• 3 Doctors needed for the 8,000 orphaned patients without physicians
• 5 Doctors for Community growth and upcoming retirements

Where do we find them?
• Medical School students
• Residency programs
• International Medical Graduates (IMGs)
• Professional associations, recruitment online databases
• Family Medicine Teaching Units with Focus on IM Residents who are more willing to relocate to rural area
• Community networking

How do we recruit and retain them
• Engage all stakeholders for both financial and in-kind support
• Hire a Primary Care Physician Recruiter who is professionally and solely focussed on this and outcome engaged
• Directly connect with sources and attend medical school and residency events
• Position our town as a rural community of primary care physician choice
• Engage with existing area physicians – train the trainers

URGENT need to recruit and retain Primary Care Physicians:
Town of The Blue Mountains

- Primary Care Physicians’ practices have average a size of 2-3,000 patients, however, now are averaging less than 1,000 patients;
- For every 500 homes there is an automatic need for 1.5 Primary Care Physicians;
- There is a need for additional Long Term Care beds and each facility needs a Primary Care Physician on call 24/7;
- Attainable Housing and other community services needed to attract and support the needs of the physician families;
- Development creates the need for access to Primary Care Physicians

WHO IS PLANNING FOR THAT NEED???????
Competition is Fierce!!!
Activities to Date and Planned

Done:
√ North East Grey Health Clinic ("NEGHC") has worked as best as it could to recruit to fill clinic spaces;
√ NEGHC attended the Rural Ontario Medical Program (ROMP) event at Blue Mountain Village in early February 2019 and Canadian Association of Physician Recruiters (CASPER) in April, 2019;
√ NEGHC is also now a Member of Canadian Association of Physician Recruiters;
√ Public outreach via media, Citizens Forum presentations.

Action Needed:
• Expand/define catchment area (other area municipalities) – Needs a new structure to do that;
• Create new Joint Municipal committee and absorb activities of NEGHC to facilitate:
  • Educating community and other key stakeholders ;
  • Modernize, professionalize and implement strategy to support primary care physician recruitment;
  • Measure and report to Councils on primary care physician recruitment progress/efforts;
  • Possibly fit into the new Ontario Health Team Structure (LHN replacements)
Joint Municipal Committee Strategy

Vision:
Ensure that the catchment area is the Primary Care Physicians’ Rural Community of Choice

Mission:
Develop, implement and measure progress of a sustainable solution for Primary Care Physician Recruitment and Retention in the catchment area

Role of Joint Municipal Physician Recruitment and Retention Committee:

- Reports to participating Municipalities Councils;
- Citizen driven;
- Lead the development and implementation of the Primary Physician recruitment strategy with the support of, Council and community and NEGHC as needed for infrastructure;
- Connect with Stakeholders, i.e. via Chamber of Commerce, ROMP, Medical Schools and Post Graduate programs;
- Establish set of skills and competencies required to deliver the Primary Care Physician recruitment and retention strategy;
- Work with community, stakeholders re funding, in kind and other support;
- Responsible for measuring and reporting on Primary Care Physician recruitment progress/efforts to the Councils, stakeholders and the community;
- Link with the new Ontario Health Teams (LHN replacements) where necessary.
High Level Recommended Terms of Reference for Committee

- Committee Vision and Mission as stated in this presentation;
- Each participating Municipality contributes members (2 private and 1 public) and initial cash ($25,000);
- Quorum 51% of membership;
- Administrative Staff and Resources provided by The Blue Mountains under an Memorandum Of Understanding similar to the Library (services costed but not charged);
- The Blue Mountains procedural rules to govern;
- All Meetings public;
- Committee may form a separate Non Profit entity to be employer of the professional recruiter and receive community in kind or financial contributions;
High Level Recommended Terms of Reference for Committee. Continued

- Committee must establish clear goals and objectives that are measurable – passed on to the Recruiter,
- Committee to report to Council quarterly with progress report on goals and objectives;
- Funding for 2020 to be set in 2020 The Blue Mountains budget – new Health Care Services line item;
- Chair elected from Committee membership on an annual basis;
- For The Blue Mountains, Committee Chair to have membership on The Blue Mountains Sustainability Committee, subject to Council approval of this change.
Thank you and Questions!