



City of Hamilton
PHYSICIAN RECRUITMENT & RETENTION COMMITTEE
AGENDA

Meeting #: 22-002
Date: August 5, 2022
Time: 10:00 a.m.
Location: YouTube Channel Streaming for Virtual Meetings (due to COVID)
Due to the COVID-19 and the Closure of City Hall
All electronic meetings can be viewed at:
City's YouTube Channel:
<https://www.youtube.com/user/InsideCityofHamilton>

Tamara Bates, Legislative Coordinator (905) 546-2424 ext. 4102

	Pages
1. CEREMONIAL ACTIVITIES	
2. APPROVAL OF AGENDA (Added Items, if applicable, will be noted with *)	
3. DECLARATIONS OF INTEREST	
4. APPROVAL OF MINUTES OF PREVIOUS MEETING	
4.1. February 11, 2022	5
5. COMMUNICATIONS	
5.1. Dr. Jason Profetto, Resignation from Physician Recruitment and Retention Steering Committee	9
Recommendation: To be received and referred to Clerk's staff for appropriate action.	

- 5.2. Melissa McCallum, Greater Hamilton Health Network, respecting support for proposal to transfer the Physician Recruitment and Retention Program (Hamilton Physicians) to the Greater Hamilton Health Network 11

Recommendation: to be received and referred to the consideration of Item 10.1, respecting Item 1 of Working Group to Physician Recruitment and Retention Steering Committee Report 22-001.

6. DELEGATION REQUESTS

7. CONSENT ITEMS

- 7.1. Minutes of the Working Group of the Physician Recruitment and Retention Steering Committee
- 7.1.a. January 12, 2021 13
- 7.1.b. September 14, 2021 17
- 7.1.c. October 14, 2021 23
- 7.1.d. October 29, 2021 27
- 7.1.e. November 23, 2021 31
- 7.1.f. December 14, 2021 35

8. PUBLIC HEARINGS / DELEGATIONS

9. STAFF PRESENTATIONS

10. DISCUSSION ITEMS

- 10.1. Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001 39

11. MOTIONS

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

14. PRIVATE AND CONFIDENTIAL

14.1. Closed Session Minutes of the Working Group of the Physician Recruitment and Retention Steering Committee - January 12, 2021

Pursuant to Section 8.1, Sub-section (e) of the City's Procedural By-law 21-021, as Amended, and Section 239(2), Sub-section (e) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board.

15. **ADJOURNMENT**



Hamilton

PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE MINUTES 22-001

Friday, February 11, 2022

1:30 p.m.

City Hall

71 Main Street West, Hamilton

Present: M. Nash (Chair)
Councillor A. VanderBeek, Councillor S. Merulla, Dr. S. Kinzie,
and Dr. B. Singh

**Absent
with Regrets:** Councillor T. Whitehead - Personal
Dr. J. Profetto - Business

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

1. Appointment of Chair and Vice-Chair (Item 1)

(VanderBeek/Merulla)

- (a) That Marie Nash be appointed as Chair of the Physician Recruitment and Retention Steering Committee for the balance of the 2018-2022 term of Council; and
- (b) That Councillor Merulla be appointed as Vice-Chair of the Physician Recruitment and Retention Steering Committee for the balance of the 2018-2022 term of Council.

CARRIED

2. Proposed Contract Revisions – Physician Recruitment Specialist (Item 14.2)

(Singh/Kinzie)

- (a) That the Terms and Conditions of Employment for the Physician Recruitment Specialist, be approved; and

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

CARRIED

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

The Committee Clerk advised that there were no changes to the agenda:

(Merulla/Kinzie)

That the agenda for the February 11, 2022 meeting of the Physician Recruitment and Retention Steering Committee be approved, as presented.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) June 29, 2021 (Item 4.1)

The Committee Clerk advised that the mover and seconder were missing from Item 8 in the Minutes and the error has been corrected.

(Merulla/Kinzie)

That the Minutes of the June 29, 2021 meeting of the Physician Recruitment and Retention Steering Committee be approved, as amended.

CARRIED

(d) PRIVATE AND CONFIDENTIAL (Item 14)

(i) Closed Minutes – June 29, 2021 (Item 14.1)

The Physician Recruitment and Retention Steering Committee determined that it was not necessary to move into Closed Session for Item 14.1.

(VanderBeek/Merulla)

That the Closed Session Minutes of the June 29, 2021 Physician Recruitment and Retention Steering Committee, be received.

CARRIED

(ii) (VanderBeek/Kinzie)

That the Physician Recruitment and Retention Steering Committee move into Closed Session respecting Item 14.2, pursuant to Section 9.1, Sub-

sections (b) and (d) of the City's Procedural By-law 21-021 and Section 239(2), Sub-sections (b) and (d) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City or a local board employees and labour relations or employee negotiations.

CARRIED

(iii) Proposed Contract Revisions – Physician Recruitment Specialist

For further disposition of this matter, please refer to Item 2.

(g) ADJOURNMENT (Item 15)

(Merulla/Kinzie)

That there being no further business, the Physician Recruitment and Retention Steering Committee meeting be adjourned at 1:47 p.m.

CARRIED

Respectfully Submitted,

Marie Nash, Chair
Physician Recruitment and
Retention Steering Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk

Bates, Tamara

Subject: FW: Working Group of the PRR Steering Committee - New Potential Dates - Quick response requested!

Importance: High

From: Jason Profetto <>

Sent: Monday, July 4, 2022 4:52 PM

To: Bates, Tamara <Tamara.Bates@hamilton.ca>

Subject: Re: Working Group of the PRR Steering Committee - New Potential Dates - Quick response requested!

Importance: High

Hi Tamara,

My term as HAM President is now finished. As such, I will be stepping down from these committees given my other commitments.

Thank you,

Jason

—

High victory is achieved in the early mornings when no one is watching and when everyone else is asleep.

~Robin Sharma

Dr. Jason Profetto BKin, MSc, MD, CCFP
Family and Academic Medicine
Chair, Clinical Skills and MD Admissions
Undergraduate Medical Program
McMaster University



*Building community
health together.*

July 12, 2022

Dear Members of the Physician Recruitment and Retention Steering Committee,

I am pleased to submit this letter to express the Greater Hamilton Health Network's (GHHN) support of the proposal to transfer the City of Hamilton's Physician Recruitment and Retention Program (Hamilton Physicians) into our organization.

The GHHN strives to transform healthcare in Hamilton through partnerships with patients, care partners, and local healthcare organizations, and both the GHHN and Hamilton Physicians share a vision of improving access to care for all patients in the Hamilton area. It is our firm belief that this shared vision will allow both organizations to work together harmoniously to improve healthcare delivery in Hamilton.

With many of Hamilton Physicians' current funding partners represented on the GHHN's Executive Council, the proposed program transfer will maintain accountability to these stakeholders. We are also confident that the knowledge and resource sharing associated with this transfer will benefit both organizations and will represent a more efficient use of funds.

We acknowledge the importance of physician recruitment in Hamilton, and we are happy to support this work on a long-term basis. As we understand the complexity involved in such a transfer, we will be happy to work together moving forward to determine next steps and to help answer any questions or concerns that you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Melissa McCallum".

Melissa McCallum
Executive Director
Greater Hamilton Health Network



**WORKING GROUP
OF THE
PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE
MINUTES 21-001**

Tuesday, January 12, 2021 at 1:00 p.m.
Hamilton City Hall
71 Main Street West, Hamilton

Present: Councillor T. Whitehead (Chair), Mr. Keanin Loomis, and Dr. Sarah Kinzie

Absent: Dr. Dennis DiValentino (Vice-Chair)

Also Present: Tamara Bates, Legislative Coordinator
Brad van den Heuval, Physician Recruitment Program Coordinator and
Practice Advisor
Julia Hayes, Physician Recruitment Coordinator

1. APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised of the following changes to the agenda:

5. PRIVATE & CONFIDENTIAL (Item 5)

Item 5.3, Litigation Matter, will be discussed prior to Item 5.2, Contract Renewals.

(Kinzie/Loomis)

That the agenda for the January 12, 2021 meeting, be approved, as amended.

CARRIED

2. APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 2)

(i) February 25, 2020 (Item 2.1)

(Loomis/Kinzie)

That the minutes of November 19, 2019, be approved.

CARRIED

3. CONSENT ITEMS (Item 3)

(i) 2020 Budget to Actual Comparison (Item 3.1)

Brad van den Heuval, Physician Recruitment Program Coordinator and Practice Advisor gave an overview of the budget. He reported that he has been unable to confirm funding from Hamilton Health Sciences and the Hamilton Family Health Team. The Working Group agreed that Keanin Loomis will assist in reaching out to both organizations to secure the committed funding.

(ii) Conferences, Events and Presentations (Item 3.2)

Brad van den Heuval, Physician Recruitment Program Coordinator and Practice Advisor gave an update of the activities in which the program was involved. Many conferences and events were not held or were held virtually in 2020.

(iii) KPI Summary (Item 3.3)

Brad van den Heuval, Physician Recruitment Program Coordinator and Practice Advisor provided an update on performance indicators. The Chair asked for information on deficits to be provided at a future meeting.

(iv) Additional Expenses for Working Remotely (Item 3.4)

Brad van den Heuval, Physician Recruitment Program Coordinator and Practice Advisor provided information on additional expenses incurred to enable staff to work remotely during the COVID-19 emergency. The costs included those for an additional laptop and cell phones for staff. It was suggested that program staff look into alternatives to cell phones, such as Cisco Jabber, to help reduce costs.

(v) Office Space Lease Extension (Item 3.5)

Brad van den Heuval, Physician Recruitment Program Coordinator and Practice Advisor reported that the lease for program office space in the McMaster University David Braley Health Sciences Centre has been extended to December 2021.

(Loomis/Kinzie)

That the following Consent Items, be received:

- (a) 2020 Budget to Actual Comparison (Item 3.1)
- (b) Conferences, Events and Presentations (Item 3.2)
- (c) KPI Summary (Item 3.3)

**Working Group of the Physician Recruitment
and Retention Steering Committee
Minutes 21-001**

**January 12, 2021
Page 3**

- (d) Additional Expenses for Working Remotely (Item 3.4)
- (e) Office Space Lease Extension (Item 3.5)

CARRIED

4. DISCUSSION ITEMS (Item 4)

(i) Proposed Program Restructuring Options (Item 4.1)

Julia Hayes, Physician Recruitment Coordinator and Brad van den Heuval, Physician Recruitment Program Coordinator and Practice Advisor reviewed the proposed options for restructuring the physician recruitment program.

The Working Group agreed that rather than adopt one of the proposed options, a more fulsome program review was in order.

(Loomis/Kinzie)

That the Proposed Program Restructuring Options, be received.

CARRIED

5. PRIVATE AND CONFIDENTIAL (Item 5)

(i) Closed Session Minutes of February 25, 2021 (Item 5.1)

(Kinzie/Loomis)

That the Closed Session minutes of February 25, 2021, be approved and remain confidential.

CARRIED

(Loomis/Kinzie)

That the Working Group of the Physician Recruitment and Retention Steering Committee move into Closed Session at 1:05 p.m. to discuss Items 5.2 and 5.3, pursuant to Section 8.1, Sub-sections (b), (d), and (e) of the City's Procedural By-law 18-270, and Section 239(2), Sub-sections (b), (d) and (e) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees; labour relations or employee negotiations; and litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board.

CARRIED

(ii) Litigation Matter (Item 5.3)

(Loomis/Kinzie)

That the verbal update respecting the Litigation Matter, be received and remain confidential.

CARRIED

**Working Group of the Physician Recruitment
and Retention Steering Committee
Minutes 21-001**

**January 12, 2021
Page 4**

(iii) Contract Renewals (Item 5.2)

(Kinzie/Loomis)

That the following contract renewals, be approved and remain confidential:

- (a) Program Coordinator/Practice Advisor (Item 5.2(b))
- (b) Physician Recruitment Coordinator

CARRIED

4. ADJOURNMENT (Item 4)

(Kinzie/Loomis)

That there being no other business, the Working Group of the Physician Recruitment and Retention Steering Committee, be adjourned at 2:05 a.m.

CARRIED

Respectfully submitted,

Councillor Terry Whitehead
Chair, Working Group of the Physician
Recruitment and Retention Steering Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk

7.1(b)



**WORKING GROUP
OF THE
PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE
MINUTES 21-002**

Tuesday, September 14, 2021
12:00 p.m.
WebEx

Present: Mr. Keanin Loomis (Chair), Dr. Sarah Kinzie (Vice-Chair), Dr. Jason Profetto

Absent: Councillor Arlene VanderBeek

Also Present: Tamara Bates, Legislative Coordinator
Brad van den Heuvel, Physician Recruitment Program Coordinator and
Practice Advisor

1. APPOINTMENT OF CHAIR AND VICE-CHAIR

(i) (Kinzie/Profetto)

That Keanin Loomis be appointed Chair of the Working Group of the Physician Recruitment and Retention Steering Committee.

CARRIED

(ii) (Loomis/Profetto)

That Sarah Kinzie be appointed Vice-Chair of the Working Group of the Physician Recruitment and Retention Steering Committee.

CARRIED

2. APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised that there were no changes to the agenda:

(Kinzie/Loomis)

That the agenda for the September 14, 2021 meeting, be approved, as presented.

CARRIED

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 2)

(i) January 12, 2021 (Item 3.1)

(Loomis/Kinzie)

That the minutes of January 12, 2021, be approved.

CARRIED

4. CONSENT ITEMS (Item 4)

(i) 2020 Budget to Actual Comparison (as of June 30, 2021) (Item 4.1)

Brad van den Heuvel, Physician Recruitment Specialist gave an overview of the budget. Revenue is now higher by \$50,000 than in the report. The program had received a commitment of \$20,000 each from Hamilton Health Sciences and St. Joseph's Healthcare Hamilton, but had not yet received the funds. McMaster University's Department of Family Medicine had committed \$7,500 and the first installment has been received. It is expected that there will be a surplus at year end.

(ii) KPI Summary (YTD) (Item 4.2)

Brad van den Heuvel, Physician Recruitment Specialist, provided an update on performance indicators. Locums were included in the statistics this year for the first time.

(iii) Permanent Physicians by Community (YTD) (Item 4.3)

Brad van den Heuvel, Physician Recruitment Specialist provided statistics on the number of physicians by community in the City. The number of physicians in total is larger than has been reported in the past because locums have been included for the first time. Members heard that the database is being cleaned up using information provided by community health centres.

This information is used to track the number of physicians in different parts of the City to determine which areas are in need. It was noted that there is a margin of error in these figures, A physician may, for example, move their office a few blocks away, crossing over into a different community, but they continue to serve the same patients as previously. Academic teaching units will also skew this data, because these physicians will be indicated as full-time physicians although they are really only in the office part time and locums are used to cover the rest of the time. In this case, adding locums to the data will inflate the numbers in such cases. The

Ministry can provide accurate numbers for active physicians, but not for fee-for-service or locums.

Members discussed the political nature of the physicians by community data. The breakdown helps make the case for need in some areas. The Ministry approved an increase in numbers for Stoney Creek, but not for Hamilton Mountain.

- (iv) Physician Departures (YTD) (Item 4.4)**
- (v) Physician Recruitment (YTD) (Item 4.5)**

These items were discussed together.

Brad van den Heuvel, Physician Recruitment Specialist provided an overview of recruitment activities. In response to questions, members heard that COVID has made recruitment difficult and many of the same challenges continue. Meeting shave been set up with groups who may bit have used the program in the past, but would now like assistance for their recruitment activities. The ongoing workload for program staff will in part depend on the outcome of these meetings. Outside of Hamilton Health Sciences, the recruitment program is not very well known and hospitals typically have their own recruitment processes; so an effort is being made to reach out to other organizations.

It was noted that COVID has highlighted the critical importance of community-focused healthcare. Connecting with primary care groups such as Hamilton Family Medicine is key and the best time to do so is now.

5. DISCUSSION ITEMS (Item 5)

(i) Physician Recruitment Program Review

(a) Program Structure

- 1. Historical Information - Application to Human Resources and Skills Development Canada: A Funding Proposal for Hamilton's Physician Recruitment and Retention Program (2003)**

Members heard a high-level overview of the history of the physician recruitment program, including the reasons such a program was needed. A broader needs assessment report would be useful to help determine how to move the program forward. The first step would be identifying the external stakeholders and get feedback from each of them regarding

what they would need from the program. Long-term care homes and hospitals were identified as two important stakeholders. It was noted that some stakeholders believe that the physician recruitment program should be integrated into the Local Health Network, which would be a first in the Province. Owner-occupancy physician practices were also identified as important stakeholders and potential users of the program.

Pursuant to Section 5.4(5) of the City of Hamilton's Procedural By-law 21-021 the Committee Clerk advised the Chair at 1:31 p.m. that quorum was lost, the Chair decided to continue the meeting to finish the discussion on the above item during the absence of quorum.

A list of stakeholders and contacts will be drawn up and Brad van den Heuvel, Physician Recruitment Specialist, will reach out to them with information about the program and they will be invited to provide feedback on the program and the current review.

The following items will be included on the next agenda of the Working Group of the Physician Recruitment and Retention Steering Committee.

(i) DISCUSSION ITEMS (Item 5)

(a) Program Structure

1. Physician Recruitment Programs in Ontario

(b) Next Steps (no copy)

(ii) PRIVATE & CONFIDENTIAL (Item 6)

(a) Closed Session Minutes of January 12, 2021 (distributed under separate cover)

Pursuant to Section 8.1, Sub-sections (b), (d), and (e) of the City's Procedural By-law 18-270, and Section 239(2), Sub-sections (b), (d) and (e) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees; labour relations or employee negotiations; and litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board.

**Working Group of the Physician Recruitment
and Retention Steering Committee
Minutes 21-002**

**September 14, 2021
Page 5**

7. ADJOURNMENT (Item 7)

Pursuant to Section 5.4(5) of the City of Hamilton's Procedural By-law 21-021 at 1:46 p.m. the Committee Clerk advised those in attendance that quorum was not achieved since 1:31 p.m. when quorum was initially lost, therefore, the meeting would stand adjourned.

Respectfully submitted,

Keanin Loomis
Chair, Working Group of the Physician
Recruitment and Retention Steering Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk

7.1(c)

**WORKING GROUP
OF THE
PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE
MINUTES 21-003**

Tuesday, October 14, 2021
10:30 a.m.
WebEx

Present: Mr. Keanin Loomis (Chair), Councillor Arlene VanderBeek, Dr. Sarah Kinzie (Vice-Chair), Dr. Jason Profetto

Also Present: Tamara Bates, Legislative Coordinator
Aleah Whalen, Legislative Assistant
Brad van den Heuvel, Physician Recruitment Program Coordinator and Practice Advisor

1. APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised that there were no changes to the agenda. Members accepted the agenda.

2. APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 2)

(i) September 14, 2021 (Item 3.1)

The minutes of September 14, 2021 were accepted.

3. STAKEHOLDER PRESENTATIONS (Item 3)

(i) Melissa McCallum, Director, Greater Hamilton Health Network (Item 4.1)

Melissa McCallum, Director, Greater Hamilton Health Network, provided an overview of the Greater Hamilton Health Network (GHHN), with the help of a presentation. In 2019, the Ontario Government launched a new approach to local healthcare planning. The initiative will see a move from fourteen local health networks to almost 80 health teams covering smaller providing access to health care to smaller communities.

In June 2021, the Hamilton Health Team became the Greater Hamilton Health Network and is now nearing the end of the incorporation process. It will be the first local health team to have done so and the Province is watching very closely.

Melissa indicated that the GHHN is interested in embedding Hamilton Physicians into its structure.

In response to questions, the Working Group heard that the province has set out a 10-year plan for the maturity of the health teams. The GHHN is developing and putting in place governance structures faster than any of the other teams. Things like funding streams and accountability are not quite as far ahead and other areas and have been put on the back burner at the moment, but will be sorted out in due course. Members asked if there would be an education component within the GHHN and heard that this is something that will certainly be examined.

The GHHN would like to take over the program following at the end of Q1, at the Physician Recruitment Program Coordinator and Practice Advisor's next contract renewal.

Members discussed the proposal and considered what steps would be necessary to move the program. From a governance perspective, a recommendation would be made to the Steering Committee, and then a report to the Board of Health and then to Council. For this to happen, within the timelines above, the Steering Committee would likely have to meet in December to get the report on the Board of Health agenda for the January committee cycle. Members noted that, in order to convince Council, a solid case would have to be built.

In addition to governance reporting and approvals, moving the program would also involve dissolving the partnership, terminating the lease for the office space, and other wind-down matters.

4. DISCUSSION ITEMS (Item 4)

(i) Physician Recruitment Program Review (deferred from the September 14, 2021 meeting)

(a) Program Structure

1. Physician Recruitment Programs in Ontario

It was noted that the overview of physician recruitment programs in Ontario was a useful exercise, although it may

be moot given the possibility of moving the program to the GHHN. The report makes it clear that Hamilton Physicians is a unique and groundbreaking program in Ontario.

This review will come in handy when considering a “Plan B” or alternatives to include with the recommendation to the Steering Committee and eventually Council.

(b) Next Steps (no copy)

Many of the next steps were discussed previously in the discussion on Item 4.1. Representatives from the Human Resources, Legal and Finance Divisions of the City of Hamilton, as well as from the Healthy and Safe Communities Department will be invited to the upcoming meetings to consult with the Working Group on the proposal to move the program to GHHN and what such a move would entail.

5. PRIVATE & CONFIDENTIAL (Item 5)

(i) Closed Session Minutes of January 12, 2021

The Working Group agreed it was not necessary to go into Closed Session to consider the minutes and accepted them.

6. ADJOURNMENT (Item 6)

There being no other business, the meeting was adjourned at 11:43 a.m.

Respectfully submitted,

Keanin Loomis
Chair, Working Group of the Physician
Recruitment and Retention Steering Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk

7.1(d)



**WORKING GROUP
OF THE
PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE
MINUTES 21-004**

Friday, October 29, 2021
10:30 a.m.
WebEx

Present: Mr. Keanin Loomis (Chair), , Dr. Sarah Kinzie (Vice-Chair), Dr. Jason Profetto

Absent with Regrets: Councillor Arlene VanderBeek

Also Present: Tamara Bates, Legislative Coordinator
Brad van den Heuvel, Physician Recruitment Program Coordinator and
Practice Advisor

1. APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised that there were no changes to the agenda. Members accepted the agenda.

2. APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 2)

(i) October 14, 2021 (Item 3.1)

The minutes of October 14, 2021 were accepted.

3. DISCUSSION ITEMS (Item 3)

(i) Physician Recruitment Program Review

**(1) Update on Review and Greater Hamilton Health Network Proposal
(no copy)**

Brad van den Heuvel, Physician Recruitment Program Coordinator and Practice Advisor, reported that he has scheduled a meeting with Melissa McCarthy of the Greater Hamilton Health Network in early November. He is preparing the background information for the report that will eventually be brought to the Steering Committee for consideration.

(2) Alternatives to Greater Hamilton Health Network Proposal (no copy)

Members agreed that they would like to hear from the remaining stakeholders at the meeting of November 23, 2021 and to hear from staff at the meeting of December 14, 2021.

Members agreed that moving the Physician Recruitment program to the Greater Hamilton Health Network is the primary goal and will be presented to the Steering Committee as “Plan A.” Members discussed potential alternatives and decided that the following options, in order of preference, could be presented to the Steering Committee:

- (a) Bring the program under the City of Hamilton. The program would be best suited to be housed under Public Health (the Healthy and Safe Communities Department), but could also be housed under the Department of Planning and Economic Development.
- (b) Maintain the status quo with changes to enable the program to run more smoothly. These changes could entail a different governing structure.
- (c) Close the program.

Members discussed the possibility of embedding the program within the Hamilton Academy of Medicine, but determined that this was not an appropriate alternative. Members also discussed broadening the program to include recruitment of medical specializations, rather than simply family physicians was also discussed; it was agreed that this was an avenue worth exploring, but not at this time.

4. ADJOURNMENT (Item 4)

There being no other business, the meeting was adjourned at 11:35 a.m.

Respectfully submitted,

Keanin Loomis
Chair, Working Group of the Physician
Recruitment and Retention Steering Committee

**Working Group of the Physician Recruitment
and Retention Steering Committee
Minutes 21-004**

**October 29, 2021
Page 3**

Tamara Bates
Legislative Coordinator
Office of the City Clerk



**WORKING GROUP
OF THE
PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE
MINUTES 21-005**

Tuesday, November 23, 2021
12:00 p.m.
WebEx

Present: Mr. Keanin Loomis (Chair), Dr. Sarah Kinzie (Vice-Chair),

Absent with Regrets: Councillor Arlene VanderBeek and Dr. Jason Profetto

Also Present: Tamara Bates, Legislative Coordinator
Brad van den Heuvel, Physician Recruitment Program Coordinator and
Practice Advisor
Kathy Brown, Home and Community Care Support Services
Terry McCarthy, Hamilton Family Health Team
Scott Wooder, Hamilton Family Health Team

Quorum was not present. The Working Group decided to continue informally and to hear the presentations from the Community Stakeholders.

1. APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised that there were no changes to the agenda.

2. APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 2)

(i) October 14, 2021 (Item 3.1)

As quorum was not present, the minutes of October 14, 2021 could not be accepted and will be placed on the next agenda.

3. STAKEHOLDER PRESENTATIONS

(i) Kathy Brown, Home and Community Care Support Services

Kathy Brown, Home and Community Care Support Services presented information to the Working Group related to the need for continued needs

for a focus on recruitment of family physicians within the City and the ways in which Home and Community Care and Support Services helps support patient management and coordination of physician support for those patients. Ms Brown stressed, in particular, the need for a collaborative effort among stakeholders regarding physician recruitment strategies and better coordination among stakeholder groups. She also noted that the Greater Hamilton Health Network provides an integrated approach to healthcare, which is also important in the recruitment and retention of family physicians.

(ii) Terry McCarthy and Scott Wooder, Hamilton Family Health Team

Terry McCarthy and Scott Wooder, Family Health Team, noted that the Physician Recruitment and Retention Program has been a valuable service to the Family Health Team and to the City as a whole. They noted that it is also valuable for smaller and solo practices. They agreed that moving the Physician Recruitment and Retention Program to the Greater Hamilton Health Network (GHHN) would be an excellent decision, recognizing that at this time the GHHN is still developing its administrative structure. They did note that the one barrier or area of concern would be the fact that the GHHN encompasses Halton and Niagara and there is yet a funding model in place that includes financial support from those areas.

It was also noted that the Family Health Team would

4. DISCUSSION ITEMS (Item 4)

(i) Program Review

At the next meeting, the Working Group will hear from one more stakeholder; the second part of the meeting will be a consultation with City of Hamilton staff, including the General Managers of the Healthy and Safe Communities and Corporate Services Departments, the Executive Director of Human Resources, or their designates, and the City Solicitor.

Members discussed the benefits of moving the Physician Recruitment and Retention Program to the Greater Hamilton Health Network is the flexibility the GHHN has for the program, noting that although physician recruitment must be central to the Program's efforts, there may be the potential to expand to recruitment of nurses and specialists as well. The focus on integration of services within the GHHN is also critical to the continued success of the recruitment program. Another benefit of having the program under the GHHN would be the ability of the program to respond nimbly to information and to be more proactive rather than reactive to changing circumstances, while at the same time being accountable to the same stakeholders, albeit in a different way.

**Working Group of the Physician Recruitment
and Retention Steering Committee
Minutes 21-005**

**November 23, 2021
Page 3**

Members discussed the structure and content of the business case/proposal; Brad van den Heuvel said he would have the first draft of the proposal ready for the Working Group soon.

4. ADJOURNMENT (Item 4)

There being no other business, the meeting was adjourned at 12:57 p.m.

Respectfully submitted,

Keanin Loomis
Chair, Working Group of the Physician
Recruitment and Retention Steering Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk



**WORKING GROUP
OF THE
PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE
MINUTES 21-005**

Tuesday, December 14, 2021
12:00 p.m.
WebEx

Present: Mr. Keanin Loomis (Chair), Councillor Arlene VanderBeek, and Dr. Jason Profetto

Absent with Regrets: Dr. Sarah Kinzie (Vice-Chair)

Also Present: Tamara Bates, Legislative Coordinator
Brad van den Heuvel, Physician Recruitment Program Coordinator and Practice Advisor
Dr. Michael Stacey, Executive Vice President (Academic) and Chief Medical Executive, Hamilton Health Sciences
Mike Zegarac, General Manager, Corporate Services
Lora Fontana, Executive Director, Human Resources
Grace Mater, Acting General Manager, Healthy and Safe Communities
Stephen Spracklin, City Solicitor

1. APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised that there were no changes to the agenda.

2. APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 2)

(i) November 23, 2021 (Item 3.1)

The Minutes of November 23, 2021 were not available.

Keanin Loomis, Brad van den Heuvel, and Tamara Bates provided an overview of the program review to date, noting that the Working Group is working on a proposal that will set out three options for consideration, in order of preference:

- (a) moving the Physician Recruitment and Retention Program (Hamilton Physicians) to the Greater Hamilton Health Network (GHHN);
- (b) moving the Program to the City of Hamilton under Public Health (or Planning and Economic Development); or
- (c) maintaining the Program where it is with changes to the structure and operations oversight.

3. STAKEHOLDER PRESENTATIONS

(i) Dr. Michael Stacey, Executive Vice President (Academic) and Chief Medical Executive, Hamilton Health Sciences

Dr. Michael Stacey, Executive Vice President (Academic) and Chief Medical Executive, Hamilton Health Sciences, provided additional information to the Working Group regarding the shortage of residents interested in internal medicine and general surgery, who tend to be those interested in family medicine. In response to questions, it was confirmed that the Physician Recruitment and Retention Program could be involved in developing an academic hospitalization program, as this is an important aspect of a family medicine practice.

Dr. Stacey also discussed the geographical reaches of the Greater Hamilton Health Network. It was confirmed that the West Lincoln area, as it is currently closely tied to Hamilton Health Sciences, would continue to be part of the recruitment area.

Dr. Stacey left the meeting.

4. DISCUSSION ITEMS (Item 4)

(i) Program Review

The Working Group received confirmation that there would be no problem extending employment contracts should the program review not be completed before the end of the current contract. It was noted that another discussion about the contract would be needed should Council decide not to move the program and instead to pursue one of the other options.

Given that ongoing support of the recruitment program is sought, it is important that the City be provided with information reports on the progress of the program after the move.

The overall consensus was that moving the Physician Recruitment and Retention Program to the Greater Hamilton Health Network (GHHN) would appear to be the best option. The proposal will need to set out the details clearly and provisions

**Working Group of the Physician Recruitment
and Retention Steering Committee
Minutes 21-006**

**December 14, 2021
Page 3**

will need to be included to ensure that the program is maintained within the GHHN with the same focus as it currently operates under.

4. ADJOURNMENT (Item 4)

There being no other business, the meeting was adjourned at 12:57 p.m.

Respectfully submitted,

Keanin Loomis
Chair, Working Group of the Physician
Recruitment and Retention Steering Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk



**WORKING GROUP
OF THE
PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE
REPORT 22-001**

Tuesday, July 12, 2022
1:00 p.m.
WebEx

Present: Dr. Sarah Kinzie (Vice-Chair), Councillor Arlene VanderBeek, and Marie Nash

Absent with Regrets: Dr. Jason Profetto

Also Present: Tamara Bates, Legislative Coordinator
Aleah Whalen, Legislative Assistant
Brad van den Heuvel, Physician Recruitment Program Coordinator
and Practice Advisor
Mike Zegarac, General Manager, Corporate Services
Angela Burden, General Manager, Healthy and Safe Communities
Susan Nicholson, Solicitor

**THE WORKING GROUP OF THE PHYSICIAN RECRUITMENT AND RETENTION
STEERING COMMITTEE PRESENTS REPORT 22-001 AND RESPECTFULLY
RECOMMENDS:**

1. **Proposal to Transfer Program into the Greater Hamilton Health Network & Formalize Existing Funding Relationships (Item 4.1)**
 - (a) That Physician Recruitment and Retention Program (Hamilton Physicians), be transferred to the Greater Hamilton Health Network (GHHN), as an independent department therein, reporting to the Executive Director of the GHHN, on a date mutually agreed upon and no later than February 28, 2023, attached to Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001 as Appendix A;
 - (b) That from the date of the transfer, Physician Recruitment and Retention Program (Hamilton Physicians) staff will become employees of the Greater Hamilton Health Network (GHHN):

**Working Group of the Physician Recruitment
and Retention Steering Committee
Minutes 22-001**

**July 12, 2022
Page 2**

- (i) with the same terms and conditions of employment;
 - (ii) from which time they will adhere to GHHN policies; and
 - (iii) may have the opportunity to become permanent employees of the GHHN;

- (c) That the Key Performance Indicators (KPI) of the Physician Recruitment and Retention Program (Hamilton Physicians) will remain unchanged upon the initial transfer of the Program to the Greater Hamilton Health Network (GHHN) and any future changes will require approval of the Executive Council of the GHHN;

- (d) That the following be transferred to the Greater Hamilton Health Network (GHHN):
 - (i) All existing property purchased by Hamilton Physicians, including all office furniture, equipment and supplies;
 - (ii) Administration for payroll and expenses;
 - (iii) The balance of the City of Hamilton's current contribution to the Physician Recruitment and Retention Program (Hamilton Physicians) operating budget of \$75,000;
 - (iv) Payments from existing funding partnership arrangements;
 - (v) All Physician Recruitment and Retention Program (Hamilton Physicians) surplus funds (as of May 31, 2022, this amount is \$515,116.05), net any outstanding liabilities; and
 - (vi) The Hamilton Physicians brand, which will be maintained by the Greater Hamilton Health Network (GHHN);

- (e) That the Greater Hamilton Health Network will commit all budgeted future Physician Recruitment and Retention Program (Hamilton Physicians) funding payments to physician recruitment and retention efforts;

- (f) That the Greater Hamilton Health Network (GHHN) will pursue formal funding arrangements with the Physician Recruitment and Retention Program (Hamilton Physicians) current partners and with other stakeholders, including the other municipalities within its mandate;

- (g) That an ad-hoc working group, be established, as follows:
 - (i) The ad-hoc working group shall consist of one representative from each of the Physician Recruitment and Retention Program stakeholders
 - (ii) The ad-hoc working group shall report to the Working Group of the Physician Recruitment and Retention Steering Committee;
 - (iii) The ad hoc working group shall investigate the details of the program transfer from the Hamilton Physicians partnership to the

**Working Group of the Physician Recruitment
and Retention Steering Committee
Minutes 22-001**

**July 12, 2022
Page 3**

Greater Hamilton Health Network (GHHN) including, but not limited to, those considerations set out in subsections (a) through (f);

- (h) That the Physician Recruitment and Retention Steering Committee:
 - (i) be established for the 2022-2026 Term of Council; and
 - (ii) be disbanded upon the transfer of the Physician Recruitment and Retention Steering Committee to the Greater Hamilton Health Network; and
- (i) That the Executive Director of the Greater Hamilton Health Network, or their designate, be invited to attend the next meeting of the Recruitment and Retention Steering Committee.

2. Program Updates (Items 7.1 (a)-(d) and 7.2 (a)-(d))

That the following program updates for 2021 and 2022, attached to Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001 as Appendix B, be received:

- (a) 2021 Program Updates
 - (i) 2021 Budget to Actual Comparison
 - (ii) Cashflow Statement
 - (iii) KPI Summary
 - (iv) Physician Retirements and Departures, Recruited Physicians, and Active Physicians by Community
- (b) 2022 Program Updates
 - (i) Cashflow Statement
 - (ii) KPI Summary
 - (iii) Physician Retirements and Departures, Recruited Physicians, and Active Physicians by Community
 - (iv) Planned Recruitment Events 2022

3. Proposed Budget (Item 7.2 (e))

That the 2022 Proposed Budget for the Physician Recruitment and Retention Program, attached to Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001 as Appendix C to the Physician Recruitment and Retention Steering Committee, be approved.

**Working Group of the Physician Recruitment
and Retention Steering Committee
Minutes 22-001**

**July 12, 2022
Page 4**

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised that, as time was short, the agenda items would be considered in the following order:

- 4.1 Program Review – Business Case, Final Draft
- 3.1 2021 Program Updates
 - (a) 2021 Budget to Actual Comparison
 - (b) Cashflow Statement
 - (c) KPI Summary
 - (d) Physician Retirements and Departures, Recruited Physicians, and Active Physicians by Community
- 3.2 2022 Program Updates
 - (a) Cashflow Statement
 - (b) KPI Summary
 - (c) Physician Retirements and Departures, Recruited Physicians, and Active Physicians by Community
 - (d) Planned Recruitment Events 2022
 - (e) 2022 Proposed Budget
- 2.1 October 29, 2021
- 2.2 November 23, 2021
- 2.3 December 14, 2021

(b) APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 2)

The following were accepted:

- (i) October 29, 2021 (Item 2.1)
- (ii) November 23, 2021 (Item 2.2)
- (iii) December 14, 2021 (Item 2.3)

(c) ADJOURNMENT (Item 4)

There being no other business, the meeting was adjourned at 1:25 p.m.

Respectfully submitted,

Sarah Kinzie
Vice-Chair, Working Group of the Physician
Recruitment and Retention Steering Committee

Tamara Bates
Legislative Coordinator
Office of the City Clerk

**City of Hamilton's Physician Recruitment & Retention Program
(Hamilton Physicians)**

Proposal to Transfer Program into the Greater Hamilton Health Network &
Formalize Existing Funding Relationships

Table of Contents

Executive Summary.....	4
Program Background	4
City of Hamilton’s Physician Recruitment & Retention (PR&R) Steering Committee	4
Working Group of the PR&R Steering Committee.....	5
The Physician Recruitment & Retention Program (Hamilton Physicians)	5
<i>Key Performance Indicators</i>	6
<i>Results</i>	6
<i>Financial Overview</i>	8
Background: Greater Hamilton Health Network (GHHN)	9
<i>Overview</i>	9
<i>Representation</i>	9
Issues with Current PR & R Structure	10
Issue 1: Obscure Accountability/Operational Oversight	10
Issue 2: Operational Inefficiency.....	10
<i>Payroll/Expenses</i>	11
<i>Duplication in Reporting</i>	11
<i>Maintaining Informal Partnerships</i>	11
Issue 3: Instability of Program	11
Issue 4: Limited Flexibility to Adapt to Evolving Healthcare Needs.....	12
Recommendation.....	12
Recommended Approach/Structure.....	12
<i>Operational Oversight/Structure</i>	13
<i>Funding/Budget/Property</i>	13
Staffing/Contracts	13
Office Space/Facilities	14
Branding/Website	14
Rationale	14

Eliminates Obscurity in Accountability and Operational Oversight.....	14
Addresses Operational Inefficiencies.....	15
Provides Stability for Long-Term Planning.....	15
Increased Responsiveness	15
Additional Benefits.....	15
Increased Exposure and Recognition within the Broader Medical Community.....	16
Improved Community Integration & Population Health Approach.....	16
Potential for Growth to Address Evolving Needs of Local Populations.....	16
New and Innovative Model of Healthcare Recruitment.....	17
Potential Challenges/Limitations.....	17
Broader Regional Scope.....	17
Time/Resources Required to Complete Transfer	18
Alternate Options.....	18
Alternate Option 1: Transfer Hamilton Physicians into an Internal Department within the City of Hamilton	18
Alternate Option 2: Altering the current reporting structure and approval process within the current PR&R program	19

Executive Summary

The City of Hamilton's Physician Recruitment and Retention (PR&R) program currently operates as an external organization (Hamilton Physicians) reporting to Hamilton City Council through the Board of Health and the Physician Recruitment and Retention Steering Committee. Hamilton Physicians is a partnership between the City of Hamilton, the Hamilton Chamber of Commerce and The Hamilton Academy of Medicine and is funded through the City of Hamilton and informal partnerships with several community healthcare stakeholders. Operational oversight for the program is carried out by the Working Group of the Physician Recruitment and Retention Steering Committee.

The current organizational structure of the City of Hamilton's PR&R program has limitations and inefficiencies which hinder its ability to best respond to the evolving healthcare needs in the community. In recognition of these issues, and with the retirement announcement of the long-time Director of Physician Recruitment at Hamilton Physicians, the Working Group of the Physician Recruitment and Retention Steering Committee started exploring potential solutions in late 2019. Since that time, the need to amend the structure of primary healthcare recruitment in the City has become increasingly apparent.

To best address the limitations associated with the City of Hamilton's current PR&R program, it is recommended that the current PR&R Program (Hamilton Physicians) be transferred to a new Healthcare Recruitment department within the Greater Hamilton Health Network. In addition to the program transfer, this report also recommends maintained funding from current program sponsors and the formalization of these existing funding arrangements.

Evidence suggests that this approach would best address current program limitations with minimal implications while offering a number of ancillary benefits which will be outlined in this report.

Program Background

Physician Recruitment and Retention (PR&R) Steering Committee

The PR&R Steering Committee was formed in 2002 to address the critical shortage of family physicians in the City of Hamilton. The first Physician Recruitment Specialist was hired November 23, 2004 to develop and implement the strategic plan.

The Steering Committee provides the overall direction for physician recruitment and retention in the Hamilton and receives updates from its Working Group. The PR&R Steering Committee reviews the PR&R Program's performance, budget, funding, contracts, economic climate, Ministry and Ontario Medical Association (OMA) policies, and local factors influencing physician recruitment.

The PR & R Steering Committee is comprised of the following eight members:

- A representative from The Hamilton Academy of Medicine (preferably a family physician)
- A representative from the Hamilton Chamber of Commerce
- Three City of Hamilton Councillors
- The Mayor of the City of Hamilton
- A representative from the Department of Family Medicine at McMaster University
- A new physician practicing in Hamilton within five years of their graduation from residency

One member of the Steering Committee is chosen to be Chair and one Vice-Chair. The PR&R Steering Committee approves minutes, budgets and reports. Decisions of the PR&R Steering Committee are reported to Council for ratification, through the Board of Health.

Working Group of the PR&R Steering Committee

The Working Group was formed to provide the operational support and oversight for the program. The Working Group provides updates, reports and recommendations to the PR&R Steering Committee on matters pertaining to physician recruitment in Hamilton.

Four members of the PR&R Steering Committee are chosen to sit on the Working Group of the Committee and include:

- One City of Hamilton Councillor
- One representative from the Hamilton Academy of Medicine
- One representative from the Hamilton Chamber of Commerce
- One representative from the Department of Family Medicine at McMaster University.

The Working Group advises the Physician Recruitment Program staff and reviews budgets and reports for recommendation to the Steering Committee for approval.

The Physician Recruitment & Retention Program (Hamilton Physicians)

Hamilton Physicians was formed in 2004 as the operational arm of the PR&R Steering Committee. The program has historically focused heavily on family practice recruitment and retention and reports directly to the Working Group of the PR&R Steering Committee for operational oversight (budgets, key performance indicators (KPI), funding, and expenses). The program has historically operated with one to two staff. Human Resources support for the Program is administered by the Hamilton Chamber of Commerce.

The program supports family medicine recruitment and retention through a variety of methods including:

- Attending at recruitment conferences/events
- Presenting to both Residents and local Physicians
- Maintaining a database of available clinic space in the City (obtained through meetings with property developers/clinic managers)
- Advertising available practice opportunities and clinic spaces and connecting candidates with applicable parties

- Supporting succession planning for retiring physicians
- Providing guidance to new and retiring physicians to help navigate the recruitment process
- Working with external partners to increase Family Health Organization (FHO) availability throughout the City
- Maintaining a network of various healthcare/community partners to support general healthcare recruitment needs in the community
- Providing support and advice to active family physicians in Hamilton to address issues that may arise in their practices (to support retention)

Key Performance Indicators

The performance of Hamilton Physicians is currently assessed based on a number of Key Performance Indicators Including:

- Number of family physicians recruited within Hamilton per year
 - Permanent and temporary (locum) physician recruitment
- Number of active family physicians in Hamilton
 - Expressed as both total physicians and separated by community (within Hamilton):
 - Ancaster
 - Dundas
 - Flamborough (including Waterdown & Carlisle)
 - Glanbrook (including Mount Hope & Binbrook)
 - Hamilton (Mountain)
 - Hamilton (Lower)
 - Stoney Creek
- Number of new physician contacts
- Number of physicians retained (typically through locum support)
- Average age of active family physicians in Hamilton

Results

Number of Family Physicians Recruited

Since 2004, Hamilton Physicians has supported the recruitment of 412 family physicians to Hamilton:

- 268 permanent family physicians
- 144 locum (temporary) family physicians

In 2021 alone (December 1, 2020 – November 30, 2021), Hamilton Physicians supported the recruitment of 48 physicians (28 permanent physicians and 20 locum).

Number of Active Family Physicians

The total number of active family physicians (including permanent and long-term locum physicians) in Hamilton has increased from 345 in 2005 (the first year that this data was collected) to 364 in 2021 for a total increase of 19 active family physicians. It is important to note that this increase represents additional physician capacity only and does not reflect the success of Hamilton Physicians in replacing existing capacity (for retiring physicians etc.).

The changes in the number of active family physicians per community between June 2009 (the first year that this data was collected) and November 2021 is represented below:

- Ancaster: Increase of five physicians (15 in 2009 vs 20 in 2021)
- Dundas: No change (22 in both 2009 & 2021)
- Flamborough (Waterdown & Carlisle): Increase of six physicians (18 in 2009 vs 24 in 2021)
- Glanbrook (Mount Hope & Binbrook): Decrease of one physician (two in 2009 vs one in 2021)
- Hamilton (Mountain & Lower): Decrease of three physicians (231 in 2009 vs 228 in 2021)
- Stoney Creek: Increase of 18 physicians (26 in 2009 vs 44 in 2021)

It should be noted that the areas of Dundas and Hamilton (primarily lower Hamilton) in which physician coverage remained unchanged or decreased represent the only areas in Hamilton where physician coverage was considered adequate by provincial standards based on census population data. This indicates that physician distribution throughout Hamilton has improved in high needs areas during this period.

Number of New Physician Contacts

Between the year 2005 (the first year that this data was collected) and 2021 Hamilton Physicians has networked with 1406 physicians/residents and averages 82 new contacts per year. In 2021 Hamilton Physicians made 53 new physician contacts which falls below the average due to a reduced availability of in-person recruitment events due to COVID-19.

Physician Retention

Physician retention is calculated based on the number of temporary (locum) physicians that have been recruited to support an existing family practice for coverage related to vacations, parental leaves, long-term practice support, medical leaves and so on.

Between the year 2005 (the first year that this data was collected) and 2021 Hamilton Physician has supported the retention of 179 local family physicians and on average the program supports the retention of ten physicians per year. In 2021 Hamilton Physicians helped to retain 17 family physicians through sourcing both short-term and long-term locum support.

Average Age of Active Family Physicians in Hamilton

Understanding the average age of active family physicians is of vital importance when planning for future physician capacity. A younger physician population decreases the risks of sudden drastic decreases in capacity (due to retirements, medical leaves, and adjustments in work/life balance).

Since 2007 (the first year that this data was collected) the average age of active family physicians in Hamilton has fallen from 52.3 in 2007 to 49.3 in 2021. During this same period the number of active family physicians below the age of 50 in Hamilton has increased from 136 in 2007 to 187 in 2021.

This figure demonstrates Hamilton Physician's success in sourcing younger candidates to take over practices from retiring physicians.

Financial Overview

Current Program Operating Budget

The working arm of the Physician Recruitment and Retention Steering Committee (Hamilton Physicians) has an annual budget of \$180,000 (plus an additional \$20,000 - \$30,000 per year in total In-Kind Contributions) comprised of contributions from the following sponsors:

Funding

- The City of Hamilton - \$75,000
- McMaster University - \$25,000
- Department of Family Medicine – McMaster University - \$15,000
- Hamilton Health Sciences - \$20,000
- St. Joseph's Healthcare Hamilton - \$20,000
- The Hamilton Family Health Team - \$25,000

In-Kind Contributions

- Department of Family Medicine – McMaster University – Office space (valued at ~\$5,000/year)
- The Hamilton Chamber of Commerce – Payroll Services (valued at ~\$15,000 - \$25,000/year)

Office Space/Facilities

- The PR&R Program (Hamilton Physicians) is currently housed at the David Braley Health Sciences Centre which is owned and operated by McMaster University.
- This office space comes at no cost to the program, as the space is provided as an in-kind contribution from McMaster University's Department of Family Medicine
- The program recently received an extension of the current co-location agreement that continues to provide office space for Hamilton Physicians at the David Braley Health Sciences Centre until December 31, 2022.

Available Funds

- Due to yearly fluctuations in program expenditures, as of November 30, 2021 (the end of FY 2020-2021) the Hamilton Physicians program holds a surplus of \$443,706.76 which is held in an account with the City of Hamilton.

Background: Greater Hamilton Health Network (GHHN)

Overview

The Greater Hamilton Health Network (GHHN) is one of 42 Ontario Health Teams (OHTs) across the province, with a purpose of transforming healthcare in partnership with patients, families, care partners, primary care, local organizations and the community.

The GHHN is working to co-design a patient-centred health system grounded in engagement, health equity and the local needs of the communities that they serve.

The GHHN currently serves the populations of Hamilton, Haldimand, Niagara North West.

Representation

The GHHN is a collaboration of local patients, families, care partners, and health and human service partners. The GHHN includes representation from more than 30 organizations, reflecting primary care, home care, hospitals, community agencies, long-term care, mental health, Indigenous health, post-secondary education, and the City of Hamilton (Healthy and Safe Communities Department, Public Health, and Paramedic Services).

The GHHN's Executive Council currently includes representation from all of Hamilton Physicians' current sponsors (with the exception of the Hamilton Chamber of Commerce) including:

- One representative from St. Joseph's Healthcare Hamilton
 - President at St. Joseph's Healthcare Hamilton
- One representative from Hamilton Health Sciences
 - President and CEO of Hamilton Health Sciences
- Two representatives from the Hamilton Family Health Team
 - Executive Director of Hamilton Family Health Team
 - Lead Physician of Hamilton Family Health Team
- Two representatives from McMaster University
 - Professor and Chair of the Department of Family Medicine at McMaster University
 - Professor and former Chair of the Department of Family Medicine at McMaster University
- Two representatives from the City of Hamilton
 - General Manager of the Healthy and Safe Communities Department

- Medical Officer of Health

In addition to this representation the GHHN's Executive Council also includes two patient representatives as well as a representative from Thrive Group (an organization representing a large group of Long-Term Care organizations throughout the Hamilton area).

Issues with Current Physician Recruitment and Retention Structure

The PR&R program in Hamilton has remained relatively unchanged since its inception and the structure of the program requires revision in order to best meet the evolving needs of the residents of Hamilton. In recent years several challenges stemming from the PR&R program's organizational structure have surfaced which have highlighted the need for a program review. The primary issues with the existing PR&R structure today include unclear accountability/operational oversight, operational inefficiency, program instability, and limited flexibility to adapt to the changing needs in the community

Unclear Accountability/Operational Oversight

Hamilton Physicians currently operates as a siloed organization which reports directly to the Physician Recruitment and Retention Steering Committee. As the operational arm of the Physician Recruitment and Retention Steering Committee, Hamilton Physicians adheres to the City of Hamilton's Human Resources policies and funds for the program are held by the City.

Despite this fact, payroll for Hamilton Physicians staff is currently administered by the Hamilton Chamber of Commerce (which is reimbursed by the City of Hamilton) and office space/IT support is currently provided by McMaster University's Department of Family Medicine.

These arrangements create a lack of clarity regarding which specific operational policies staff at Hamilton Physicians must adhere to, which resources to access, and who to contact for support.

Further complicating matters is the fact that funding for the program is provided informally by a variety of different healthcare and community partners with unique needs; several of whom lack any representation on the PR&R Steering Committee or Working Group. While the interests of these partners are often compatible, this arrangement does pose a challenge in determining which needs to prioritize in the event of a conflict.

Operational Inefficiency

The existing structure of the PR&R Program in Hamilton creates duplication of work in number of areas including:

Payroll/Expenses

Funds for Hamilton Physicians are held by the City of Hamilton, but payroll is administered through the Hamilton Chamber of Commerce. This creates unnecessary paperwork and delays in expense reimbursement each month as all program expenses must be first approved by the City of Hamilton and forwarded to the Hamilton Chamber of Commerce for processing.

Duplication in Reporting

As each member sitting on the Working Group is also a member of the Steering Committee the same information must be presented twice to members before receiving approval. The Physician Recruitment and Retention Steering Committee reports to Council, through the Board of Health, which requires a long lead time for any necessary approvals for the Program. Given the nature of the PR&R Program many of the members on both the Working Group and Steering Committee are practicing physicians, City councillors, or other stakeholders with busy agendas and the current arrangement does not constitute the most efficient use of their time.

As each member of the Working Group and Steering Committee maintains a busy schedule and must balance their commitment to the PR&R Program with the needs of their individual organizations, this reporting structure has historically resulted in significant meeting delays and cancellations which limit the PR&R program's ability to respond to program and community needs in a timely manner.

Maintaining Informal Partnerships

With a lack of formal funding arrangements/partnerships in place, staff at Hamilton Physicians (and often the Chair or Vice-Chair of the Steering Committee) must reach out to program sponsors on an annual basis to confirm ongoing support. Once funding is confirmed invoices must be sent out by the City of Hamilton to each stakeholder, and follow-up is often required to ensure that funds are received.

For office space Hamilton Physicians must also reach out to McMaster's Department of Family Medicine on an annual basis to confirm ongoing support. Once confirmed an agreement must be signed by the Chair or Vice-Chair of the Working Group and returned to McMaster's Department of Family Medicine.

These informal partnerships require consistent oversight, while alternative options may be able to provide equal accountability with fewer administrative requirements.

Instability of Program

In communities throughout Canada, it is widely recognized that a systematic effort is required to recruit and retain healthcare providers. Even in communities with adequate physician coverage, recruitment

and retention initiatives remain in place to offset physician turnover and to recruit other vital healthcare providers. Despite this fact the City of Hamilton's Physician Recruitment and Retention Program lacks the stability and security that formalized funding arrangements afford.

Since the retirement of the last Director and during the search for a new Director and the subsequent program review, Hamilton Physicians staff have typically operated on short-term contracts of 6 months to 2 years in length which fail to ensure employment beyond the contracted terms. In the current economic climate this instability and uncertainty will create challenges for sourcing qualified candidates for future positions and may result in retention difficulties as staff may seek greater stability elsewhere.

The lack of formal partnerships means that the PR&R Program priorities and activities may change at any time due to funding limitations, rather than the needs of the residents of Hamilton.

Limited Flexibility to Adapt to Evolving Healthcare Needs

With healthcare needs in the community constantly evolving, the current organizational structure does not allow the program to respond to these needs in a timely manner.

The current operational structure of the PR&R Program requires several layers of approval for revisions to program operations and staff contract renewal. Quorum is required at all meetings of both the PR & R Working Group and Steering Committee. As the members sitting on both groups are busy physicians/stakeholders within the community scheduling meetings and obtaining quorum poses a significant challenge, and meetings are often delayed or deferred (sometimes for several months) for this reason.

Recommendation

In response to the various issues outlined above a transition of the City of Hamilton's PR&R Program (Hamilton Physicians) into the Greater Hamilton Health Network (GHHN) and the disbanding of the Physician Recruitment and Retention Steering Committee is recommended. The recommended approach includes the transfer of operational oversight of the PR&R Program and the management of all PR&R funds to the GHHN. With the transfer of the program into the GHHN the formalization of existing funding arrangements is also recommended.

Recommended Approach/Structure

The recommended approach to transfer of the City of Hamilton's PR & R Program (Hamilton Physicians) into the GHHN and formalize existing funding arrangements is outlined below.

Operational Oversight/Structure

It is recommended that Hamilton Physicians transfer into the GHHN as an independent department reporting directly to the Executive Director of the GHHN (and by extension the Executive Council of the GHHN). This approach would involve disbanding the current PR&R Steering Committee, and accountability for PR & R in the Hamilton area would transfer to the Executive Council of the GHHN.

From the date of the transfer onward, PR & R Program staff would move to the GHHN and so would then adhere to GHHN policies (HR, IT, Privacy etc.) and would receive IT and HR support directly from the GHHN.

Key Performance Indicators would remain unchanged upon the initial transfer and any future changes would require approval from the Executive Council of the GHHN.

Funding/Budget/Property

It is recommended that all existing funds and property accrued/purchased by Hamilton Physicians be transferred to the care of the GHHN and that payroll and reimbursement for expenses for PR&R staff to be administered by the GHHN from the date of the Program's transfer onward.

Under this scenario the PR&R will maintain existing funding partnerships, but future invoices will be issued by the GHHN instead of the City of Hamilton. The formalization of existing funding arrangements/partnerships is also recommended. Funding partners will be asked to commit to long term funding arrangements with the GHHN, which would account for healthcare recruitment operating costs.

The transfer of the balance of the PR&R Program's current surplus funds (\$443,706.76 as of November 30, 2021) as well as all future PR&R funding contributions to the GHHN will be conditional upon a formal commitment from the GHHN that these funds will be earmarked for healthcare recruitment and retention initiatives only. As all current sponsors of the PR&R Program (with the exception of the Hamilton Chamber of Commerce) are represented on the GHHN's Executive Council (including 2 representatives for the City of Hamilton), recruitment reports/KPI will be presented to the GHHN's Executive Council on a regular basis to ensure ongoing accountability.

The current operating budget of \$180,000 would also transfer to the GHHN and future adjustments to this budget would be negotiated with the GHHN and PR&R funding partners.

Staffing/Contracts

The transfer of existing contracts for Hamilton Physicians staff to the GHHN with the same rates and entitlements (and with consideration to annual inflationary adjustments) is recommended. Future contracts, the hiring of new staff, and contract renewals would be negotiated within the GHHN.

In consideration of the existing funds to be transferred to the GHHN, a longer contract term of a minimum of 3 years for Hamilton Physicians staff is also recommended, which may be transferred to a permanent position in the event that funding partnerships are formalized.

Office Space/Facilities

As the current co-location agreement with McMaster University expires on December 31, 2022, no changes to this arrangement are recommended at this time.

Future arrangements related to office space for PR&R staff would be negotiated within the GHHN.

As Hamilton Physicians has purchased office supplies and computer hardware, this property would be transferred to the GHHN and earmarked for use within the newly formed department.

Hamilton Physicians also has current annual arrangements for website and email hosting which may remain in place or transfer to current GHHN providers.

Branding/Website

As the “Hamilton Physicians” brand is well known throughout the healthcare community and with respect to funds that have already been allocated to promoting this brand, the recommended approach would be to maintain existing branding and combine the Hamilton Physicians website with the GHHN’s website.

Rationale

Transferring operational oversight of Hamilton Physicians to the GHHN and formalizing existing funding arrangements will address the aforementioned issues while providing a number of additional benefits to the Program (and by extension the residents of Hamilton).

Eliminates Obscurity in Accountability and Operational Oversight

This option would clarify operational oversight and allow for more linear accountability and reporting relationships for PR&R staff. Operating as a separate department within the GHHN will provide the program with the flexibility to respond to healthcare recruitment staffing challenges in a timely manner and the proposal to issue longer contracts would provide PR&R staff with the stability to pursue long-term objectives. With all current PR&R funders represented on the GHHN Executive Council (with the exception of the Hamilton Chamber of Commerce), this option enhances program accountability. As payroll, HR, and IT support would all be handled through the GHHN the existing obscurity in which policies PR&R staff must adhere to is eliminated.

Addresses Operational Inefficiencies

With the transfer of payroll/HR/IT administration to the GHHN the current operational inefficiencies tied to having these services offered externally are eliminated. The establishment of a linear reporting relationship between the newly formed GHHN healthcare recruitment department and the Executive Director of the GHHN (and by extension the Executive Council of the GHHN) eliminates duplication in reporting and allows for a more efficient use of resources while maintaining accountability to program stakeholders.

Formalizing funding arrangements/partnerships would also decrease the time and resources dedicated to administrative tasks associated with annual funding renewals. These resources could then be redirected towards program operations and fulfilling established objectives.

Provides Stability for Long-Term Planning

The establishment of a department focused on healthcare recruitment within the GHHN and the proposed formalization of funding partnerships provides the stability and structure required to set long-term objectives and track progress on these objectives. Longer contracts for program staff will help to ensure that program objectives continue to reflect the interests of the community and of each funding partners on a long-term basis.

Increased Responsiveness

The linear accountability associated with the proposed transfer of the PR&R Program to the GHHN would reduce delays in decision-making which would allow the Program to respond to shifting healthcare recruitment needs in the community in a timely manner. Through direct reporting to the Executive Director of the GHHN (who meets regularly with the Executive Council of the GHHN), accountability is maintained while the need for several layers of approval and duplication in reporting is significantly reduced.

Additional Benefits

In addition to addressing the issues associated with the current PR&R Program structure, the proposal to transfer the Program into a new department within the GHHN provides a number of additional potential benefits.

Increased Exposure and Recognition within the Broader Medical Community

As the operational arm of the Physician Recruitment & Retention Steering Committee, Hamilton Physicians currently operates as a siloed program with a relatively small annual budget. While the Hamilton Physicians brand is now widely recognized within the City of Hamilton, there is reduced awareness of the Program in the broader healthcare community. In contrast, as the Ontario Health Team for the Greater Hamilton Region, the GHHN is widely recognized throughout the province. A new healthcare recruitment department within the GHHN would be positioned to benefit from the GHHN's widespread recognition and exposure throughout the broader healthcare community.

Improved Community Integration & Population Health Approach

The recommended merger of the PR&R Program into the GHHN would enable efficient data sharing between both parties. The GHHN is currently well connected with the local healthcare community and receives data/feedback from a wide variety of community stakeholders through various sub-committees as well as the GHHN Executive Council. Seamless access to this information will facilitate a well-informed healthcare recruitment strategy which would benefit all residents of Hamilton.

With improved data and feedback from a wider variety of community stakeholders, healthcare recruitment can be targeted to better meet the needs of the each of Hamilton's communities and populations of highest need in the region.

Potential for Growth to Address Evolving Needs of Local Populations

Throughout the province there is a dire need for both physicians and other healthcare providers. While the City of Hamilton's current PR&R Program limits recruitment efforts to family physicians, the transfer of the program to the GHHN will support potential growth into other areas of healthcare recruitment in the future if necessary.

While the recruitment and retention of family physicians will remain a cornerstone of the program, growth into other areas of healthcare recruitment (which may necessitate the need for additional staff and resources) would be easier to achieve within the GHHN than under the current Program structure. Any expansion into other areas of healthcare recruitment would be determined/approved by the Executive Council at the GHHN which includes representation from current PR&R funding partners. With IT, HR, and payroll support provided internally through the GHHN, program growth would not rely as heavily on increased support from a variety of external stakeholders. This proposal would pose fewer barriers to growth, as approval from the Executive Council of the GHHN would be less complex compared to the existing structure of the PR&R Program.

Overall, growth into other areas of healthcare recruitment through a targeted and data-driven approach would increase the access to services for residents of Hamilton and improve the quality of care in the community.

New and Innovative Model of Healthcare Recruitment

The creation of a new healthcare recruitment department within an Ontario Health Team (such as the GHHN) is an innovative and unique approach that has the potential to become a benchmark of healthcare recruitment in the province.

Despite the growing need for healthcare recruitment throughout Ontario, the structure and funding of recruitment initiatives differs across every region and community. With the adoption of OHTs across the province, the City of Hamilton has the opportunity to become the first community to formally adopt healthcare recruitment into the OHT and become recognized as an innovator in the field.

Potential Challenges/Limitations

Despite the overwhelmingly positive outcomes associated with the recommendation to transfer Hamilton Physicians into the GHHN, potential challenges may arise. These issues may be mitigated through proper consultation and coordination while completing the program transfer.

Broader Regional Scope

The Greater Hamilton Health Network (GHHN) currently serves the populations of Hamilton, Haldimand, and Niagara North West. By transferring the City of Hamilton's PR&R Program to the GHHN, the resulting healthcare recruitment department would potentially be responsible for providing healthcare recruitment services to a broader regional population which in theory may dilute the resources dedicated to recruitment in Hamilton.

This issue is minimized when consideration is given to the fact that many patient populations from these regional areas that fall outside of the City of Hamilton's current PR&R jurisdiction currently travel to Hamilton to receive healthcare. This means that recruitment support to surrounding regions could benefit patients and physicians within Hamilton through reduced waitlist for primary care physicians and reduced hospital visits for patients without a primary care physician.

This potential issue may also be addressed through additional funding arrangements with the surrounding regions to ensure funding amongst stakeholders remains fair and equitable. In the event that recruitment services are set to expand to regions outside of the City of Hamilton's boundaries, additional comparable/equitable funding arrangements from each of the regions would be required.

Time/Resources Required to Complete Transfer

In the short-term, the tasks associated with transfer of the City of Hamilton's PR&R Program into a new healthcare recruitment department within the GHHN significantly increase program workload. This transfer requires consultation and approval from current PR&R stakeholders as well as GHHN leadership, and the administrative tasks associated with the transfer may cause a temporary increase in workload. Many of these conversations have already begun as part of the preparation of this proposal.

Any potential short-term increase in the resources required to complete this transfer is offset by future long-term improvements in efficiency.

Alternate Options

While the recommended approach of transferring the City of Hamilton's PR&R Program to the GHHN would best address each of the aforementioned issues associated with the current Program organization/structure, alternative options may be explored if necessary.

Alternate Option 1: Transfer Hamilton Physicians into an Internal Department within the City of Hamilton

While evidence suggests that the recommended option of transferring the City of Hamilton's PR&R Program into the GHHN would provide the greatest benefit to the community with minimal drawbacks, the option of transferring the program into a department within the City of Hamilton and creating a permanent staff position within the department to accommodate current Hamilton Physicians staff may also help to address several of the current issues/limitations associated with the Program.

Based on the type of work completed by staff at Hamilton Physicians and an assessment of similar positions in other jurisdictions throughout Ontario, the recommended departments within the City which could adopt the program are:

1. Healthy and Safe Communities (Public Health)
2. Planning and Economic Development

Transferring the City of Hamilton's PR&R program into a City department provides a many of the same benefits to the recommended option of transferring the program into the GHHN, with a few notable exceptions.

The transfer of the Program into a department within the City of Hamilton would increase the costs to the City of Hamilton for managing program operations, as all HR, Payroll, and IT support currently provided by external stakeholders would transfer to the City of Hamilton. Also of note is the fact that the field of physician recruitment is unique from other municipal departments in terms of expense

requirements. Staff at Hamilton Physicians must regularly book and attend conferences/recruitment events at local, provincial, national, and international venues and these events as well as applicable travel and accommodations costs are currently reimbursed through the Program's annual budget. As recruitment is also heavily reliant on a strong network within the healthcare community, Hamilton Physicians staff often incur costs associated with meeting stakeholders to build and maintain these relationships (dining costs, tours of the City of Hamilton, coffee meetings etc.). Given the importance of these resources, it is crucial that the transfer of Hamilton Physicians into a department within the City of Hamilton provides the flexibility required to carry out these tasks.

Absorbing the PR&R Program into a City of Hamilton department would not address the structural impediments identified as among the limitations of the current Program. The existing challenges would instead be maintained or made more pronounced given the departmental reporting structures and requirements.

Alternate Option 2: Altering the current reporting structure and approval process within the current PR&R Program

Amending the current structure and reporting relationships of the PR&R Program to allow for increased responsiveness and enhanced operational efficiency remains a third option which has the potential to address several of the program's current issues and limitations. This option would require significant changes to or disbanding of the current PR&R Steering Committee and the establishment of more linear reporting relationships. While this has the potential to address the issue of the PR&R Program's current limited flexibility to adapt to evolving healthcare needs there is the potential that several existing program limitations will remain unaffected including:

- Unclear Accountability/Oversight
 - if IT, HR, and Payroll support continue to be provided by separate stakeholders)
- Operational inefficiencies
 - if IT, HR, and Payroll support continue to be provided by separate stakeholders)
- Instability of Program
 - If funding partnerships are not formalized

The potential costs/benefits associated with this option are highly dependant on the specific amendments that are implemented which are not yet determined.

**PHYSICIAN RECRUITMENT & RETENTION PROGRAM
 YEAR 18 (2021) BUDGET TO ACTUALS COMPARISON (Final)
 For the Period of December 1, 2020 to November 30, 2021**

Updated - January 19, 2022

Includes Actuals up to November 30, 2021.

	Year 18 BUDGET	Year 18 ACTUALS	Year 18 VARIANCE (under)/over
	Dec 1/20 to Nov 30/21	Dec 1/20 to Nov 30/21	Dec 1/20 to Nov 30/21
Balance Carried Forward	\$ 372,208.38	\$ 372,208.38	\$ 372,208.38
<u>Revenue</u>			
City of Hamilton	\$ 75,000.00	\$ 75,000.00	\$ -
McMaster University	\$ 25,000.00	\$ 25,000.00	\$ -
St. Joseph's Healthcare	\$ 20,000.00	\$ 20,000.00	\$ -
Hamilton Health Sciences	\$ 20,000.00	\$ 20,000.00	\$ -
Dept of Family Medicine	\$ 15,000.00	\$ 15,000.00	\$ -
Hamilton Family Health Team	\$ 25,000.00	\$ 50,000.00	\$ 25,000.00
	\$ 180,000.00	\$ 205,000.00	\$ 25,000.00
<u>Operating Expenses</u>			
Wages & Benefits	\$ 157,300.00	\$ 122,532.08	\$ (34,767.92)
Office Expenses	\$ 8,000.00	\$ 9,289.50	\$ 1,289.50
Printing / Communications	\$ 300.00	\$ 80.48	\$ (219.52)
Travel Expenses	\$ 3,500.00	\$ 473.32	\$ (3,026.68)
Promotional Items	\$ 900.00	\$ 590.19	\$ (309.81)
Events /Meals/Functions	\$ 1,500.00	\$ 70.89	\$ (1,429.11)
Community Visit Program	\$ -	\$ -	\$ -
Medical Conferences & Job Fairs	\$ 7,000.00	\$ 465.16	\$ (6,534.84)
Advertising / Public Relations	\$ 1,500.00	\$ -	\$ (1,500.00)
	\$ 180,000.00	\$ 133,501.62	\$ (46,498.38)
Net - Funding Surplus (Shortfall)	\$ 372,208.38	\$ 443,706.76	\$ 71,498.38

In-kind contributions

McMaster University Dept. of Family Medicine	\$ 7,875.00
Hamilton Chamber of Commerce	\$ 25,000.00
Total In-kind Contribution	\$ 32,875.00

Note

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

**PHYSICIAN RECRUITMENT & RETENTION PROGRAM
LTD CASH FLOW STATEMENT
For the Period December 1, 2020 to November 30, 2021**

Run Date: 14Dec2021

	Jun/04 - Nov/20 (actuals)	Dec-20 (actuals)	Jan-21 (actuals)	Feb-21 (actuals)	Mar-21 (actuals)	Apr-21 (actuals)	May-21 (actuals)	Jun-21 (actuals)	Jul-21 (actuals)	Aug-21 (actuals)	Sep-21 (actuals)	Oct-21 (actuals)	Nov-21 (actuals)	Total
BEGINNING BALANCE	-	\$ 372,208	\$ 359,124	\$ 347,674	\$ 334,355	\$ 371,498	\$ 358,699	\$ 358,919	\$ 449,188	\$ 462,581	\$ 475,620	\$ 456,911	\$ 444,573	372,208
REVENUE														
City of Hamilton	990,800.00	0.00	0.00	0.00	0.00	0.00	0.00	75,000.00	0.00	0.00	0.00	0.00	0.00	75,000.00
McMaster University - Cust# 102644	341,668.00	0.00	0.00	0.00	0.00	0.00	0.00	25,000.00	0.00	0.00	0.00	0.00	0.00	25,000.00
Department of Family Medicine - Cust# 107777	137,749.00	0.00	0.00	0.00	0.00	0.00	7,500.00	0.00	0.00	0.00	0.00	0.00	7,500.00	15,000.00
Hamilton Health Sciences - Cust # 111058	418,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00	0.00	0.00	0.00	20,000.00
St. Joseph's Hospital - Cust# 101131/104587	397,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00	0.00	0.00	0.00	0.00	20,000.00
St.Peters Hospital	30,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hamilton Community Foundation	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hamilton Family Health Team - Cust# 114291	150,000.00	0.00	0.00	0.00	50,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50,000.00
Human Resource Development Canada	90,669.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hamilton Physicians - Dec/15 overpayment	10,349.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Consulting	400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES	2,571,635.02	0.00	0.00	0.00	50,000.00	0.00	7,500.00	100,000.00	20,000.00	20,000.00	0.00	0.00	7,500.00	205,000.00
OPERATING EXPENSES														
Wages & Benefits	1,494,335.02	6,318.61	6,470.67	6,470.67	6,470.67	6,457.71	6,457.71	9,386.01	6,457.71	6,457.71	17,863.88	12,016.23	8,211.19	99,038.77
Support Staff	409,315.50	0.00	4,695.73	6,265.86	6,265.86	6,265.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23,493.31
Office Expenses	89,057.57	6,667.73	228.27	582.42	112.05	71.23	790.28	314.65	84.66	180.45	85.78	71.23	100.74	9,289.50
Printing & Communications	29,781.02	0.00	39.24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18.72	22.52	0.00	80.48
Travel Costs	47,776.08	27.02	15.85	0.00	9.01	4.50	31.52	30.61	64.49	52.41	150.79	32.42	54.72	473.32
Promotional Packages	22,673.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	590.19	0.00	0.00	590.19
Events, Functions & Meals	14,060.84	70.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	70.89
Community Visit Program	1,109.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Medical Conferences & Job Fairs	67,774.32	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	270.16	0.00	195.00	0.00	465.16
Advertising/Public Relations	23,543.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	2,199,426.64	13,084.25	11,449.76	13,318.95	12,857.58	12,799.30	7,279.51	9,731.27	6,606.86	6,960.73	18,709.36	12,337.40	8,366.65	133,501.62
		ok to GL												
ENDING BALANCE	372,208.38	359,124.13	347,674.37	334,355.42	371,497.84	358,698.54	358,919.03	449,187.76	462,580.90	475,620.17	456,910.81	444,573.40	443,706.76	443,706.76

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

-452,074.85
(8,368.09)

GL balance at 14Dec21 -452,074.85
Total: -452,074.85



KEY PERFORMANCE INDICATORS

YEAR TO YEAR

to November 30, 2021

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	351
			Locum -	11		
2016 - Year 13	68	20	Perm -	14	24	346
			Locum -	6		
2017 - Year 14	46	27	Perm -	20	18	351
			Locum -	7		
2018 - Year 15	114	25	Perm -	17	25	348
			Locum -	8		
2019 - Year 16	88	31	Perm -	20	30	351
			Locum -	11		
2020 - Year 17	36	27	Perm -	12	11	357
			Locum -	15		
2021 - Year 18	54	49	Perm -	28	17	364
			Locum -	20		
GRAND TOTAL	1407	412			179	

Total Permanent Family Physicians Recruited = 267

Total Locum Family Physicians Recruited = 144



MOVEMENT OF PHYSICIANS IN 2021 (Year 18)
 expected to November 30, 2021
 updated Apr 22, 2021

Not Confirmed
 FHT Practice

Full Name	End Date	Reason for leaving	Notes	Number of Patients	Perm	Age	Deactivated?
Alfred Durojaye	December 1, 2020	Moved	Was a long-term locum for Dr. Awad - moved to AB	N/A		47	Y
Ratka Timarac	January 1, 2021	Retired	Parkdale Medical Centre - FFS - Replaced by Dr. Vishvaraj Rathod	N/A	x	74	Y
Tamara Packer	March 1, 2021	Retired	FHG - Patients taken over by HCHC FHO	1,150	x	60	Y
Zubaidah Al-Quzweeni	March 1, 2021	Moved	Fletcher Medical Clinic - Taken over by Dr. Marwan Matti	N/A	x	51	Y
Janice Young	March 1, 2021	Moved	Was at McMaster Student Health - Moved to Guelph	N/A	x	62	Y
Amanda Maione	March 1, 2021	Moved	Various locums	N/A		33	Y
Richard Packer	April 1, 2021	Retired	FHG - Patients taken over by Dr. Danielle West	1,200	x	63	Y
Beverly Elder	April 1, 2021	Retired	FHO (Innovations but not part of FHT) - Taken over by Dr. Devon Alton - transition to FHT practice	700	x	62	Y
Dr. Patrick Galange	April 1, 2021	Other	Left to study Public Health at U of T (was PT locum @ Dr. Lone's previous practice)	500	x	33	Y
Mehboob Damji	April 1, 2021	Retired	FHO/FHT - Taken over by Dr. Balal Lone	1,251	x	62	Y
Tom Jaskot	April 30, 2021	Retired	FHO/FHT (Intramed) - Dr. Margaret Krol taking over patients	1,276	x	79	Y
Sheliah Lamb	June 1, 2021	Retired	FHO/FHT - Dr. Puthuparampil taking over July 1, 2021 (covering as locum in June)	1,396	x	69	Y
Brittany Julian	July 1, 2021	Moved	FHO/FHT - Taken over by Dr. Brendan Singh	1,545	x	34	Y
Stephanie Wu	July 1, 2021	Moved	Locke Street Medical Clinic - Taken over by Dr. Ninh Tran	FFS	x	32	Y
Ruth Morris	September 1, 2021	Retired	FHO/FHT (Escarpment) - Dr. Diana Dregoesc taking over	1469	x	64	Y
Les Solomon	September 1, 2021	Retired	Innovations FHO Solo practice - Take over by Dr. Leslie Hutchings (moving to Harvard Square)	2,250	x	73	Y
Barb Nathanson	September 30, 2021	Retired	Dr. David Raphael taking over Oct 1, 2021	1,990	x	70	Y
Total # of Departures:		17	Total (known) # of Rostered Patients Associated with Departures:	14,727			

HFHT
 Not Finalized
 MCMT
 CHC

Permanent													
First Name	Last Name	Start date	FT/PT	Practice Name/Details	Practice Address	Location	Practice Type	FHT	IMG	University	Residency	Newly Activated	
Abeer	Abu-Almaali	1-Dec-20	FT	Hamilton Care Medical Centre	969 Upper Ottawa St, Suite 11	Hamilton Mountain	Group	N	Y	International	International	y	
Pasqual	Candia	1-Dec-20	PT	Compass Community Health (CHC)	438 Hughson St. N	Hamilton	CHC	N	Y	International	McMaster	y	
Rita	Ghobrial	1-Dec-20	FT	Centre de Santé Communautaire (Hamilton/Niagara CHC)	1320 Barton St. E	Hamilton	CHC	N	Y	International	International	y	
Saina	Imiaz	1-Dec-20	FT	Compass Community Health (CHC)	438 Hughson St. N	Hamilton	CHC	N	Y	International	International	y	
Christine	Vu	1-Jan-21	FT	Ancaster FHO	326 Wilson St E	Ancaster	Group	Y	Y	International	McMaster	y	
Benjamin	Reitzel	1-Jan-21	PT	MCJ	340 York Blvd, Suite 200	Hamilton	Solo	N	N	Northern Ontario	Dalhousie	y	
Avman	Soliman	1-Jan-21	FT	Daniel's Medical	1394 Upper Gage Ave. Unit 7	Hamilton Mountain	Solo	N	Y	International	International	y	
Vishwara Srinji	Rathod	1-Jan-21	FT	Parkdale Medical Centre (Dr. Timarac)	132 Parkdale Ave S	Hamilton	Solo	N	Y	International	International	y	
Victor	Ohonbamu	1-Jan-21	FT	Wellington Medical	90 Wellington St N	Hamilton	Solo	N	Y	International	International	y	
Saied	Tadros	1-Jan-21	FT	MarCare Clinic	1461 Main St. W	Hamilton	Solo	N	Y	International	International	y	
Omehine	Atse	15-Jan-21	FT	Nadia's Medical Clinic	625 Greenhill Ave	Hamilton	Solo	N	Y	International	International	y	
Marwan	Matti	1-Feb-21	FT	Fletcher Medical Clinic	1962 Rymal Rd E	Hamilton Mountain	Solo	N	Y	International	International	y	
Danielle	West	1-Mar-21	FT	Hamilton Community Health Centre	414 Victoria Ave N	Hamilton	Group	Y	N	McMaster	McMaster	n	
Ameer	Al Shammas	1-Apr-21	FT	Main East Medical Clinic (Dr. Awad)	685 Main St. E	Hamilton	Solo	N	Y	International	International	y	
Balal	Lone	1-Apr-21	FT	Stoney Creek & Mountain PCN (Dr. Damji)	60 Centennial Pkwy S	Stoney Creek	Solo	Y	N	McMaster	McMaster	n	
Devon	Alfon	1-Apr-21	FT	Dr. Beverly Elden	1 Young Street	Hamilton	Solo	Y	N	U of T	McMaster	n	
Gelachew	Mazengia	1-Jun-21	FT	Ottawa-Sherman FHO	1039 Upper James Street	Hamilton Mountain	Solo	N	Y	International	Queens	y	
Ninh	Tran	1-Jul-21	PT	Locke Street Medical Clinic	206 Locke Street South	Hamilton	Solo	N	Y	Queens	McMaster	y	
Mimitha	Puthupampal	1-Jul-21	FT	Harvard Health Group (Dr. Lamb)	801 Mohawk Road W Suite 202	Hamilton Mountain	Group	Y	N	Memorial University	McMaster	y	
Brendan	Singh	1-Jul-21	FT	Dr. Brittany Julian	631 Queenston Rd., Suite 205	Hamilton	Solo	Y	N	McMaster	McMaster	y	
Omotunde	Shittu	1-Aug-21	FT	Locke Street Medical Clinic	206 Locke Street South	Hamilton	Solo	N	Y	International	International	y	
Diana	Dregeosc	1-Sep-21	FT	Limeridge Medical Centre (Dr. Morris)	849 Upper Wentworth St. Suite 203	Hamilton Mountain	Group	Y	Y	International	International	n	
Leslie	Hutchings	1-Sep-21	FT	Dr. Leslie Solomon	801 Mohawk Rd W	Hamilton Mountain	Group	Y	N	McMaster	McMaster	y	
Rebecca	Stallwood	8-Sep-21	PT	Compass Community Health (CHC)	438 Hughson St. N	Hamilton	CHC	N	N	U of Ottawa	U of Ottawa	y	
David	Rashael	1-Oct-21	FT	Harvard Health Group (Dr. Nathanson)	801 Mohawk Road W Suite 203	Hamilton Mountain	Group	Y	N	U of T	U of T	n	
Theresa	Kozminski	1-Oct-21	FT	East Waterdown Medical Centre	419 Dundas Street East, Units 11 & 12	Waterdown	Group	N	N	U of T	U of Ottawa	y	
Ravi	Khemraj	1-Nov-21	FT	Southmount FHO (New Spot)	35 Upper Centennial Parkway	Stoney Creek	Group	N	Y	International	International	y	
Tiffany	Chow	1-Nov-21	FT	Southmount FHO (New Spot)	35 Upper Centennial Parkway	Stoney Creek	Group	N	N	U of T	McMaster	y	

Total Permanent Physicians Recruited	
Part-Time	4
Full-Time	24
Total	28

Locums (for Retention)													
First Name	Last Name	Start date	End Date	PT/FT	Practice Name/Details	Practice Address	Location	Group/ Solo	FHT	IMG	Details	Days/Wk (for PT)	Activated
Natasha	McNamara	5-Dec-20	11-May-21	PT	Rosedale Medical Group (Dr. Alia Rana)	280 Queenston Rd.	Hamilton	Group	Y	Y	Covered Thursdays	1	N
Dulitha	Jayasekera	7-Dec-20	31-Dec-20	PT	Limeridge Medical Centre (Dr. Morris)	849 Upper Wentworth St. Suite 203	Hamilton Mountain	Group	Y	Y	Medical Leave Coverage	2	N
Jagpreet	Bal	18-Dec-20	31-Dec-20	PT	Dundurn Medical Centre	50 Dundurn St S	Hamilton	Group	N	Y	Walk-in coverage	2.5	N
Dulitha	Jayasekera	11-Jan-21	Ongoing	PT	Dr. Neil James Family Practice (Dr. James)	35 Hall St	Dundas	Solo	N	Y	Covering Mondays ongoing		N
Betty	He	1-Feb-21	Aug 31 2021	FT	Carlisle Medical Centre (Dr. Thomson)	1493 Centre Road	Carlisle	Group	Y	N	Parental Leave Coverage		N
Cornelia	Mielke	1-Feb-21	Ongoing	PT	Carlisle Medical Centre (Dr. McCarrel)	1493 Centre Road	Carlisle	Group	Y	N	1 day/week ongoing	1	N
Tiffany	Chow	15-May-21	1-Dec-21	PT	Southmount Health Care Centre (Dr. Martin)	35 Upper Centennial Parkway	Stoney Creek	Group	N	N	Parental Leave Coverage	2	N
Laura	Duncan	28-Jun-21	2-Sep-21	PT	Crown Point Family Health Centre	67 Kenilworth Ave N.	Hamilton	Group	Y	N	Various Dates in Summer - Vacation Support		N
Divyanshi	Jagan	15-Jul-21	13-May-22	PT	Spivechurch Family Health Centre (Dr. Wilson)	1173 Upper Ottawa St	Hamilton Mountain	Group	Y	N	Parental Leave Coverage		N
Romessa	Khalid	12-Jul-21	6-Aug-21	FT	Westmount Community Health Centre (Dr. Mercante)	723 Rymal Rd W, Suite 800	Hamilton Mountain	Group	Y	N	Vacation Coverage		N
Amir	Nasen	15-Jul-21	TBD	PT	Dr. Rick Black Family Practice (Dr. Black)	770 Mohawk Rd W	Hamilton Mountain	Solo	Y	N	Long-term Locum Support	1	N
Daniel	Stevens	16-Jul-21	Ongoing	PT	Rosedale Medical Group (Dr. Ryan McLeod)	280 Queenston Rd.	Hamilton	Group	Y	Y	1 day/week ongoing	1	N
Kristin	Boekstein	1-Aug-21	31-Aug-22	PT	Harvard Health Group (Dr. Canning)	801 Mohawk Rd W, Suite 202	Hamilton Mountain	Group	Y	N	Parental Leave Coverage	3	N
Sanjay	Sarin	1-Jul-21	31-Aug-21	PT	Crown Point Family Health Centre	67 Kenilworth Ave N.	Hamilton	Group	Y	Y	Various Dates in Summer - Vacation Support		N
Karlene	Hop	1-Jul-21	31-Mar-22	PT	Hamilton Urban Care Community Health Centre	71 Resaca Street	Hamilton	CHC	N	N	NSRP	3	N
Paul	Khaper	1-Sep-21	TBD	FT	Ancaster Medical Centre	1015 Golf Links Rd	Ancaster	Solo	N	Y	Covering while obtaining supervision then seeking FHO		N
Valerie	Cui	6-Sep-21	8-Oct-21	FT	Stoney Creek & Mountain FHO (Dr. De Benedetti)	15 Mountain Ave S, Suite 212	Stoney Creek	Solo	Y	N	4.5 days/week (coverage for family medical leave support)		N
Daniel	Stevens	7-Sep-21	TBD	FT	Rosedale Medical Group (Dr. Alia Rana)	280 Queenston Rd.	Hamilton	Group	Y	Y	Medical Leave Coverage	4	N
Meagan	Wang	13-Sep-21	TBD	PT	Stoney Creek & Mountain FHO (Dr. Lacroterria)	723 Rymal Rd W, Suite 800	Hamilton Mountain	Group	Y	N	Long-term Locum Support	3	N

Total Locum Physicians Recruited	
Part-Time	15
Full-Time	5
Total	20

Total Physicians Recruited	
Full-Time	29
Part-Time	19
Total:	48



Number of Permanent Physicians by Community				
as of November 30, 2021				
Community	Census 2016 Population	MOH doc:pop	Actual # of Permanent Physicians in Community	Shortage
Ancaster	40,560	29	20	9
Dundas	24,285	18	22	-4
Flamborough (Waterdown & Carlisle)	42,655	31	24	7
Glanbrook (Mount Hope & Binbrook)	29,860	22	1	21
Hamilton	330,090	239	229	10
<i>Lower</i>	176,815	128	145	-17
<i>Upper</i>	153,275	111	84	27
Stoney Creek	69,470	50	44	6
Total	536,920	389	340	49

Prepared by Brad van den Heuvel
November 30, 2021

**PHYSICIAN RECRUITMENT & RETENTION PROGRAM
LTD CASH FLOW STATEMENT
For the Period December 1, 2021 to November 30, 2022**

Run Date: 06Jun2022

	Jun/04 - Nov/21 (actuals)	Dec-21 (actuals)	Jan-22 (actuals)	Feb-22 (actuals)	Mar-22 (actuals)	Apr-22 (actuals)	May-22 (actuals)	Jun-22 (actuals)	Jul-22 (actuals)	Aug-22 (actuals)	Sep-22 (actuals)	Oct-22 (actuals)	Nov-22 (actuals)	Total
BEGINNING BALANCE	-	\$ 443,707	\$ 435,255	\$ 425,596	\$ 441,192	\$ 464,582	\$ 450,085	\$ 515,116	\$ 515,116	\$ 515,116	\$ 515,116	\$ 515,116	\$ 515,116	443,707
REVENUE														
City of Hamilton	1,065,800.00	0.00	0.00	0.00	0.00	0.00	75,000.00	0.00	0.00	0.00	0.00	0.00	0.00	75,000.00
McMaster University - Cust# 102644	366,668.00	0.00	0.00	0.00	25,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25,000.00
Department of Family Medicine - Cust# 107777	152,749.00	0.00	0.00	0.00	7,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,500.00
Hamilton Health Sciences - Cust # 111058	438,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
St. Joseph's Hospital - Cust# 101131/104587	417,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
St.Peters Hospital	30,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hamilton Community Foundation	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hamilton Family Health Team - Cust# 114291	200,000.00	0.00	0.00	25,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25,000.00
Human Resource Development Canada	90,669.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hamilton Physicians - Dec/15 overpayment	10,349.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Consulting	400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES	2,776,635.02	0.00	0.00	25,000.00	32,500.00	0.00	75,000.00	0.00	0.00	0.00	0.00	0.00	0.00	132,500.00
OPERATING EXPENSES														
Wages & Benefits	1,593,373.79	8,211.19	8,916.47	8,916.47	8,916.47	13,074.15	8,909.25	0.00	0.00	0.00	0.00	0.00	0.00	56,944.00
Support Staff	432,808.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Expenses	98,347.07	84.66	521.31	444.82	71.23	549.49	977.41	0.00	0.00	0.00	0.00	0.00	0.00	2,648.94
Printing & Communications	29,861.50	101.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	101.74
Travel Costs	48,249.40	54.03	21.61	42.41	119.51	75.11	81.95	0.00	0.00	0.00	0.00	0.00	0.00	394.63
Promotional Packages	23,263.83	0.00	0.00	0.00	0.00	686.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	686.88
Events, Functions & Meals	14,131.73	0.00	0.00	0.00	2.61	111.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	114.53
Community Visit Program	1,109.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Medical Conferences & Job Fairs	68,239.48	0.00	200.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	200.00
Advertising/Public Relations	23,543.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXPENSES	2,332,928.26	8,451.63	9,659.40	9,403.71	9,109.81	14,497.56	9,968.61	0.00	0.00	0.00	0.00	0.00	0.00	61,090.71
		ok to GL												
ENDING BALANCE	443,706.76	435,255.13	425,595.74	441,192.03	464,582.21	450,084.66	515,116.05	515,116.05	515,116.05	515,116.05	515,116.05	515,116.05	515,116.05	515,116.05

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

-525,086.13
(9,970.08)

GL balance at 06Jun22 -525,086.13
Total: -525,086.13



KEY PERFORMANCE INDICATORS

YEAR TO YEAR
to Aug 19, 2022

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	351
			Locum -	11		
2016 - Year 13	68	20	Perm -	14	24	346
			Locum -	6		
2017 - Year 14	46	27	Perm -	20	18	351
			Locum -	7		
2018 - Year 15	114	25	Perm -	17	25	348
			Locum -	8		
2019 - Year 16	88	31	Perm -	20	30	351
			Locum -	11		
2020 - Year 17	36	27	Perm -	12	11	357
			Locum -	15		
2021 - Year 18	54	49	Perm -	28	17	364
			Locum -	20		
2022 - Year 19 (YTD as of June 30, 2022)	37	46	Perm -	23	17	364
			Locum -	23		
GRAND TOTAL	1444	458			196	

Total Permanent Family Physicians Recruited = 290

Total Locum Family Physicians Recruited = 167



MOVEMENT OF PHYSICIANS IN 2022 (Year 19)
 expected to November 30, 2022
 updated Jan 2022

Not Confirmed	MFP
HFHT Practice	Student Wellness

Full Name	End Date	Reason for leaving	Location	Notes	Number of Patients	Perm	Age	Deactivated?
Jacqueline Moreno	March 31, 2019	Changed Specialty	Hamilton	Switched to Hospitalist work at St. Joe's in 2019 (previously recorded but not de-activated)	1,200	x	37	y
Angela Jones	August 1, 2020	Moved	Waterdown	Left August 2020 (Replaced by Dr. Ryan Cross) - not previously noted	1,000	x	59	y
Dr. Elena Schroeder	September 24, 2021	CPSO License Expired	Stoney Creek	As per CPSO - licence expired September 24, 2021 - previously locum for Dr. Jason Profetto	N/A		34	y
Gregory McGill	January 1, 2022	Other	Hamilton	Former Contract Physician @ MFP	N/A		32	y
Yifei Zhu	January 1, 2022	Other	Hamilton	Part-time locum @ MFP (no longer counted)	N/A		31	y
Matthew Cooke	January 1, 2022	Other	Hamilton (Mountain)	Part-time locum @ Stonechurch (no longer counted)	N/A		31	y
Rachel Loewith	January 1, 2022	Other	Hamilton (Mountain)	Part-time locum @ Stonechurch (no longer counted)	N/A		39	y
Kathy Walker	January 1, 2022	Retired	Hamilton (Mountain)	Retired from Stonechurch	N/A	x	65	y
Ainsley Moore	January 1, 2022	Other	Hamilton (Mountain)	Formerly Stonechurch - CPSO now lists primary practice as Mississauga	N/A	x	59	y
Rimpy Cheema	January 1, 2022	Moved	Hamilton	Formerly Student Wellness Centre Locum Physician - left for practice in Burlington	N/A		33	y
Mohamed Awad	January 1, 2022	Other	Hamilton	Ottawa-Sherman FHO	N/A	x	52	y
Mengchen Xi	January 1, 2022	Moved	Dundas	Was counted as active based on long-term locum in Dundas - switched to occasional locum	N/A		30	y
Helen Boutin	January 1, 2022	Retired	Ancaster	Ancaster FHO - Taken over by Dr. Bianca Naeeni	1,200	x	60	y
Richard Black	January 1, 2022	Retired	Hamilton (Mountain)	Intramud FHO - Taken over by Dr. Amir Naeeni	2,152	x	68	y
Violet Greiner	February 1, 2022	Retired	Waterdown	Previously a FHG Practice (w Dr Cross - transitioning to FHO Feb 1, 2022) - Dr. Elizabeth Liao taking over	1000	x	72	y
Finola Foley	March 1, 2022	Retired	Hamilton	Formerly Student Wellness Centre Physician - retired	N/A	x	57	y
Lauren Cameron	March 31, 2022	Retired	Hamilton	Core FHO - Taken over by Dr. Arielle Schneider	979	x	64	y
Michael Pray	April 30, 2022	Retired	Hamilton	Core FHO - Taken over by Dr. Mohamad Alshurafa	1600	x	68	y
Andy DeRubels	May 4, 2022	Retired	Hamilton	Locke Street Medical Clinic (CCM)	N/A	x	72	y
Omotunde Shittu	May 31, 2022	Moved	Hamilton	Locke Street Medical Clinic (CCM)	N/A	x	45	y
Rafid Mahdi	May 1, 2022	Moved	Stoney Creek	FHG - Moved practice to Grimsby (turned into FHO)	N/A	x	48	y
Mohamad May	May 1, 2022	Moved	Stoney Creek	FHG - Moved practice to Grimsby (turned into FHO)	N/A	x	48	y
Ewa Gwardjan	July 1, 2022	Retired	Hamilton	Solo FHO practice w Intramud (patients transferred to FHO Colleague Dr. Kien Trinh)	1,155	x	64	y
Tarek Moustafa	July 15, 2022	Moved	Stoney Creek	Southmount FHG (patients taken by other physicians in Southmount)	700	x	62	y

To November 30, 2022:

Retired	8	100%
Total	8	100%

HFHT	MFHT	Student Wellness Centre
Not Finalized	CHC	Shelter Health Network

Permanent												
First Name	Last Name	Start date	FT/ PT	Practice Name/Details	Practice Address	Location	Group/ Solo	FHT	IMG	University	Residency	Newly Activated
Thomas	Johnson	1-Jan-22	FT	The Med Collective	675 Rymal Rd E	Hamilton (Mountain)	Solo	N	N	McMaster	Not Listed	y
Iris	Alavaia	1-Jan-22	PT	Chafford- 500 Medical Center	3055 Homestead Drive	Mount Hope (Glennbrook)	Solo	N	Y	International	International	y
David	Lam	1-Jan-22	FT	Dr. David Lam Family Practice	1051 Garner Road West	Ancaster	Solo	N	Y	International	International	y
Grace	Franchetto	1-Jan-22	FT	Dermatology Centre	102-862 Concession St	Hamilton (Mountain)	Solo	N	N	McMaster	McMaster	y
Stephan	Wills	1-Jan-22	FT	Ottawa-Sherman FHO	700 Main St. E	Hamilton	Group	Y	Y	International	NDSM	y
Ady	Awad	1-Jan-22	FT	Wilson FHO	130 Wilson St.	Hamilton	Group	N	Y	International	International	y
Keve	Shah	1-Jan-22	FT	Stoneychurch Family Health Centre	1475 Upper Ottawa Street	Hamilton (Mountain)	Group	Y	N	McMaster	McMaster	y
Blanca	Naeeni	1-Jan-22	FT	Professional Arts Building (Dr. Helena Boutin)	323 Wilson St. E. Suite 205	Ancaster	Group	N	N	U of Ottawa	Western	y
Amr	Abu	1-Jan-22	FT	Innovations FHO (Dr. Rick Bliska)	776 Mohawk Road W	Hamilton (Mountain)	Solo	Y	N	U of Ottawa	McMaster	y
Stella	Ouandipe	3-Jan-22	FT	UCM Medical Clinic	724 Mohawk Road E	Hamilton (Mountain)	Solo	N	Y	International	International	y
Elizabeth	Liao	1-Feb-22	FT	Waterdown Family Medicine Clinic FHO (Dr. Greiner)	95 Hamilton St. N. Unit 1	Waterdown	Group	N	N	U of T	McMaster	y
Reza	Yashini	1-Feb-22	FT	Wadvana FHO	1050 Upper Gage Ave. Unit 3	Hamilton (Mountain)	Group	N	Y	International	Queens	y
Neelima	Boj	1-Feb-22	FT	Wentworth FHO	710 Wentworth St	Ancaster	Group	N	N	U of T	McMaster	y
Stefan	Kegel	7-Feb-22	FT	Infrared FHO	737 Golf Links Rd. Unit 6A	Ancaster	Group	Y	N	U of T	McMaster	y
Dina	Al Abdulwahid	1-Mar-22	FT	Fletcher FHG (New Physician)	1962 Rymal Rd E	Hamilton (Mountain)	Group	N	Y	International	International	y
Arielle	Schneider	1-Apr-22	FT	Southwest Family Health (Dr. Lauren Gannon)	309 James St. South	Hamilton	Group	Y	N	U of Saskatchewan	McMaster	n
Bhupinder (Paul)	Khaper	1-Apr-22	FT	Wadvana FHO	1015 Golf Links Rd. Unit 2	Ancaster	Group	N	Y	International	International	y
Shaarifa	Raza	1-Apr-22	FT	Winterberry FHG	206-325 Winterberry Dr	Stoney Creek	Group	N	Y	International	International	y
Mohamed	Abdurafiq	1-May-22	FT	Core FHO (Dr. Merv Pritz)	646 James St N, Suite 102	Hamilton	Group	Y	Y	International	International	y
Issam	Obeid	1-May-22	FT	Parkside Dundas FHO (new FHO)	145 Hamilton St. N. Unit E2	Waterdown	Group	N	Y	International	International	y
Joyti	Bhardwaj	1-May-22	FT	Parkside Dundas FHO (new FHO)	145 Hamilton St. N. Unit E2	Waterdown	Group	N	Y	International	International	y
Kunal	Jaocuwani	1-Jul-22	FT	Parkside Dundas FHO (new FHO)	288 Dundas St E	Waterdown	Solo	N	Y	International	U of T	y
Dylan	Demarco	25-Jul-22	FT	Southmount FHO (new spot)	35 Upper Centennial Parkway	Stoney Creek	Group	N	N	U of T	U of T	y

Total Permanent Physicians Recruited	
Part-Time	2
Full-Time	21
Total	23

Locums (for Retention)													
First Name	Last Name	Start date	End Date	PT/FT	Practice Name/Details	Practice Address	Location	Group/ Solo	FHT	IMG	Details	Days/Wk (for PT)	Activated
Daniel	Stevens	1-Jan-22	TBD	FT	Rosedale Medical Group	280 Queenston Road	Hamilton	Group	Y	Y	Full-time locum since Sept 2021 (ROS)	4	y
Shermeen	Chan	1-Jan-22	30-Apr-22	PT	McMaster Student Wellness Centre	1280 Main Street West	Hamilton	Group	N	N		2	n
Megan	Collison	1-Jan-22	30-Apr-22	PT	McMaster Student Wellness Centre	1280 Main Street West	Hamilton	Group	N	Y		2	n
Grace	Peng	7-Feb-22	4-Mar-22	FT	Dr. Indrajit Singh (FHG)	45 Kenilworth Avenue North	Hamilton	Solo	N	Y		FT	n
Sanjay	Sarin	1-Mar-22	Ongoing	PT	Crown Point Family Health Centre (Dr. Emily Ow)	67 Kenilworth Ave N (lower level)	Hamilton	Group	Y	Y	1 day/week long-term	1	n
Hasan	Syed	1-Mar-22	30-Apr-22	PT	Core Care Family Health Team (Dr. Mullens)	576 Main St. E	Hamilton	Group	Y	N	2 days/week for 2 weeks	3	n
Katrina	Kent	1-Mar-22	31-May-22	PT	McMaster Student Wellness Centre	1280 Main Street West	Hamilton	Group	N	N	3 days/week for March - May	3	n
Mohamed	Alshurafa	15-Mar-22	30-Apr-22	PT	MCI Medical Clinics Inc	340 York Blvd	Hamilton	Solo	N	Y	2 days/week from mid March to April 30	2	n
Katrina	Kent	15-Mar-22	26-Mar-22	PT	Dundas Family Medical FHO (Dr. Lenore Zou)	133 King St. West, Unit 204	Dundas	Solo	Y	N	2 days/week for 2 weeks	2	n
Alice	Wiang	10-Mar-22	Ongoing	PT	Innovations FHO (Dr. Bonnie Loweth)	277 Wilson St E	Ancaster	Group	Y	N	1 day/week long-term (may increase)	1	n
Tristan	Colterjohn	6-Apr-22	31-May-22	PT	Locke Street Medical Clinic	206 Locke Street South	Hamilton	Solo	N	N	3 days/week for April & May	3	n
Kevin	Chuang	11-May-22	6-Jun-22	PT	HCHC (Dr. Shanta Varma)	414 Victoria Ave N. Unit M1	Hamilton	Group	Y	N	3 days/week	3	n
Carrie	Osborne	7-Jun-22	31-Aug-22	PT	Shelter Health Network	Victoria St	Hamilton	Group	N	N	Covering 7 days scattered over summer	3	n
Kevin	Cheung	7-Jul-22	31-Aug-22	PT	King West Medical Associates (Dr. Shane Guckian)	505 King St. West	Hamilton	Group	Y	N		3	n
Kaala	Gusenbauer	18-Jul-22	30-Sep-22	PT	First Physicians of Dundas (Dr. Mandy Tam)	109 King St. West	Dundas	Group	Y	N	4 Half-days/week of coverage	2	n
Ocean	Nenadov	18-Jul-22	18-Sep-22	FT	HCHC (Drs. Greenspoon, West and Mannepath)	414 Victoria Ave N. Unit M1	Hamilton	Group	Y	N	FT = 4 days/week	FT	n
Valerie	Cui	18-Jul-22	23-Jul-22	FT	Stoney Creek & Mountain FHO (Dr. Malika Sherman)	68 Centennial Hwy S	Stoney Creek	Solo	Y	N	FT = 4 days/week	FT	n
Matthew	Kerstake	1-Aug-22	31-Oct-22	PT	Carlisle Medical Centre (Dr. Ashley Thomson)	1493 Centre Rd	Carlisle	Group	Y	N	3 days per week	3	n
Devon	Gergovich	2-Aug-22	31-Aug-22	PT	Infrared FHO (Dr. Gordon Clark)	1447 Upper Ottawa Street	Hamilton (Mountain)	Solo	Y	Y	FT = 3.5 days/week	FT	n
Kevin	Cheung	15-Aug-22	31-Oct-22	PT	King West Medical Associates (Dr. Vania Gavranic)	505 King St W	Hamilton	Group	Y	N	3 days/week	3	n
Valerie	Cui	2-Aug-22	12-Aug-22	FT	Escarpment Health (Dr. Jango Trunorth)	565 Senatorium Road	Hamilton (Mountain)	Group	Y	N	FT = 4 days/week	FT	n
Valerie	Cui	15-Aug-22	26-Aug-22	FT	Escarpment Health (Dr. Diana Dregosco)	565 Senatorium Road	Hamilton (Mountain)	Group	Y	N	FT = 4 days/week	FT	n
Justin	Huang	6-Sep-22	28-Oct-22	PT	Core Care Family Health Team (Dr. Brenda Coppo)	576 Main St E	Hamilton	Group	Y	N	3 days/week	3	n

Total Locum Physicians Recruited	
Part-Time	16
Full-Time	7
Total	23

Total Physicians Recruited	
Full-Time	29
Part-Time	16
Total	46



Number of Active Family Physicians by Community				
as of June 30, 2022				
Community	Census 2021 Population	MOH doc:pop	Actual # of Active Physicians in Community	Shortage
Ancaster	43,485	32	24	8
Dundas	24,155	18	22	-4
Flamborough (Waterdown & Carlisle)	46,865	34	25	9
Glanbrook (Mount Hope & Binbrook)	35,075	25	2	23
Hamilton	343,205	249	244	5
<i>Lower</i>	186,920	135	151	-16
<i>Upper</i>	156,285	113	93	20
Stoney Creek	76,570	55	47	8
Total	569,355	413	364	49

Prepared by Brad van den Heuvel
June 30, 2022

Please note -
Requirements were
adjusted to reflect updated
Census data as of 2021
(previous reports were
based off of 2016 Census
Data) & to include all
active physicians (including
long-term locums)

Recruitment Event
McMaster University Block 7 Presentation (Virtual)
CASPR Conference (Virtual)
Kitchener Waterloo FM Recruitment Fair
FMRQ Career Day
Western Family Medicine Retreat (Virtual)
Family Medicine Forum (FMF)
Total Budgeted Costs for F

Signup Website	Status	Budgeted Event Cost
Invitational	Registered	\$ -
	Registered	\$ 450.00
Email (Usually in late August)	Not Registered	\$ 400.00
https://fmrq.qc.ca/en/health-wellness-and-services/career-day	Registered	\$ 2,000.00
fmrwresidentretreat@gmail.com	Registered	\$ 200.00
https://fmf.cfpc.ca/future-events/	Not Registered	\$ 6,300.00
Recruitment Events/Conferences for 2022		\$ 9,350.00

Budgeted Travel/Accommodation Cost	Budgeted Total Cost
\$ 50.00	\$ 50.00
\$ -	\$ 450.00
\$ 350.00	\$ 750.00
\$ 1,500.00	\$ 3,500.00
\$ -	\$ 200.00
\$ 1,800.00	\$ 8,100.00
\$ 3,700.00	\$ 13,050.00

PHYSICIAN RECRUITMENT & RETENTION PROGRAM
YEAR 19 (2022) BUDGET
For the Period December 1, 2021 to November 30, 2022

Updated - January 20, 2022

	Year 18 - BUDGET	Year 19- BUDGET	Increase/Decrease
	Dec 1, 2020 - Nov 30, 2021	Dec 1, 2021 - Nov 30, 2022	Dec 1, 2021 - Nov 30, 2022
Balance Carried Forward	\$ 443,706.76	\$ 443,706.76	\$ 443,706.76
<u>Revenue</u>			
City of Hamilton	\$ 75,000.00	\$ 75,000.00	\$ -
McMaster University	\$ 25,000.00	\$ 25,000.00	\$ -
St. Joseph's Healthcare	\$ 20,000.00	\$ 20,000.00	\$ -
Hamilton Health Sciences	\$ 20,000.00	\$ 20,000.00	\$ -
Dept of Family Medicine	\$ 15,000.00	\$ 15,000.00	\$ -
Hamilton Family Health Team	\$ 25,000.00	\$ 25,000.00	\$ -
Total Revenue	\$ 180,000.00	\$ 180,000.00	\$ -
<u>Operating Expenses</u>			
Wages & Benefits	\$ 157,300.00	\$ 115,820.25	\$ (41,479.75)
Office Expenses	\$ 8,000.00	\$ 5,000.00	\$ (3,000.00)
Printing / Communications	\$ 300.00	\$ 500.00	\$ 200.00
Travel Expenses	\$ 3,500.00	\$ 5,000.00	\$ 1,500.00
Promotional Items	\$ 900.00	\$ 5,000.00	\$ 4,100.00
Events /Meals/Functions	\$ 1,500.00	\$ 500.00	\$ (1,000.00)
Community Visit Program	\$ -		\$ -
Medical Conferences & Job Fairs	\$ 7,000.00	\$ 9,350.00	\$ 2,350.00
Advertising / Public Relations	\$ 1,500.00	\$ 1,500.00	\$ -
Total Budgeted Expenditures	\$ 180,000.00	\$ 142,670.25	\$ (37,329.75)
Net - Funding Surplus (Shortfall)	\$ 443,706.76	\$ 481,036.51	\$ 37,329.75
- Based on Year 18 Final Figures			

In-kind contributions

McMaster University Dept. of Family Medicine	\$ 7,875.00
Hamilton Chamber of Commerce	\$ 25,000.00
Total In-kind Contribution	\$ 32,875.00

Note

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