



Minutes

Joint Municipal Physician Recruitment and Retention Committee

Meeting Date: June 5, 2019
Meeting Time: 1:00 p.m.
Location: Town Hall, Council Chambers
Prepared by: Karen Hilgendorf, Executive Assistant

A. Call to Order

Shawn Everitt, Interim Chief Administrative Office called the meeting to order. Also, in attendance were Councillor Andrea Matrosovs, Councillor Rob Potter, June Porter and Sandy Macaulay.

A.1 Approval of Agenda

Moved by: Andrea Matrosovs Seconded by: Rob Potter

THAT the Agenda of June 5, 2019 be approved as circulated, including any items added to the Agenda. Carried.

A.2 Previous Minutes

As June 5, 2019 is the first meeting, there were no previous minutes.

New and Unfinished Business

B.1 Appointment of Committee Chair

Motion by: Councillor Matrosovs Seconded by: Sandy Macaulay

THAT June Porter be appointed Chair of the Joint Municipal Physician Recruitment and Retention Committee. Carried

B.3 Background of previous work and next steps, strategies and plan of action for the Committee.

The Committee agreed with the recommendation of the Chair to start at B.3 as it was felt the background information might help to provide more context during the Terms of Reference discussion at B.2.

It was noted that June Porter and Sandy Macaulay from the NEGHC (North East Grey Health Clinic) Board work collaboratively with their different skill sets. Sandy's experience with Family Health Teams and June's with governance have begun to address the shortage of family physicians in the south Georgian Bay area and are qualified to continue such work for the Joint Municipal Physician Recruitment and Retention Committee.

Reference was made to Sandy's past work related to fundraisers, attending events, involvement in recruiting programs, meeting with physicians and most recently an appreciation dinner meeting sponsored by the NEGHC (May 1st is the annual Doctor's Appreciation Day in Canada). June has presented to businesses and communicated posts and articles on Facebook and in The Blue Mountain Review to educate the public. Reference was made to her efforts with key stakeholders in the area of recruitment including the Grey Bruce Health Forum and Dr. Kim, Associate Dean, Post Graduate Program at the University of Western Ontario. She referred to (CaRMS) Canadian Resident Matching Service (CaRMS), an organization that is the matching service for medical residency training programs across Canada. It was also noted that there are not enough positions for medical graduates hoping to practice in Ontario; some students have to wait and for internationally trained students, getting a license can be difficult. She noted it is disappointing as we have had local people who want to come here. She suggested what we can do is work with the post graduate programs and our local physician leadership to mentor and create a position.

Building on what Sandy has been doing, June referred to providing opportunities for residents and medical students to experience the Blue Mountains lifestyle to cultivate and create an interest in staying. Reference was made to the recent appreciation dinner and an opportunity to talk about leadership. Referring to Dr. Kim and the BCHC and building on that and expanding to other universities. Sandy added she has met with the Mayor re the Ontario Health Team and working on developing a relationship with the physician leader, Dr. Nathalie Sauriol.

June noted that with the development of the new Ontario Health Teams, we don't have the population and noted aligning with Collingwood rather than Owen Sound as the physician team have established referral patterns with Collingwood. When asked by Councillor Matrosovs about this, June explained that while there are currently LHIN (Local Health Integration Networks), physicians do establish referral patterns based on their preferences and are not easily influenced.

Reference was made to The Blue Mountain Review articles about nurse practitioners and what they do. June noted we need family doctors and that given nurse practitioner are not currently able to bill OHIP directly, they need to be salaried through the provincial government or in rare cases, by a large family practice. June noted physicians want to be consulted with and supportive of a nurse practitioner join clinic. When recruiting family physicians and any other health care professionals it was noted that a willingness to work collaboratively with others is the way forward.

Councillor Potter acknowledged the work June and Sandy have done and suggested that now that we are into a Committee Structure, he wondered about adopting a Communications Committee, a sub-committee of June and Sandy. June noted they do get requests to speak and use it as an opportunity to educate and a platform for change. Shawn disagreed noting we are a formal Committee of Council and when considering the preparation of communication and speaking engagements, the Committee needs to be aware that there is a process. He suggested a sub-committee would defeat the purpose of having a Committee Meeting. He noted people who are not familiar with operating as a Committee of Council will not like the process. June noted it reminds her of her previous role with a government agency and that everyone needs to know what is being talked about so that no one is taken off guard; open and transparent. Shawn suggested highlighting speaking engagements on the agenda with a motion by the Committee that a particular individual is going. The minutes will be brought to the Committee of the Whole and if there are any questions, in the minutes that Council receives, it will provide a check and balance.

June noted responses to date have been on the fly and questioned the lead time. Shawn noted he doesn't want "process" to kill the committee but suggested having dates well in advance on the agenda. If a situation presents itself, Shawn noted the timeline could be handled before the event, by email. It was noted June Porter would be doing the speaking engagements. Shawn reiterated he felt it was important, for clarity, to advise there is a process with a Committee of Council. Rob noted he did not mean to bypass the Committee re Sandy and June doing communications and referred to key messages used by the Library Board. He noted these are approved in between meetings and are emailed out. It was noted that sometimes you will get a call from the media and you have to do it on the fly, but if you stick to the messages already approved, you can't go wrong.

Sandy asked if there is a Code of Conduct when one is on a Committee. Shawn noted that Sarah Merrifield is now in place as Executive Assistant Committees of Council and a training and orientation session is being planned to invite every member of every Committee so that everyone hears the same information. He noted the Code of Conduct will be covered to explain what it means and speaking on behalf of the Committee would be covered. Dates of the training will be forthcoming. Shawn also noted there is work being done on a Procedural By-law for Committees that is more volunteer friendly and easier than the full Council Procedural By-law. Rob noted also working on a Committees of Council review as some things apply to committees.

Councillor Matrosovs noted that while both she and Councillor Potter are the Town's initial Council representatives, they constitute one vote. She noted if there is a notice by email, it is helpful to look at schedules. She noted she likes the key messages used by the Library noting everything is then in front of us.

Reference was made to a May 15th email from the Deputy Mayor about meeting with Dr. Kim and questioned if that is outdated. Sandy noted the Deputy Mayor has told them that she is wanting to meet with Dr. Kim for the purpose of Grey County, health care in the County and Long Term Care; she wants to proceed. Andrea asked under

what body is she operating. June noted there was a Grey Bruce Forum and the Deputy Mayor from Meaford and Thornbury, the Mayor of Meaford and a few others were there. She noted individuals at Dr. Kim's table and that Doctor Sauriol was also there. Dr. Kim acknowledged meeting the next time he is up. It was noted that Sandy has worked with the Family Health Team. From a Committee perspective, a voice on the Grey Bruce Forum would be something we would continue to do. It was noted the LHINs (Local Health Integration Network) are on their way out. How the Grey Bruce Forum dovetails back is unclear. Reference was also made to Barrie and Simcoe.

Councillor Matrosovs referred to background and asked if we have extra spots because we have a physician here, if someone finishes residency, can they say they will stay here, or are they bound otherwise. June noted they are not bound unless they are bound to another location. June referred to golf, cycling, theatre, culture, Marsh Street Centre, Meaford Film Festival etc. and providing experiences. She referred to the Community residents and support of the Town to retain and recruit physicians, as noted in the Blue Mountain Review articles. She noted providing a meaningful experience is more than the desire to recruit the physician and referred to a suitable public candidate that can assist.

B.2 Terms of Reference Discussion

A discussion document, prepared by June Porter, was reviewed.

Councillor Matrosovs referred to the first section identified as "Mandate of a Joint Municipal Physician Recruitment and Retention Committee" and the bullet point "Establish a set of skills and competencies required to deliver the Primary Care Physician recruitment and retention strategy." Reference was made to having someone skilled in working with physicians, an Ambassador for the Town and looking for someone with that background or similar skill set. Rob questioned if we there is anything in the budget for the position. Shawn noted the focus on having these meetings and incorporating into the 2020 budget for Council consideration. Leaving this in will start to identify what we need -*and being part of the focus. Sandy and June have drafted a job description noting it can be circulated to provide insight as to what they have been thinking about and share what they have done to date.

Rob referred to communication and referred to the Town's website. June referred to Health Force Ontario and other methods such as the Residency Association of Canada. Other ways include LinkedIn, Twitter, E-mail, and University Medical Programs to use all available places to flush out the information. Rob asked if communication should be in the Terms of Reference re actively promoting, as soon as possible. Andrea suggested hearing from Shawn as the lens for the Terms of Reference. Shawn noted that we do have the Executive Assistant Committees of Council who is putting the Terms of Reference into a template for other Committees. Referring to a job description, he noted using the Town format and template. June noted unless a physician is employed by a hospital, they tend to have their own corporation. Shawn referred to communication and the job description with our experts vetting and taking a look as a

check and balance. E.g. looking at a recruiter, putting a job description on the template and payroll would use their evaluation tool. He noted what we do day to day may need to be tweaked for what this group is doing.

Shawn referred to the fourth bullet from the bottom, "Work with community, stakeholders re funding, in kind and other support" and suggested the reference read "citizen driven funding".

With reference to the 6th bullet, "Obtain necessary funds from various sources including towns, municipalities, service clubs, the public at large and corporations to enable the implementation of the recruitment and retention initiatives of the Committee", Shawn suggested changing the reference to "implementation and ongoing".

With reference to "Membership/voting", June suggested leaving the update to this section until September. Councillor Matrosovs noted she can coordinate with Councillor Potter over the summer if needed for meetings. She suggested changing the reference under Voting Members to reflect "Two (2) elected members representing (1) vote, The Council of the Town of The Blue Mountains.

Reference was made to the Term of the Committee being four years and concurrent with the term of Council. Shawn noted that in order not to lose momentum at the end of the term, an overlap period allows the committee a transition period to continue to work and go through the appointment of the new committee a few months out.

With quorum noted as 51% of the membership, it was noted that at least one member of Council must be in attendance to achieve quorum.

Referencing to the Meeting Time and Location, Shawn noted referred "The committee will meet monthly at xx, except during July and August (TBD)" and noted he thinks a monthly meeting would be good, considering earlier discussions. He suggested notice of 24 hours, not 72 if there is a need to call a meeting.

Referring to Agenda, Minutes and Procedure, he suggested that it read, "Agenda items will be set by the chair, in consultation with the CAO". He suggested including the reference to the release of an agenda call and that the response to a meeting request would be used to determine quorum. Shawn noted with the Executive Assistant Committees of Council in place, we can look at other regularly schedule Committee dates and set a regular meeting of this committee in Council Chambers and possibly booking 6-7 months out. Councillor Matrosovs questioned how the meeting schedules work with the process. Shawn noted minutes are provided when we meet again and then they go to Committee of the Whole and Council for final approval. He referred to verbal updates as being adequate as long as the message is the same. He noted if the committee is wanting to do something quickly, it can be 3 months with the Council schedule. It was then suggested that with the Committee being new, maybe the minutes do not need to be ratified.

With regard to summer meetings, Councilor Matrosovs noted that the Agricultural Committee typically do not meet in the summer. She noted they have been meeting

every month and decided to keep going over the summer and if there were professional obligations, then they would cancel, and the public would receive the notice. She noted that if something needed to go to Council, could get approval electronically. Shawn noted the Procedural Bylaw does not permit this, but that if something was really important, Shawn could prepare a report to go directly to COW with a recommendation or about information to be brought forward. He noted staff, as a resource, have the ability to do that. Shawn suggested the circulation of the minutes to the group.

Shawn referred to a suggested change to “Administrative Staff and Resources provided by the Blue Mountains under a Memorandum of Understanding similar to the Library (services costed but not charted). He referred to the Executive Assistant Committees of Council position noting that each committee will have a budget line. He noted an MOU is not needed and that staff administration resource costs would be captured in the budget. Reference was made to the Library being a separate entity under the Province. Councilor Potter referred to a Non Profit entity with Shawn advising that to look at a Non Profit Corporation would require Council approval and then an MOU, like Attainable Housing; Council approval and then looking to Financial Services. He noted it may be something we can look at in the future.

B.3 Background of previous work and next steps, strategies and plan of action for the Committee

June noted she will revise the Terms of Reference and release them to the committee for approval with discussion at the next meeting.

Next steps include:

- **Formally meet with physicians**
- **Identify new Residents in Collingwood and Owen Sound area to welcome them to the community.**
- **Would like to canvas employers re free passes etc. for a welcome kit**

Shawn advised he would like to look into this reference to campaigning or soliciting donations from the private sector. He noted the Municipal Act is clear regarding gifts and donations from an ethics perspective. He noted the need to avoid reaction to something like a ski pass as it is in violation of the Municipal Act. He noted working with our solicitor and the Finance Department. June noted this is done through Nurses’ Week and that other organizations do this who are funded by the government. Shawn noted that the Municipal Act is more detailed regarding a municipality receiving gifts. He suggested there are ways to achieving the welcome goal without putting the Committee or the Town into an unfavorable position.

- **Resources**

Shawn referred to reaching out to neighboring municipalities noting there is probably work to be done before but probably a 2-3 month timeline. The committee provided reference to Meaford, Grey Highlands, Collingwood Health Team, Hanover etc. Councilor Matrosovs questioned how to deal with the County divide and borders. June referred to the LHINs referring to Heath Care noting a lot is relationship based, and there are other things coming out of Queen's Park. The need to get physician leaders and to build on what they want to do was noted.

It was suggested being open to any municipality/town joining us for the greater good. Councillor Matrosovs noted the need to be diplomatic with our neighbors and referred to Clearview and to avoid hand picking. Shawn noted he has formally approached Meaford, Rob Armstrong.

The committee concurred with Shawn Everitt's offer to reach out to Nora Holder, President & CEO of the Collingwood General and Marine Hospital to extend an invitation to attend the next Committee meeting to provide some insight, guidance and tips on how we can effectively recruit and retain physicians, and logical next steps.

Shawn noted the committee's need to reach out and to be open to having discussions with partners as essential to being successful.

C. Public Comment Period

NOTE: In accordance with the Town Procedural By-law 2018-20, fifteen minutes is allotted at the Meeting to receive public comments regarding Joint Municipal Physician Recruitment & Retention Committee matters. 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 that are a follow-up to a Public Meeting.

There were no public comments.

D. Adjournment and Upcoming Meeting Dates

Moved by: Councillor Andrea Matrosovs

Seconded by: Sandy Macaulay

THAT this meeting does now adjourn at 2:45 p.m. to meet again on late July or late August, at Town Hall Council Chamber, or the call of the Chair.