



## City of Hamilton

# PHYSICIAN RECRUITMENT AND RETENTION COMMITTEE REVISED

**Meeting #:** 18-001  
**Date:** June 22, 2018  
**Time:** 9:00 a.m.  
**Location:** Room 264, 2nd Floor, City Hall  
71 Main Street West

Lisa Chamberlain, Legislative Coordinator (905) 546-2424 ext. 2729

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	<b>Pages</b>
<b>1. APPROVAL OF AGENDA</b>	
(Added Items, if applicable, will be noted with *)	
<b>2. DECLARATIONS OF INTEREST</b>	
<b>3. APPROVAL OF MINUTES OF PREVIOUS MEETING</b>	
3.1 September 12, 2017	3
<b>4. DELEGATION REQUESTS</b>	
<b>5. CONSENT ITEMS</b>	
*5.1 Working Group of the Physician Recruitment and Retention Steering Committee Minutes - May 30, 2017	9
<b>6. PUBLIC HEARINGS / DELEGATIONS</b>	
<b>7. STAFF PRESENTATIONS</b>	
<b>8. DISCUSSION ITEMS</b>	
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**9. MOTIONS**

**10. NOTICES OF MOTION**

**11. GENERAL INFORMATION / OTHER BUSINESS**

11.1 Allowing New Graduates into the Family Health Organization/Family Health Team

**12. PRIVATE AND CONFIDENTIAL**

**13. ADJOURNMENT**



## Hamilton

### **PHYSICIAN RECRUITMENT & RETENTION COMMITTEE MINUTES 17-001**

**Tuesday, September 12, 2017**

**10:30 a.m.**

**Room 816, Hamilton City Hall  
71 Main Street West, Hamilton**

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<b>Present:</b>	Councillor T. Whitehead (Chair) Dr. D. DiValentino (Vice Chair) Councillors S. Merulla and D. Conley; and K. Loomis
<b>Absent with Regrets:</b>	Mayor F. Eisenberger – City Business Dr. Sarah Kinzie - Personal
<b>Also in Attendance:</b>	Dr. Brittany Julian

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#### **THE FOLLOWING ITEMS WERE REFERRED TO THE BOARD OF HEALTH FOR CONSIDERATION:**

**1. Annual Report (Item 8.1)**

**(i) Key Performance Indicators and Current Statistics (Item 8.1 (i))**

**(Loomis/DiValentino)**

- (a) That the Key Performance Indicators and Current Statistics (July 31, 2017), be received.

**CARRIED**

**(Merulla/Conley)**

- (b) WHEREAS, the current model utilized for the training of family medicine residents in Ontario is primarily a Family Health Organization (FHO) / Family Health Team (FHT) model;

WHEREAS, this model is unavailable to physicians upon graduation in Ontario, except if an existing practice is assumed by a new graduate or in designated areas of high need; and,

WHEREAS, there is a demonstrated need for an increased number of physicians in a number of Hamilton communities;

THEREFORE BE IT RESOLVED:

- (a) That the Mayor send a letter to request that the Ministry of Health and Long-Term Care allow the entry of new graduates into the Family Health Organization/Family Health Team for the purpose of addressing the shortage of physicians in our community and for the purpose of expanding the offering of Family Health Team services to all Hamilton patients, as recommended by the Price Report and endorsed by the then Federal Minister of Health, Jane Philpott at the Canadian Medical Association (CMA) meeting in August, 2017; and,
- (b) That the Director, Physician Recruitment, schedule a meeting with Mayor Eisenberger, Dr. Eric Hoskins, Minister of Health and Long-Term Care, Donna Cripps, CEO of the Hamilton Niagara Haldimand Brant Local Health Integration Network, and Councillor T. Whitehead, Chair of the Physician Recruitment and Retention Steering Committee, to discuss the issue detailed in the letters to the Ministry of Health and Long-Term Care.

**CARRIED**

**(ii) Budget and Cash Flow (Item 8.1 (ii))**

**(Merulla/Conley)**

That the Budget (June 30, 2017) and Cash Flow (December 1, 2016 – November 30, 2017), be received.

**CARRIED**

**(iii) Conference, Event and Presentation Report – Summary (Item 8.1 (iii))**

**(Merulla/Conley)**

That the Conference, Event and Presentation Report – Summary (December 2016 – November 2017), be received.

**CARRIED**

**2. Questionnaire/Survey of Hamilton Doctors (Item 8.2)**

**(Merulla/Conley)**

That the Summary of Survey Results of Hamilton Doctors (January 2017), be received.

**CARRIED**

**3. Co-location of Solo Family Practices in the Family Health Organization (Item 8.3)**

**(Merulla/Loomis)**

That the verbal update by Jane Walker respecting the Co-location of Solo Family Practices in the Family Health Organization, be received.

**CARRIED**

**4. Steering Committee Terms of Reference (Item 8.4)**

**(Merulla/Conley)**

That the Physician Recruitment and Retention Steering Committee Terms of Reference, be amended as follows:

- Addition of a representative member who is a new physician practicing in Hamilton within five years of their graduation from residency
- Change in quorum from four to five members
- Change “Legislative Assistant” to “Legislative Coordinator”

**CARRIED**

**5. Contract Renewal for Physician Recruitment Specialist (Item 12.1)**

**(Merulla/Conley)**

(a) That the Terms and Conditions of Employment for the Director, Physician Recruitment contract between Jane Walker (the Employee) and the City of Hamilton, Hamilton Academy of Medicine and the Hamilton Chamber of Commerce (collectively the Employer), be approved; and,

(b) That the Terms and Conditions of Employment for the Director, Physician Recruitment contract remain confidential.

**CARRIED**

**FOR THE INFORMATION OF COMMITTEE:**

**(a) APPROVAL OF AGENDA (Item 1)**

**(Merulla/Conley)**

That the agenda for the September 12, 2017 meeting of the Physician Recruitment and Retention Committee be approved, as presented.

**CARRIED**

**(b) DECLARATIONS OF INTEREST (Item 2)**

None.

**(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)**

**(i) June 28, 2016 (Item 3.1)**

**(Loomis/Conley)**

That the Minutes of the June 28, 2016 meeting of the Physician Recruitment & Retention Sub-Committee be approved, as presented.

**CARRIED**

**(d) CONSENT ITEMS (Item 5)**

**(i) Working Group Minutes (Item 5.1)**

**(Merulla/Loomis)**

That the Minutes for the September 27, 2016 meeting of the Working Group be approved, as presented.

**CARRIED**

**(e) DISCUSSION ITEMS (Item 8)**

**(i) Annual Report (Item 8.1 (i-iii))**

Jane Walker, Physician Recruitment Specialist, addressed the Committee regarding the Key Performance Indicators and Current Statistics, Budget and Cash Flow, and Conference, Event and Presentation Report – Summary.

The report included, but was not limited to, the following:

- 2017 Year To Date:
  - 46 New Contacts
  - 22 New Recruits – 17 permanent and 5 locum
  - Total Family Physicians is 343
- Comparisons of actual number of physicians in the community versus the Ministry of Health's (MOH) doctor to population ratio:
  - MOH ratio is 1:389
  - Hamilton's ratio is 1:313
  - Shortage of 76 Doctors across the community

For disposition of this matter, see Item 1.

(ii) **Co-location of Solo Family Practices in the Family Health Organization (Item 8.3)**

Jane Walker, Physician Recruitment Specialist, addressed the Committee respecting the Co-location of Solo Family Practices in the Family Health Organization, and advised that after discussions with staff it was deemed not to be of value to the Board of Health to advocate for additional funding for the co-location of solo family practices.

For disposition of this matter, see Item 3.

(f) **GENERAL INFORMATION/OTHER BUSINESS (Item 11)**

(i) **Outstanding Business List (Item 11.1)**

**(Loomis/Conley)**

That the following changes to the Outstanding Business List, be approved:

(i) Items to be Removed:

Item "A" – Questionnaire / Survey of Hamilton Doctors  
(Addressed as Item 8.2)

Item "B" – Co-location of Solo Family Practices in the Family Health Organization  
(Addressed as Item 8.3)

Item "C" – Contract Renewal for Physician Recruitment Specialist

(a) Negotiate New Contract  
(Addressed as Item 12.1)

(b) Report back to Working Group on how Halton Region funds their Physician Recruiter as a staff position  
(Addressed as Item 5.1 (5.2.2))

**CARRIED**

**(g) PRIVATE AND CONFIDENTIAL (Item 12)**

**(i) Contract Renewal for Physician Recruitment Specialist (Item 12.1)**

As the Physician Recruitment and Retention Steering Committee determined that no discussion respecting the Contract Renewal for Physician Recruitment Specialist was required, the Contract was approved in Open Session.

For disposition of this matter, please refer to Item 5.

**(h) ADJOURNMENT (Item 13)**

**(Merulla/Loomis)**

That there being no further business, the Physician Recruitment & Retention Steering Committee meeting be adjourned at 11:11 a.m.

**CARRIED**

Respectfully Submitted,

Councillor T. Whitehead, Chair  
Physician Recruitment &  
Retention Committee

Lisa Chamberlain  
Legislative Coordinator  
Office of the City Clerk





M I N U T E S

**WORKING GROUP**  
OF THE  
**PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE**

Tuesday, May 30, 2017 at 10:30 a.m.  
Hamilton City Hall – Councillors' Lounge  
71 Main Street West, Hamilton

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**Present:** Councillor T. Whitehead (Chair), Dr. D. DiValentino (Vice Chair), Mr. Keanin Loomis. Dr. S. Kinzie absent.

**Absent:** None

**Also Present:** Jane Walker, Physician Recruitment Specialist.

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**1. Management Committee Agenda**

**1.1. Agenda for May 30, 2017 and minutes of September 27, 2016.**

The agenda was submitted for the working group's approval. Dr. DiValentino moved the acceptance of the agenda and the September 27, 2016 minutes with one change. That having a new in practice physician as part of the Steering Committee is preferable to a resident for continuity purposes. It's impractical to have a resident given the number of rotations and the inability to attend meetings. Seconded by K. Loomis. Carried. J. Walker to contact new physicians to join the group. (Subsequently: Dr. Brittany Julian has agreed to join the group for three years. Invite sent for first meeting by J. Walker)

**2. KPI Report (Key Performance Indicators)**

**2.1. Quarterly Report**

J. Walker noted that 2016 saw 20 new recruits but 29 family physicians left Hamilton. Recruiting continues to be a competitive environment with demand for physicians often exceeding supply. We now have 14% of our workforce age 65+ (48), the highest number yet. The matching of a young physician to a practice is time-consuming to ensure a solid and agreeable match. The process of transferring the practice is detailed and she continues to hold the hands of both physicians throughout the six or so months that this takes. Private companies (and accountants) continue to place high monetary values on physicians practices, which further increases the divide between young and old as well as encourages some new physicians to relocate elsewhere. Our number of practicing family physicians has declined to less than in 2010. To cope with an increasing



population and to ensure a vibrant economy, more family physicians are needed. She expects approximately 23 family physicians to leave in 2017.

## 2.2. Current Statistics

We've experienced a decline in the total number of family physicians in the city of Hamilton as more physicians have left/retired than have started. We have 342 Family Physicians today. We still have a healthy number of young physicians but the total in their 40's continues to decline. 14% of the workforce is 65+. 30% are 60+ compared with 23% 60+ in 2010. The total needed is 375 family physicians. A discussion generated a number of questions to be answered at our next meeting: the number (25) and percent (7%) of physicians who are locums; Male (162) vs. females (180) and the % of McMaster graduates we attract (of 35 graduates in 2017, 26 are McMaster grads that I've met or spoken with. 10 have committed to locum in practices here - 38%)

## 2.3. KPI Summary

20 new recruits in 2016 (14 permanent and 6 locum) and 10 (9 perm and 1 locum) so far this year. J. Walker reported that we typically don't have enough locums to meet demand. Similar to other communities. **Next meeting bring updated stats on the number of physicians in each of the six communities making up Hamilton.**

## 3. Budget and Cashflow Year 13 2016

### 3.1. 2016 Cash Flow

Finance at City Hall has corrected the overage in invoicing by the Chamber. Final numbers presented.

### 3.2. 2016 Budget to Actual Comparison

Final numbers are in. The program spent \$33,693 less than budgeted in 2016.

### 3.3. 2017 Cash Flow

The program has spent \$17,845 to the end of January.

### 3.4. 2017 Budget to Actual Comparison

The program has spent \$17,845 to the end of January, \$13,749 less than budgeted. And \$46,932.18 less than budgeted to May 30/17 than budgeted primarily due to not having an assistant.

## 4. Conference, Event and Presentation Report for 2016 and 2017

A brief review of the conferences and presentations was given. Clr. Whitehead suggested J. Walker speak with tourism for loops to play at upcoming conferences. K. Loomis sending J. Walker the Ambitious City link. Clr. Whitehead to speak with Ec. Dev for more marketing materials for conferences.

## 5. Other Business

### 5.1. Board of Health

#### 5.1.1. Motion from May 21, 2015 (letter attached for review/adjustment)

#### 5.1.2. Motion from September 19, 2016

Discussed and J. Walker to send response from 5.1.1 and letter endorsed by the committee to Lisa Chamberlain, LA for the Board of Health for the Mayor to sign and send out.



## 5.2. Survey of physicians

J. Walker reviewed the survey results with the Working Group. Very positive and complementary. This has already been shared with the funders.

## 5.3. Funding

J. Walker reported that funding is over for HHS, St. Joes and the HFHT. McMaster Faculty of Health Sciences has one more year in their commitment. Kristin Prince (Clr. Whitehead's assistant) to organize meeting with Rob MacIsaac and Dr. David Higgins, K. Loomis, J. Walker and Clr. Whitehead in the first two weeks of September. J. Walker to speak with Kristin.

## 5.4. Contract

Councilor T. Whitehead provided a contract which J. Walker signed after an addendum was added: 5 c) Should it become necessary and mutually agreed upon, accommodation to pro-rate salary based on hours/days worked. K. Loomis to introduce Jane to Chamber benefits person.

## 5.5. New Hire

J. Walker would like to hire an assistant, but prefers to search for a recruiter, someone with a business background to ensure a strong succession plan.

## 5.6. Other Business

None

## 6. Adjournment

The meeting was adjourned at 11:50 a.m.





### KEY PERFORMANCE INDICATORS

YEAR TO YEAR  
to June 12, 2018

FAMILY PHYSICIANS						
Year	New Contacts	New Recruits	New Recruits Perm vs. Locum		Retained	Total Family Physicians
2005 - Year 2	37	17	Perm -	12	1	345
			Locum -	5		
2006 - Year 3	42	17	Perm -	13	5	341
			Locum -	4		
2007 - Year 4	79	19	Perm -	11	3	340
			Locum -	8		
2008 - Year 5	110	20	Perm -	12	1	331
			Locum -	8		
2009 - Year 6	97	18	Perm -	8	1	332
			Locum -	10		
2010 - Year 7	100	19	Perm -	12	1	345
			Locum -	7		
2011 - Year 8	141	26	Perm -	19	7	349
			Locum -	7		
2012 - Year 9	93	29	Perm -	22	7	365
			Locum -	7		
2013 - Year 10	82	24	Perm -	19	1	367
			Locum -	5		
2014 - Year 11	98	20	Perm -	15	17	352
			Locum -	5		
2015 - Year 12	122	24	Perm -	13	10	353
			Locum -	11		
2016 - Year 13	68	20	Perm -	14	24	343
			Locum -	6		
2017 - Year 14	46	26	Perm -	19	18	344
			Locum -	7		
2018 - Year 15	37	10	Perm -	8	13	338
			Locum -	2		
<b>GRAND TOTAL</b>	<b>1152</b>	<b>289</b>			<b>109</b>	

Total Permanent Family Physicians = 197

Total Locum Family Physicians = 92





**Current Statistics Summary to June 12, 2018**

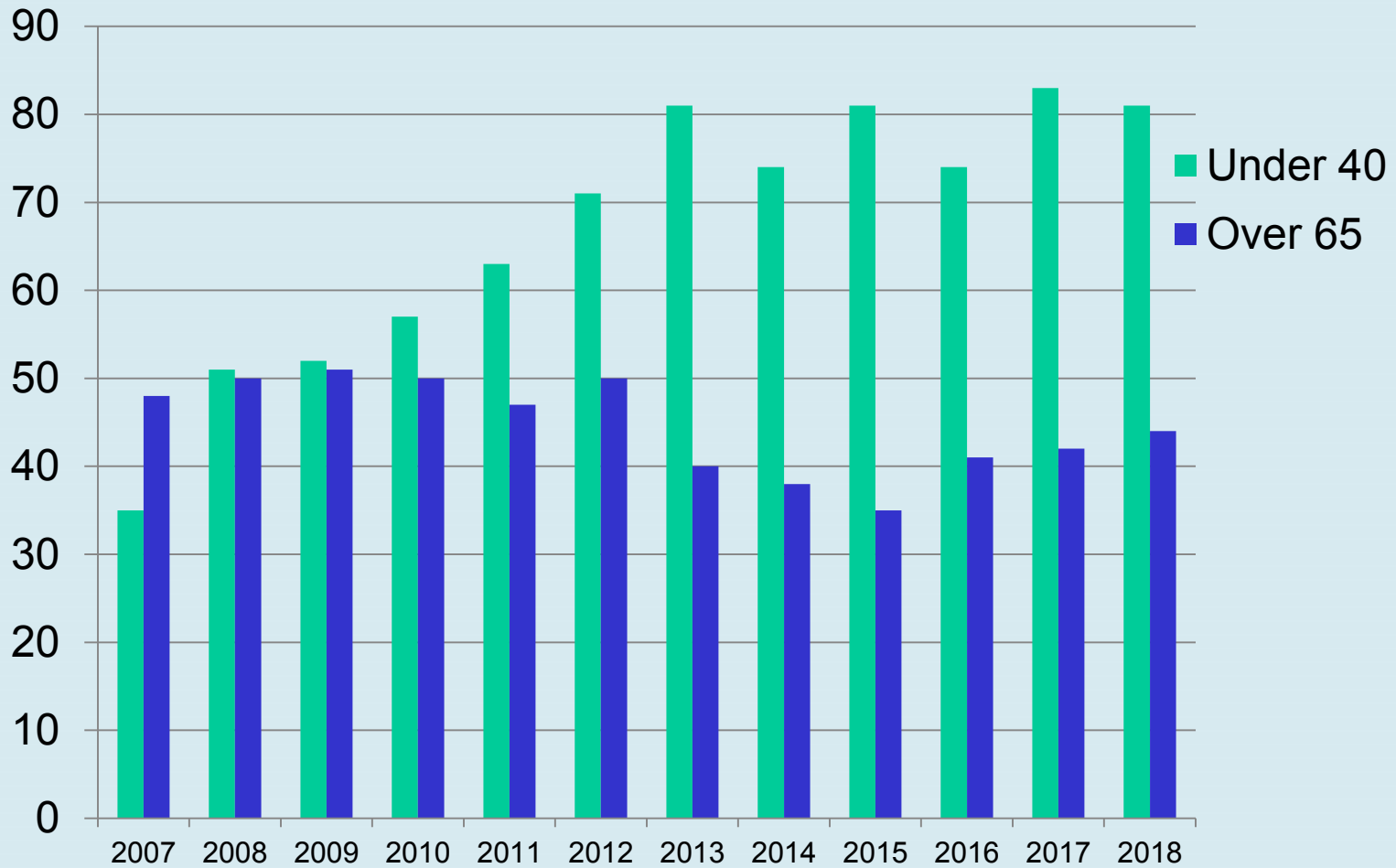
	2007 Nov	2008 Nov	2009 Nov	2010 Nov	2011 Nov	2012 Nov	2013 Nov	2014 Nov	2015 Nov	2016 Nov	2017 Nov	2018 June
<b>Total Family Physicians</b>	<b>340</b>	<b>331</b>	<b>332</b>	<b>345</b>	<b>349</b>	<b>365</b>	<b>367</b>	<b>352</b>	<b>351</b>	<b>341</b>	<b>342</b>	<b>338</b>
Average Age	52	52	52	52	51	52	52	51	50	51	50	51
Physicians in their 20's and 30's	35	51	52	57	63	71	81	74	81	74	83	81
Physicians in their 40's	95	88	85	87	81	75	75	80	72	73	72	73
Physicians in their 50's	109	112	115	120	122	119	122	112	114	100	95	92
Physicians 60 - 64	66 (aged 60-69)	60 (aged 60-69)	57 (aged 60-69)	31	36	50	49	48	49	53	50	48
Physicians 65 - 69	-	-	-	27	27	22	21	20	21	24	27	31
Physicians 70 plus	15	20	23	23	20	28	19	18	14	17	15	13

*\*Note: For planning purposes, some of the newer physician's ages are best guess estimates.*

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# Family Physicians in Hamilton







<b>Number of Physicians by Community</b>				
as of June 12, 2018				
<b>Community</b>	<b>Census 2016 Population</b>	<b>Ministry of Health Doctors/Population # of Doctors Needed</b>	<b>Actual # of Permanent Doctors in Community</b>	<b>Shortage of Family Doctors</b>
Ancaster	40,560	29	19	10
Dundas	24,285	18	23	-5
Flamborough	42,655	31	21	10
Glanbrook	29,860	22	2	20
Hamilton	330,090	239	212	27
<i>Lower</i>	<i>176,815</i>	<i>128</i>	<i>130</i>	<i>-2</i>
<i>Upper</i>	<i>153,275</i>	<i>111</i>	<i>82</i>	<i>29</i>
Stoney Creek	69,470	50	35	15
<b>Total</b>	<b>536,920</b>	<b>389</b>	<b>312</b>	<b>77</b>

MOHLTC guidelines suggest 1 family physician for every 1,380 citizens.

Prepared by Jane Walker June 12, 2018



**PHYSICIAN RECRUITMENT & RETENTION PROGRAM**  
**YEAR 14 (2017) BUDGET TO ACTUALS COMPARISON**  
**For the Period December 1, 2016 to November 30, 2017**  
**FINAL**

Updated - January 15, 2018

Includes Actuals to November 30, 2017

	<b>Year 14 BUDGET</b>	<b>Year 14 BUDGET</b>	<b>Year 14 ACTUALS</b>	<b>Year 14 VARIANCE under/(over)</b>
	<b>Dec 1/16 to Nov 30/17</b>	<b>Dec 1/16 to Nov 30/17</b>	<b>Dec 1/16 to Nov 30/17</b>	<b>Dec 1/16 to Nov 30/17</b>
<b>Balance Carried Forward</b>	<b>\$ 374,691</b>	<b>\$ 374,691</b>	<b>\$ 374,691</b>	<b>0</b>
<b><u>Revenue</u></b>				
City of Hamilton	75,000	75,000	75,000	0
McMaster University	25,000	25,000	25,000	0
St. Joseph's Healthcare	20,000	20,000	20,000	0
Hamilton Health Sciences	20,000	20,000	20,000	0
Dept of Family Medicine	15,000	15,000	15,000	0
Hamilton Family Health Team	25,000	25,000	25,000	0
	<b>\$ 180,000</b>	<b>180,000</b>	<b>180,000</b>	<b>0</b>
<b><u>Operating Expenses</u></b>				
Wages & Benefits	111,651	111,651	114,507	(2,856)
Support Staff	48,938	48,938	-	48,938
Office Expenses	7,650	7,650	6,538	1,112
Printing / Communications	2,143	2,143	-	2,143
Travel Expenses	5,895	5,895	2,311	3,584
Promotional Gifts	2,040	2,040	70	1,970
Events /Meals/Functions	510	510	741	(231)
Community Visit Program	500	500	-	500
Medical Conferences & Job Fairs	8,196	8,196	2,153	6,043
Advertising / Public Relations	2,040	2,040	23	2,017
	<b>\$ 189,563</b>	<b>\$ 189,563</b>	<b>\$ 126,344</b>	<b>\$ 63,219</b>
<b>Net - Funding Surplus (Shortfall)</b>	<b>\$ 365,128</b>	<b>\$ 365,128</b>	<b>\$ 428,347</b>	
<b><u>In-kind contributions</u></b>				
Hamilton Academy of Medicine	14,000			
Hamilton Chamber of Commerce	15,000			
Total In-kind Contribution	<b>29,000</b>			

**Note**

Expenses &amp; revenues based on information received as of the date of update.



**PHYSICIAN RECRUITMENT & RETENTION PROGRAM**  
**YEAR 15 (2018) BUDGET TO ACTUALS COMPARISON**  
**For the Period December 1, 2017 to March 31, 2018**

Updated - May 23, 2018

Includes Actuals up to Mar 31, 2018

	Year 15 BUDGET	Year 15 BUDGET	Year 15 ACTUALS	Year 15 VARIANCE under/(over)
	Dec 1/17 to Nov 30/18	Dec 1/17 to Mar 31/18	Dec 1/17 to Mar 31/18	Dec 1/17 to Mar 31/18
<b>Balance Carried Forward</b>	\$ 428,347	\$ 428,347	\$ 428,347	0
<b><u>Revenue</u></b>				
City of Hamilton	75,000	75,000	0	(75,000)
McMaster University	25,000	25,000	0	(25,000)
St. Joseph's Healthcare	20,000	20,000	0	(20,000)
Hamilton Health Sciences	20,000	20,000	0	(20,000)
Dept of Family Medicine	15,000	15,000	0	(15,000)
Hamilton Family Health Team	25,000	25,000	0	(25,000)
	\$ 180,000	180,000	0	(180,000)
<b><u>Operating Expenses</u></b>				
Wages & Benefits	124,321	41,440	42,082	(642)
Support Staff	49,916	16,639	-	16,639
Office Expenses	7,803	2,601	2,809	(208)
Printing / Communications	2,186	729	-	729
Travel Expenses	6,013	2,004	99	1,905
Promotional Gifts	2,081	694	-	694
Events /Meals/Functions	520	173	35	138
Community Visit Program	510	170	-	170
Medical Conferences & Job Fairs	8,360	2,787	2,394	393
Advertising / Public Relations	2,081	694	142	552
	\$ 203,791	\$ 67,930	\$ 47,561	\$ 20,369
<b>Net - Funding Surplus (Shortfall)</b>	<b>\$ 404,556</b>	<b>\$ 540,417</b>	<b>\$ 380,786</b>	

**In-kind contributions**

Hamilton Academy of Medicine	14,000
Hamilton Chamber of Commerce	15,000
<b>Total In-kind Contribution</b>	<b>29,000</b>

**Note**

Expenses &amp; revenues based on information received as of the date of update.





**PHYSICIAN RECRUITMENT & RETENTION PROGRAM  
LTD CASH FLOW STATEMENT  
For the Period December 1, 2016 to November 30, 2017**

Run Date: Dec-12, 2017

	Jun/04 - Nov/17 (actuals)	Dec/16 (actuals)	Jan/17 (actuals)	Feb/17 (actuals)	Mar/17 (actuals)	Apr/17 (actuals)	May/17 (actuals)	Jun/17 (actuals)	Jul/17 (actuals)	Aug/17 (actuals)	Sep/17 (actuals)	Oct/17 (actuals)	Nov/17 (actuals)	Total
<b>BEGINNING BALANCE</b>	-	\$ 374,691	\$ 366,187	\$ 356,847	\$ 349,119	\$ 335,265	\$ 326,841	\$ 425,603	\$ 410,409	\$ 400,628	\$ 418,982	\$ 409,921	\$ 399,992	374,691.49
<b>REVENUE</b>														
City of Hamilton	690,800	-	-	-	-	-	75,000	-	-	-	-	-	-	75,000.00
McMaster University - Cust# 102644	241,668	-	-	-	-	-	25,000	-	-	-	-	-	-	25,000.00
Department of Family Medicine - Cust# 107777	77,749	-	-	-	-	-	7,500	-	-	7,500	-	-	-	15,000.00
Hamilton Health Sciences - Cust # 111058	378,000	-	-	-	-	-	-	-	-	-	-	-	20,000	20,000.00
St. Joseph's Hospital - Cust# 101131	337,000	-	-	-	-	-	-	-	-	-	-	-	20,000	20,000.00
St.Peters Hospital	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Hamilton Community Foundation	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Hamilton Family Health Team - Cust# 114291	75,000	-	-	-	-	-	-	-	-	25,000	-	-	-	25,000.00
Human Resource Development Canada	90,669	-	-	-	-	-	-	-	-	-	-	-	-	-
Hamilton Physicians - Dec/15 overpayment	10,349	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting	400	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>1,936,635</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 107,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>180,000.00</b>
<b>OPERATING EXPENSES</b>														
Wages & Benefits	1,053,183	7,205	7,727	7,727	11,591	8,424	7,882	15,195	8,300	12,928	8,848	8,805	9,874	114,506.67
Support Staff	265,416	-	-	-	-	-	-	-	-	-	-	-	-	-
Office Expenses	61,029	1,185	175	-	1,427	-	321	-	1,470	1,218	-	596	147	6,538.24
Printing & Communications	29,201	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel Costs	42,411	44	7	-	270	-	122	-	12	-	7	504	1,346	2,311.32
Promotional Packages	20,918	70	-	-	-	-	-	-	-	-	-	-	-	69.96
Events, Functions & Meals	12,688	-	43	-	41	-	413	-	-	-	29	-	215	741.17
Community Visit Program	1,109	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Conferences & Job Fairs	55,257	-	1,388	-	525	-	-	-	-	-	177	-	63	2,152.83
Advertising/Public Relations	20,731	-	-	-	-	-	-	-	-	-	-	23	-	23.39
<b>TOTAL OPERATING EXPENSES</b>	<b>1,561,944</b>	<b>\$ 8,504</b>	<b>\$ 9,341</b>	<b>\$ 7,727</b>	<b>\$ 13,854</b>	<b>\$ 8,424</b>	<b>\$ 8,738</b>	<b>\$ 15,195</b>	<b>\$ 9,781</b>	<b>\$ 14,146</b>	<b>\$ 9,061</b>	<b>\$ 9,928</b>	<b>\$ 11,645</b>	<b>126,343.59</b>
<b>ENDING BALANCE</b>	<b>374,691</b>	<b>\$ 366,187</b>	<b>\$ 356,847</b>	<b>\$ 349,119</b>	<b>\$ 335,265</b>	<b>\$ 326,841</b>	<b>\$ 425,603</b>	<b>\$ 410,409</b>	<b>\$ 400,628</b>	<b>\$ 418,982</b>	<b>\$ 409,921</b>	<b>\$ 399,992</b>	<b>\$ 428,348</b>	<b>428,347.90</b>

\*NOTE: Physician Recruitment & Retention Program holds \$10,000 as a float provided by the City of Hamilton (Acct: 11515-000100)

**NOTE: Pending Invoices**

Total:                     -



**PHYSICIAN RECRUITMENT & RETENTION PROGRAM  
LTD CASH FLOW STATEMENT  
For the Period December 1, 2017 to November 30, 2018**

Run Date: May 18, 2018

	Jun/04 - Nov/18 (actuals)	Dec/17 (actuals)	Jan/18 (actuals)	Feb/18 (actuals)	Mar/18 (actuals)	Apr/18 (actuals)	May/18 (actuals)	Jun/18 (actuals)	Jul/18 (actuals)	Aug/18 (actuals)	Sep/18 (actuals)	Oct/18 (actuals)	Nov/18 (actuals)	Total
<b>BEGINNING BALANCE</b>	-	\$ 428,347	\$ 418,237	\$ 402,839	\$ 395,118	\$ 380,785	\$ 380,785	\$ 380,785	\$ 380,785	\$ 380,785	\$ 380,785	\$ 380,785	\$ 380,785	428,347
<b>REVENUE</b>														
City of Hamilton	765,800	-	-	-	-	-	-	-	-	-	-	-	-	-
McMaster University - Cust# 102644	266,668	-	-	-	-	-	-	-	-	-	-	-	-	-
Department of Family Medicine - Cust# 107777	92,749	-	-	-	-	-	-	-	-	-	-	-	-	-
Hamilton Health Sciences - Cust # 111058	398,000	-	-	-	-	-	-	-	-	-	-	-	-	-
St. Joseph's Hospital - Cust# 101131	357,000	-	-	-	-	-	-	-	-	-	-	-	-	-
St.Peters Hospital	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Hamilton Community Foundation	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Hamilton Family Health Team - Cust# 114291	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Resource Development Canada	90,669	-	-	-	-	-	-	-	-	-	-	-	-	-
Hamilton Physicians - Dec/15 overpayment	10,349	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting	400	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>2,116,635</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>OPERATING EXPENSES</b>														
Wages & Benefits	1,167,691	8,779	9,592	9,590	14,121	-	-	-	-	-	-	-	-	42,082
Support Staff	265,416	-	-	-	-	-	-	-	-	-	-	-	-	-
Office Expenses	67,567	759	587	1,299	165	-	-	-	-	-	-	-	-	2,809
Printing & Communications	29,201	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel Costs	44,722	22	29	37	11	-	-	-	-	-	-	-	-	99
Promotional Packages	20,988	-	-	-	-	-	-	-	-	-	-	-	-	-
Events, Functions & Meals	13,429	-	-	35	-	-	-	-	-	-	-	-	-	35
Community Visit Program	1,109	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Conferences & Job Fairs	57,410	550	5,190	(3,346)	-	-	-	-	-	-	-	-	-	2,394
Advertising/Public Relations	20,755	-	-	106	36	-	-	-	-	-	-	-	-	142
<b>TOTAL OPERATING EXPENSES</b>	<b>1,688,288</b>	<b>\$ 10,110</b>	<b>\$ 15,399</b>	<b>\$ 7,721</b>	<b>\$ 14,332</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>47,562</b>
<b>ENDING BALANCE</b>	<b>428,347</b>	<b>\$ 418,237</b>	<b>\$ 402,839</b>	<b>\$ 395,118</b>	<b>\$ 380,785</b>	<b>\$ 380,785</b>	<b>\$ 380,785</b>	<b>\$ 380,785</b>	<b>\$ 380,785</b>	<b>\$ 380,785</b>	<b>\$ 380,785</b>	<b>\$ 380,785</b>	<b>\$ 380,785</b>	<b>380,785</b>

\*NOTE: Physician Recruitment & Retention Program holds \$10,000 as a float provided by the City of Hamilton (Acct: 11515-000100)

**NOTE: Pending Invoices**

Total:                     -





### CONFERENCES, EVENTS & PRESENTATIONS (YEAR 14)

December 2016 - November 2017

FINAL

Date	Organization	Event Name/Purpose	Location	Budgeted Cost	Actual Cost (to date)
December 15 and 19, 2016	McMaster Dept. of Family Medicine	Presentations: Large group + PGY2 - Locums	David Braley Health Sciences Centre	\$ 30.00	\$ 30.00
January 25, 2017	Hamilton Academy of Medicine	Clinical Day	Hamilton Convention Centre	\$ 100.00	\$ 11.00
March 23, 2017	OMA	Attending OMA Practice Management Day	Sheraton	\$ -	\$ 20.00
March 29, 2017	Drs. Profetto and DiValentino	Attending Practice Management session	Edgewater Manor, Stoney Creek	\$ -	\$ 18.20
April 23-25, 2017	CASPR	Canadian Association of Staff Physician Recruiters	Windsor, Ontario	\$ 1,500	\$ 1,573.01
May 31, 2017	HFHT	Attending HFHT AGM	Warplane Heritage Museum	\$ 20.00	\$ -
July 13, 2017	OMA	Retirement Planning Seminar	Sheraton	\$ 20.00	\$ 4.16
October 2017	Hamilton Family Health Team	Succession Planning	HFHT office - 123 James St. North	\$ 20.00	\$ -
October 2017	OMA	Practice Management Seminar	Holiday Inn, Oakville	\$ 40.00	\$ 33.80
November 8 - 12 2017	College of Family Physicians of Canada	Family Medicine Forum	Montreal Convention Centre, Montreal	\$ 5,500.00	\$ 4,225.51
November 2017	Ontario College of Family Physicians	Annual Scientific Assembly	Toronto	\$ 2,600.00	Didn't attend as Halton wasn't joining me
<b>TOTAL CONFERENCE COSTS</b>				<b>\$ 9,830.00</b>	<b>\$ 5,915.68</b>

<b>Date</b>	<b>Event</b>	<b>Cost</b>	<b>Invoice</b>	<b>Amount</b>	
Jan-13	Clinical Day	Parking	122	\$ 9.00	
Feb-13	FMF 2013	1/4 booth cost	123	\$ 2,620.28	
Feb-13	Models in Primary Care	Mileage - Jane	123	\$ 12.48	
		Mileage - Brenda	123	\$ 18.72	
		Mileage - 3 docs	123	\$ 13.52	\$ 44.72
Mar-13	CASPR	Registration	124	\$ 423.62	
	CASPR	Flight	124	\$ 867.65	\$ 1,291.27
Apr-13		Table Throw	125	\$ 300.86	
May-13	ASA51	Registration	126	\$ 1,695.00	
Oct-13	FMF 2013	Booth	131	\$ 286.84	\$ 2,907.12
Oct-13	Research Day	Mileage - Brenda	131	\$ 5.82	
	Research Day	Parking - Brenda	131	\$ 11.00	\$ 16.82
Nov-13	ASA51	Hotel	132	\$ 375.86	
	ASA51	Dinner	132	\$ 61.98	
	ASA51	Mileage	132	\$ 40.56	\$ 1,735.56
					<b>\$ 6,743.19</b>

FMF Total







**CONFERENCES, EVENTS & PRESENTATIONS (YEAR 15)**

**December 2017 - November 2018**

**to June 1, 2018**

<b>Date</b>	<b>Organization</b>	<b>Event Name/Purpose</b>	<b>Location</b>	<b>Budgeted Cost</b>	<b>Actual Cost (to date)</b>
December 19, 2017	Dept. of Family Medicine	Presentation to Halton residents	Halton Teaching unit	\$ 20.00	\$ 18.72
December 21, 2017	Dept. of Family Medicine	Presentation to all residents	David Braley Health Sciences Centre	\$ 20.00	\$ 2.08
January 9, 2018	Dept. of Family Medicine	McMaster R1 Resident Day	David Braley Health Sciences Centre	\$ -	\$ 21.10
January 12, 2018	Dept. of Family Medicine	Presentation to Stonechurch residents	Stonechurch Family Health Centre	\$ -	\$ 11.00
January 25, 2018	Hamilton Academy of Medicine	Clinical Day	Hamilton Convention Centre	\$ 100.00	\$ 11.00
April 13, 2018	City of Hamilton	Economic Summit	City Hall	\$ -	\$ -
April 23-25, 2018	CASPR	Canadian Association of Staff Physician Recruiters	Fredericton, NB	\$ 2,500	\$ 1,588.02
October 2018	Hamilton Family Health Team	Succession Planning	HFHT office - 123 James St. North	\$ 20.00	
November 2018	College of Family Physicians of Canada	Family Medicine Forum	Toronto Convention Centre, Montreal	\$ 5,500.00	\$ 1,940.90
	<b>TOTAL CONFERENCE COSTS</b>			<b>\$ 8,160.00</b>	<b>\$ 3,592.82</b>

<b>Date</b>	<b>Event</b>	<b>Cost</b>	<b>Invoice</b>	<b>Amount</b>	
Jan-13	Clinical Day	Parking	122	\$ 9.00	
Feb-13	FMF 2013	1/4 booth cost	123	\$ 2,620.28	
Feb-13	Models in Primary Care	Mileage - Jane	123	\$ 12.48	
		Mileage - Brenda	123	\$ 18.72	
		Mileage - 3 docs	123	\$ 13.52	\$ 44.72
Mar-13	CASPR	Registration	124	\$ 423.62	
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Nov-13	ASA51	Hotel	132	\$ 375.86	
	ASA51	Dinner	132	\$ 61.98	
	ASA51	Mileage	132	\$ 40.56	\$ 1,735.56
					<b>\$ 6,743.19</b>

FMF Total