



Staff Report

Administration

Report To: Committee of The Whole
Meeting Date: August 25, 2020
Report Number: FAF.20.114
Subject: Joint Municipal Physician Recruitment and Retention Committee Terms of Reference Revisions and Committee Membership Update
Prepared by: Shawn Everitt, Chief Administrative Officer

A. Recommendations

THAT Council receive Staff Report FAF.20.114, entitled “Joint Municipal Physician Recruitment and Retention Committee Terms of Reference Revisions and Committee Membership Update”;

AND THAT Council endorse the revised Terms of Reference for the Joint Municipal Physician Recruitment and Retention Committee as presented in Attachment 1 of Staff Report FAF.20.114.

AND THAT Council acknowledge the appointment of the following members to the Joint Municipal Physician Recruitment and Retention Committee for the balance of the 2018 – 2020 term of Council:

- Clearview Township Mayor, Doug Measures
- Town of Collingwood Councillor, Yvonne Hamlin
- Municipality of Grey Highlands Councillor, Tom Allwood

B. Overview

This report outlines the proposed revisions to the Terms of Reference for the Town’s Joint Municipal Physician Recruitment and Retention Committee (“the Committee”) and acknowledges the appointments of three additional committee members from neighbouring municipal councils.

C. Background

The Joint Municipal Physician Recruitment and Retention Committee (“the Committee”) is an advisory committee of the councils of participating towns or municipalities for matters related to the development, implementation and progress monitoring of a sustainable solution for the recruitment and retention of Primary Care Physicians for the Committee membership catchment population.

As a committee of Council, the Committee is required to have a Terms of Reference document that outlines the ways in which the Committee functions and works towards accomplishing common goals.

D. Analysis

Until recently, the Committee had not secured membership from neighbouring municipal councils apart from the Town of The Blue Mountains. Within the past six months, the Committee has increased to include membership representatives from the Township of Clearview, the Town of Collingwood and the Municipality of Grey Highlands. Conversations regarding membership are ongoing with councils of the Municipality of Meaford and the Town of Wasaga Beach.

After undertaking deputations to neighbouring municipalities, the need arose to modify the existing Terms of Reference document for the Committee. In addition to minor housekeeping revisions, the following changes are being proposed for the Committee's Terms of Reference:

- "Surrounding active care hospitals" reference was added to the list of stakeholders who may assist in recruitment and retention of physicians.
- A deadline of April 15, 2021 was set for the Committee to make recommendations regarding whether the services of a Physician Recruiter be retained to aid the Committee in meeting its specified mandate.
- The initial Terms of Reference document, created in 2019, required that all member municipalities contribute a budget of \$25,000. This provision was removed in order to get neighbouring municipalities to agree to join the Committee.
- The frequency of providing recommendations to Councils through reports was reduced to twice per year instead of quarterly.
- The Committee composition was revised to include up to one council member (and one alternate) and up to one community member from each of the participating municipalities. The composition also now includes a chair and a vice chair position that will rotate annually after November 21, 2022.
- The Committee also expanded the non-voting membership to include local, practicing or retired, family physicians to act in an advisory capacity for the Committee.
- Committee agendas will now be set by the chair and vice chair, not the chair and the Town of The Blue Mountains' Chief Administrative Officer.

The Committee is requesting Council's endorsement of the revised Terms of Reference (Attachment 1) and acknowledgement of the appointments of the three neighbouring municipal council members.

E. The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainability

Objective #1 Retain Existing Business

Objective #2 Attract New Business

Objective #5 Improved Visibility and Local Identity

Goal #2: Engage Our Communities & Partners

Objective #1 Improve External Communication with our Constituents

Objective #3 Strengthen Partnerships

Goal #3: Support Healthy Lifestyles

Objective #1 Promote the Town as a Healthy Community

Objective #4 Commit to Sustainability

F. Environmental Impacts

None.

G. Financial Impact

None.

H. In consultation with

Joint Municipal Physician Recruitment and Retention Committee

I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Shawn Everitt, Chief Administrative Officer at cao@thebluemountains.ca.

J. Attached

1. Revised Terms of Reference for the Joint Municipal Physician Recruitment and Retention Committee

Respectfully Submitted,

Shawn Everitt
Chief Administrative Officer

For more information, please contact:
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Joint Municipal Physician Recruitment and Retention Committee

TERMS OF REFERENCE

1. PURPOSE

The Town of The Blue Mountains (“Town”) Joint Municipal Physician Recruitment and Retention Committee (“Committee”) is an advisory committee of the councils of participating towns or municipalities for matters related to the development, implementation and progress monitoring of a sustainable solution for the recruitment and retention of Primary Care Physicians (“Physicians”) for the Committee membership catchment population.

2. MANDATE

The Mandate of the Joint Municipal Physician Recruitment and Retention Committee is to:

1. Undertake strategic planning, program development, implementation and evaluation of initiatives for the recruitment and retention of new and existing Physicians, medical student locums and/or resident physicians within the area served by the Committee membership catchment population by support of Councils of participating towns or municipalities;
2. Extend an invitation to all neighbouring towns or municipalities to become members of the Joint Municipal Physician Recruitment and Retention Committee;
3. Educate the Council, community and stakeholders of participating towns or municipalities with regard to the Mandate of the Committee;
4. Connect with stakeholders who may assist in recruitment and retention of physicians, i.e., Medical Schools and their respective Post Graduate programs, local health care providers, surrounding acute care hospitals, Rural Ontario Medical Program (ROMP), the new Ontario Health Teams (LHIN replacements), local Chambers of Commerce and other applicable stakeholders;
5. Actively work with the local medical community, health care providers and ROMP in developing, supporting and sustaining a physician mentoring/training program;

6. Connect with community stakeholders that may be able to provide in-kind support;
7. Make recommendations by April 15, 2021 whether the services of a Physician Recruiter be retained to aid the Committee in meeting its specified mandate:
 - a. Establish the set of skills and competencies required and costs associated with delivering the Physician recruitment and retention strategy;
 - b. The Physician Recruiter shall be governed and managed by the terms and conditions of a separate agreement with the participating towns or municipalities;
8. Recommend to Councils of participating towns or municipalities, on an annual basis, an operational budget that will also contemplate a long-term strategy for funding recruitment efforts;
9. Recognize that this mandate cannot be undertaken in isolation of other health care professionals given the interprofessional nature of current and, more importantly, future primary health care delivery models that Physicians are educated to practice within.

3. COMMUNICATION POLICY & PROTOCOL

The purpose is to establish guidelines for effective communication practice and tactics to support the activities between the Committee, the public and the media.

Definition

Communication protocol of the Committee includes social media, interviews, advertisements and other relevant correspondence, etc., and will be conducted by the Committee Chair and/or support staff of participating towns and municipalities, to promote the progress of initiatives and to communicate all/any engagement activities.

To achieve successful communication practices -- a coordinated approach will reflect consistent standards, messaging and branding and will be in collaboration with staff of respective towns and municipalities on all communication regarding what the Committee is doing.

Protocol Objectives

The Committee will have a profile in the communities of the participating towns and municipalities and as a result, members may be engaged in activities that put them in direct contact with citizens and various organizations. The primary responsibility for communication of information is held by the Committee Chair.

All Committee members are expected to know and abide by relevant conduct policies of their respective towns and municipalities. In addition, the following guidelines should be understood by advisory Committee members:

1. Only the Committee Chair can speak on behalf of the Committee.

2. Committee members shall not direct any messaging without approval of the Chair.
3. The Committee Chair plays an important role in ensuring that a functional relationship with high integrity exists within the Committee, and with Councils, the public and staff of participating towns and municipalities. Conflict can be a constructive part of the group decision-making process. When conflict becomes ongoing, inappropriate, unconstructive, or offensive, the Chair may need to intervene with an appropriate dispute resolution mechanism.

Policy Directives

1. Communications produced from the Committee cannot be contradictory to the policies and by-laws of participating towns and municipalities or respective Councils.
2. Any communication of a policy nature shall be recommended to Councils for their ratification.
3. If a staff liaison is uncomfortable with a proposed communication from the Committee, the staff member should direct it to the Department Head for guidance.

4. ACCOUNTABILITY

Committee will report to and/or provide recommendations to Councils of participating towns or municipalities on a twice per year basis through accessible reports. Councils of participating towns or municipalities may request update reports at any time on specific projects or initiatives.

5. MEMBERSHIP / VOTING

The Committee will be defined by the number of participating towns or municipalities.

Councils of each participating town or municipality will appoint up to two (2) members for a term that runs concurrent with its respective Council plus an additional six (6) months post-election. Composition from each participating town or municipality is noted below:

- One (1) Council member and one (1) alternate, representing one (1) vote
- Up to One (1) community member, representing one (1) vote

Annually, the Committee shall, from amongst its members, choose a Committee Chair and Vice Chair. The Vice Chair will become the Chair for the following year and a new Vice Chair will be chosen and affirmed. A member may only hold the position of Chair or Vice Chair for 1 term of Council. The current Chair would made remain in place until November 2022.

Openings for community membership shall be publicly advertised as appointment opportunities arise and is the responsibility of the respective municipality.

Non-Voting Members:

- Mayors of participating towns or municipalities as ex-officio

- Chief Administrative Officers of each participating towns or municipalities or their designate
- Practicing/Retired Local Family Physician(s) acting in an advisory role
- Additional Town staff as approved
- Administrative Assistant

Community Members will:

1. Have demonstrated interest and/or expertise in healthcare;
2. Be able to allocate sufficient time for participation in regularly scheduled meetings;
3. Be able to allocate sufficient time to review the agenda, minutes and any applicable documentation in advance of each regularly scheduled meeting;
4. Demonstrate a strong interest in and commitment to remaining informed on current and emerging health trends that impact the recruitment and retention of primary care physicians;
5. Participate as a team member;
6. Be capable of an ambassador role.

6. QUORUM

Quorum for the Committee, per the standards of the *Municipal Act, 2001*, is 50% plus one (1) of the membership, which must include the Council member from each participating town or municipality, and at least one (1) community member regardless of the number of members in attendance.

Council members appointed to the Committee count towards quorum. Any non-voting members present (including non-voting Mayors) do not count toward quorum.

7. SUB-COMMITTEES

Should the Committee feel a sub-committee is required to deal with specific issues, such sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates. Membership on sub-committees may include additional individuals with specific expertise who are not Council-appointed Committee members. Sub-committees must include a member of Council in their composition and shall be composed such that a quorum of the membership is not met (maximum sub-committee membership of quorum minus 1). Sub-committees will not have the support of the Administrative Assistant and will provide an accessible report on sub-committee matters to the Committee on a minimum of a quarterly basis.

8. REMUNERATION

No compensation shall be made to members of the Joint Municipal Physician Recruitment and Retention Committee for their participation. As a member of the Committee there is no remuneration reward.

9. MEETING DETAILS, AGENDA, MINUTES & PROCEDURE

1. The committee will meet monthly. Additional meetings of the Committee may be called by the Chair. Meetings will be held in the Council Chambers at the Town of The Blue Mountains Town Hall. If the Council Chambers are not available an appropriate alternative location will be selected.
2. Meetings are open to the public.
3. Agenda items will be set by the Chair and the Vice Chair.
4. Minutes will be kept by the Town of The Blue Mountains Administrative Assistant who will distribute to Councils of participating towns or municipalities.
5. All meetings shall be conducted in accordance with Town of The Blue Mountains Procedural By-law.
6. Administrative Staff and Resources provided by the Town of The Blue Mountains (services provided by Town staff will be included in the operational budget for the Committee and tracked).
7. Committee may form a separate Non-Profit entity to be employer of the professional recruiter and receive community in kind or financial contributions.
8. Committee must establish clear goals and objectives that are measurable. Upon an ability to hire a Physician Recruiter as appropriate these goals and objectives will transfer to this role. Reporting arrangements prior to the hiring of a Physician Recruiter will be established with the members of the Committee.
9. The Terms of Reference is a living document and will be reviewed once per term of Council at a minimum and may be revised as required by approval of Council.

10. RELATED POLICIES & TRAINING REQUIREMENTS

POL.COR.07.07 Code of Conduct for Members of Council, Town of The Blue Mountains
POL.COR.17.04 Accessibility Standards for Customer Service, Town of The Blue Mountains
POL.COR.18.04 Protocol Policy for Complaints Related to Council Members and Local Boards, Town of The Blue Mountains
POL.COR.18.08 Workplace Violence & Harassment Policy, Town of The Blue Mountains
POL.COR.18.10 Social Media Policy, Town of The Blue Mountains
POL.COR.19.02 Council Staff Relationship Protocol, Town of The Blue Mountains

[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](#)

The training noted above can be achieved for members of Council from other towns or municipalities that have been provided similar legislative training.

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