



**City of Hamilton**  
**PHYSICIAN RECRUITMENT & RETENTION COMMITTEE**  
**AGENDA**

**Meeting #:** 23-001  
**Date:** February 10, 2023  
**Time:** 10:00 a.m.  
**Location:** Room 264, 2nd Floor, City Hall (hybrid) (RM)  
71 Main Street West

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

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	<b>Pages</b>
1. APPOINTMENT OF CHAIR AND VICE CHAIR	
2. APPROVAL OF AGENDA (Added Items, if applicable, will be noted with *)	
3. DECLARATIONS OF INTEREST	
4. APPROVAL OF MINUTES OF PREVIOUS MEETING	
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5. COMMUNICATIONS	
6. DELEGATION REQUESTS	
7. DELEGATIONS	
8. STAFF PRESENTATIONS	
9. CONSENT ITEMS	
9.1 Minutes of the Working Group of the Physician Recruitment and Retention Steering Committee	
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**10. DISCUSSION ITEMS**

10.1	Working Group of the Physician Recruitment and Retention Steering Committee Report 23-001, February 9, 2023	23
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**11. MOTIONS**

**12. NOTICES OF MOTION**

**13. GENERAL INFORMATION / OTHER BUSINESS**

**14. PRIVATE AND CONFIDENTIAL**

**15. ADJOURNMENT**



## Hamilton

### **PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE MINUTES 22-002**

**Friday, August 5, 2022**

**10:00 a.m.**

**City Hall**

**71 Main Street West, Hamilton**

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**Present:** M. Nash (Chair)  
Mayor Eisenberger (ex officio)  
Councillor A. VanderBeek, and Dr. S. Kinzie

**Absent  
with Regrets:** Councillors S. Merulla and T. Whitehead and Dr. J. Profetto -  
Personal  
Dr. B. Singh – Business

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

**1. Working Group of the Physician Recruitment and Retention Steering  
Committee Report 22-001 (Item 1)**

**(Kinzie/VanderBeek)**

**(a) Proposal to Transfer Program into the Greater Hamilton Health  
Network & Formalize Existing Funding Relationships (Item 4.1)**

- (i) That Physician Recruitment and Retention Program (Hamilton Physicians), with the support of the Greater Hamilton Health Network, attached as Appendix A to Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001, 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 B;

- (ii) 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):
  - 1. with the same terms and conditions of employment;
  - 2. from which time they will adhere to GHHN policies; and
  - 3. may have the opportunity to become permanent employees of the GHHN;
  
- (iii) 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 and that the GHHN provide an annual report to the Board of Health on the KPIs;
  
- (iv) That the following be transferred to the Greater Hamilton Health Network (GHHN):
  - 1. All existing property purchased by Hamilton Physicians, including all office furniture, equipment and supplies;
  - 2. Administration for payroll and expenses;
  - 3. The balance of the City of Hamilton's current contribution to the Physician Recruitment and Retention Program (Hamilton Physicians) operating budget of \$75,000;
  - 4. Payments from existing funding partnership arrangements;
  - 5. 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
  - 6. The Hamilton Physicians brand, which will be maintained by the Greater Hamilton Health Network (GHHN);
  
- (v) 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;
  
- (vi) 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;

- (vii) That an ad-hoc working group, be established, as follows:
  - 1. The ad-hoc working group shall consist of one representative from each of the Physician Recruitment and Retention Program stakeholders
  - 2. The ad-hoc working group shall report to the Working Group of the Physician Recruitment and Retention Steering Committee;
  - 3. The ad hoc working group shall investigate the details of the program transfer from the Hamilton Physicians partnership to the Greater Hamilton Health Network (GHHN) including, but not limited to, those considerations set out in subsections (a) through (f);
  - 4. The ad hoc working group shall be disbanded on the successful and final transfer of the Physician Recruitment and Retention Program to the GHHN;
  - 5. The Working Group of the Physician Recruitment and Retention Steering Committee shall develop and approve the terms of reference for the ad hoc working group;
- (viii) That the Physician Recruitment and Retention Steering Committee:
  - 1. be established for the 2022-2026 Term of Council; and
  - 2. be disbanded upon the transfer of the Physician Recruitment and Retention Program to the Greater Hamilton Health Network; and
- (ix) 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.

**(b) 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 C, be received:

- (i) 2021 Program Updates
  - 1. 2021 Budget to Actual Comparison
  - 2. Cashflow Statement
  - 3. KPI Summary
  - 4. Physician Retirements and Departures, Recruited Physicians, and Active Physicians by Community
  
- (ii) 2022 Program Updates
  - 1. Cashflow Statement
  - 2. KPI Summary
  - 3. Physician Retirements and Departures, Recruited Physicians, and Active Physicians by Community
  - 4. Planned Recruitment Events 2022

**(c) Proposed Budget (Item 7.2 (e))**

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

**CARRIED – as AMENDED**

**FOR INFORMATION:**

**(a) APPROVAL OF AGENDA (Item 2)**

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

**(VanderBeek/Kinzie)**

That the agenda for the August 5, 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) February 11, 2022 (Item 4.1)**

**(Kinzie/VanderBeek)**

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

**CARRIED**

**(d) COMMUNICATIONS (Item 5)**

**(Kinzie/VanderBeek)**

That the following Communications Items, be received and referred as recommended:

- (i) Dr. Jason Profetto, Resignation from Physician Recruitment and Retention Steering Committee

Recommendation: To be received and referred to Clerk's staff for appropriate action.

- (ii) 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

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.

**CARRIED**

**(e) CONSENT ITEMS (Item 5)**

The Committee Clerk advised that all six sets of Minutes of the Working Group of the Physician Recruitment and Retention Steering Committee erroneously referred to the "Committee Clerk" under the Approval of the Agenda; the Minutes will be revised accordingly.

**(Kinzie/VanderBeek)**

That the following Minutes of the Working Group of the Physician Recruitment and Retention Steering Committee, be received, as amended:

- (i) January 12, 2021 (Item 7.1(a))
- (ii) September 14, 2021 (Item 7.1(b))
- (iii) October 14, 2021 (Item 7.1(c))
- (iv) October 29, 2021 (Item 7.1(d))
- (v) November 23, 2021 (Item 7.1(e))
- (vi) December 14, 2021 (Item 7.1(f))

**CARRIED**

(f) DISCUSSION ITEMS (Item 10)

(i) Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001 (Item 1)

(VanderBeek/Eisenberger)

(a) That Item 1 of the Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001, be amended to read as follows:

(a) That Physician Recruitment and Retention Program (Hamilton Physicians), **with the support of the Greater Hamilton Health Network, attached as Appendix A to Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001**, 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**;

(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):

- (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 **and that the GHHN provide an annual report to the Board of Health on the KPIs**;

(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 Greater Hamilton Health Network (GHHN) including, but not limited to, those considerations set out in subsections (a) through (f);
  - (iv) The ad hoc working group shall be disbanded on the successful and final transfer of the Physician Recruitment and Retention Program to the GHHN;**
  - (v) The Working Group of the Physician Recruitment and Retention Steering Committee shall develop**

***and approve the terms of reference for the ad hoc working group;***

- (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 Program** 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.
- (b) That Appendices B (Item 2) and C (Item 3) to the Working Group of the Recruitment and Retention Steering Committee Report 22-001, be renamed Appendices C and D respectively.

**AMENDMENT - CARRIED**

For disposition of this matter, please refer to Item 1.

**(g) PRIVATE AND CONFIDENTIAL (Item 14)**

- (i) **Closed Minutes of the Working Group of the Physician and Retention Steering Committee – January 12, 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.

**(Kinzie/VanderBeek)**

That the Closed Session Minutes of the January 12, 2021 Working Group of the Physician Recruitment and Retention Steering Committee, be received and remain confidential.

**CARRIED**

**(h) ADJOURNMENT (Item 15)**

**(VanderBeek/Kinzie)**

That there being no further business, the Physician Recruitment and Retention Steering Committee meeting be adjourned at 10:29 a.m.

**CARRIED**

Respectfully Submitted,

Marie Nash, Chair  
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 22-001**

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

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**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

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**THE FOLLOWING ITEMS WERE REFERRED TO THE PHYSICIAN RECRUITMENT  
AND RETENTION STEERING COMMITTEE FOR CONSIDERATION:**

**1. Proposal to Transfer Program into the Greater Hamilton Health Network &  
Formalize Existing Funding Relationships (Item 4.1)**

The Working Group reviewed the Proposal to Transfer Program into the Greater Hamilton Health Network & Formalize Existing Funding Relationships.

Members heard that the Physician Recruitment and Retention Steering Committee cannot be disbanded right away, as it needs to be in place to oversee the program until it has been fully transferred. If the date of transfer is after the end of this term of Council, the Steering Committee must be established for the new term of Council. It was agreed that the recommendation should be to transfer the program no later than February 28, 2023, which coincides with the end of the Recruitment Specialist's current contract.

Members also heard that a "sub-working group," made up of one member from each stakeholder group, including the Greater Hamilton Health Network, to do

**Working Group of the Physician Recruitment  
and Retention Steering Committee  
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the work required for the transfer. That group should report to the Working Group of the Physician Recruitment and Retention Steering Committee. It was agreed that this would be included in the recommendations to the Steering Committee.

In response to questions, it was confirmed that the expectations under the proposed model include an annual (or more frequent) report on recruitment activities to the Executive Council of the Greater Hamilton Health Network, which includes representatives from all but one of the current funding partners for the current Recruitment and Retention Program. It was suggested that a representative from the Chamber of Commerce could be invited to the Executive Council meetings at which the recruitment activities would be discussed or an annual (or more frequent) report could be submitted to them.

The Working Group agreed to put forward the following recommendations to the Physician Recruitment and Retention Steering Committee for approval:

- (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;
- (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):
  - (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;

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- (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 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))**

The Working Group agreed to recommend 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 A, to 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**

The Working Group agreed to recommend the 2022 Proposed Budget, attached to Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001 as Appendix B to the Physician Recruitment and Retention Steering Committee, for approval.

### **FOR INFORMATION:**

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

The Working Group was advised that, in anticipation of losing quorum, 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



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and Retention Steering Committee  
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- (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





**WORKING GROUP  
OF THE  
PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE  
MINUTES 22-002**

Tuesday, October 11, 2022  
11:00 a.m.  
WebEx

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

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

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**THE FOLLOWING ITEMS WERE REFERRED TO THE PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE FOR CONSIDERATION:**

**FOR INFORMATION:**

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

The Working Group was advised that there were no changes to the agenda. Members accepted the agenda.

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

The Minutes of the July 12, 2022 meeting of the Working Group of the Physician Recruitment and Retention Steering Committee were accepted.

**(c) DISCUSSION ITEMS (Item 3)**

**(i) Ad-Hoc Working Group for the Transfer of the Physician Recruitment and Retention Program to Greater Hamilton Health Network – Draft Work Plan**

The Working Group reviewed the draft work plan for the Ad-Hoc Working Group for the Transfer of the Physician Recruitment and Retention Program to Greater Hamilton Health Network and accepted it as follows:

**Ad-Hoc Working Group for the Transfer of the Physician Recruitment and  
Retention Program to Greater Hamilton Health Network  
Work Plan**

**Purpose:**

Since its establishment in 2002, the Physician Recruitment and Retention Steering Committee has had the responsibility of overseeing the Physician Recruitment and Retention Program (Hamilton Physicians). The Working Group of the Physician Recruitment and Retention Steering Committee oversees the operations of the program.

In late 2019, the retirement of the Program's long-time Director prompted discussion at the Physician Recruitment and Retention Steering Committee about the structure of the Physician Recruitment and Retention program. In June 2021, the Physician Recruitment and Retention Steering Committee approved a full review of the Physician Recruitment and Retention program (Hamilton Physicians) to be carried out by the Working Group of the Physician Recruitment and Retention Steering Committee. The results of the review, with a recommendation to transfer the program to the Greater Hamilton Health Network (GHHN), were presented to and approved by the Physician Recruitment and Retention Steering Committee and Council in August 2022.

Among the recommendations from the Working Group of the Physician Recruitment and Retention Steering Committee was the establishment of an Ad-Hoc Working Group for the Transfer of the Physician Recruitment and Retention Program to Greater Hamilton Health Network (Ad-Hoc Working Group). The purpose of the Ad-Hoc Working Group is to investigate the details of the program transfer from the Hamilton Physicians partnership to the Greater Hamilton Health Network.

The Ad-Hoc Working Group for the Transfer of the Physician Recruitment and Retention Program to the Greater Hamilton Health Network reports through the Working Group of the Physician Recruitment and Retention Steering Committee.

**Membership/Composition:**

The Ad-Hoc Working Group for the Transfer of the Physician Recruitment and Retention Program to the Greater Hamilton Health Network shall consist of one representative from each of the Physician Recruitment and Retention Program stakeholders:

- (i) One representative from the City of Hamilton, Finance;
- (ii) One representative from the City of Hamilton, Legal Services;
- (iii) One representative from the Hamilton Chamber of Commerce;
- (iv) One representative from the Greater Hamilton Health Network.

The Ad-Hoc Working Group may invite additional consultants as required.

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A Chair and Vice-Chair will be selected at the first meeting of the Ad-Hoc Working Group.

The Physician Recruitment Program Coordinator and Practice Advisor, Hamilton Physicians will provide legislative support to the Ad-Hoc Working Group.

The Ad-Hoc Working Group will make decisions by consensus

**Deliverables:**

The Ad-Hoc Working Group for the Transfer of the Physician Recruitment and Retention Program to the Greater Hamilton Health Network shall investigate the details of the program transfer from the Hamilton Physicians partnership to the Greater Hamilton Health Network (GHHN). The Ad-Hoc Working Group shall ensure that the following considerations are taken into consideration and addressed:

- (a) The Physician Recruitment and Retention Program (Hamilton Physicians), with the support of the Greater Hamilton Health Network, shall 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;
- (b) From the date of the transfer, Physician Recruitment and Retention Program (Hamilton Physicians) staff will become employees of the Greater Hamilton Health Network (GHHN):
  - (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) 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 and that the GHHN provide an annual report to the Board of Health on the KPIs;
- (d) The following shall 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;

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- (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) 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) 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; and
  - (g) Other considerations as may arise.

The Ad-Hoc Working Group shall be disbanded on the successful and final transfer of the Physician Recruitment and Retention Program to the Greater Hamilton Health Network.

**(d) ADJOURNMENT (Item 4)**

There being no other business, the meeting was adjourned at 11:41 a.m.

Respectfully submitted,

Marie Nash  
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 23-001**

Thursday, February 9, 2023  
12:30 p.m.  
WebEx

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**Present:** Marie Nash (Chair), Dr. Sarah Kinzie (Vice-Chair), and Dr. Scott Wooder

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

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

**1. Summary Report Regarding Proposal to Transfer Program into the Greater  
Hamilton Health Network (Item 4.1(b))**

That the Summary Report Regarding Proposal to Transfer Program into the  
Greater Hamilton Health Network, attached hereto as Appendix A, be received  
and referred to the Board of Health for information.

**FOR INFORMATION:**

**(a) APPOINTMENT OF THE CHAIR AND VICE CHAIR (Item 1)**

Marie Nash was appointed as Chair for the Chair until the Physician Recruitment  
and Retention Steering Committee is disbanded, as approved by Council at its  
meeting of August 12, 2022.

Scott Wooder was appointed as Vice-Chair until the Physician Recruitment and  
Retention Steering Committee is disbanded, as approved by Council at its  
meeting of August 12, 2022.

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

The Working Group was advised of the following changes to the agenda:

**4. DISCUSSION ITEMS**

- 4.1 Ad-Hoc Working Group for the Transfer of the Physician Recruitment and Retention Program to Greater Hamilton Health Network ~~Report 23-001, February 8, 2023~~

- (i) November 4, 2022*
- (ii) February 8, 2023*

Members accepted the agenda.

**(c) APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 2)**

The Minutes of the October 11, 2022 meeting of the Working Group of the Physician Recruitment and Retention Steering Committee were accepted.

**(d) DISCUSSION ITEMS (Item 3)**

- (i) Ad-Hoc Working Group for the Transfer of the Physician Recruitment and Retention Program to Greater Hamilton Health Network Meeting Notes**

The Working Group received the following Ad-Hoc Working Group for the Transfer of the Physician Recruitment and Retention Program to Greater Hamilton Health Network Meeting Notes:

- 1. November 4, 2022
- 2. February 8, 2023

For further disposition of this matter, refer to Item 1.

**(e) ADJOURNMENT (Item 4)**

There being no other business, the meeting was adjourned at 12:35 p.m.



**Working Group of the Physician Recruitment  
and Retention Steering Committee  
Minutes 23-001**

**February 9, 2023  
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Respectfully submitted,

Marie Nash  
Chair, Working Group of the Physician  
Recruitment and Retention Steering Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk



**Ad Hoc Working Group for the Transfer of the Physician Recruitment and  
Retention Program to the Greater Hamilton Health Network**

Summary Report Regarding Proposal to Transfer Program into the Greater Hamilton  
Health Network

### **Council Direction**

At its meeting of January 25, 2023, Council amended Item 3 of Board of Health Report 22-008, August 10, 2022 (originally approved by Council on August 12, 2022), as follows:

#### **3. Physician Recruitment and Retention Steering Committee Report 22-002 - August 5, 2022 (Item 10.1)**

- (a) Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001 (Item 1)
  - (i) Proposal to Transfer Program into the Greater Hamilton Health Network & Formalize Existing Funding Relationships (Item 4.1)
    - (1) That Physician Recruitment and Retention Program (Hamilton Physicians), with the support of the Greater Hamilton Health Network, attached as Appendix A to Physician Recruitment and Retention Steering Committee Report 22-002, 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 B to Physician Recruitment and Retention Steering Committee Report 22-002;
    - (2) 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):
      - (aa) with the same terms and conditions of employment;
      - (bb) from which time they will adhere to GHHN policies; and
      - (cc) may have the opportunity to become permanent employees of the GHHN;
    - (3) 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 and that the GHHN provide an annual report to the Board of Health on the KPIs;

- (4) That the following be transferred to the Greater Hamilton Health Network (GHHN):
  - (aa) All existing property purchased by Hamilton Physicians, including all office furniture, equipment and supplies;
  - (bb) Administration for payroll and expenses;
  - (cc) The balance of the City of Hamilton's current contribution to the Physician Recruitment and Retention Program (Hamilton Physicians) operating budget of \$75,000;
  - (dd) Payments from existing funding partnership arrangements;
  - (ee) 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
  - (ff) The Hamilton Physicians brand, which will be maintained by the Greater Hamilton Health Network (GHHN);
- (5) 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;
- (6) 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;
- (7) That an ad-hoc working group, be established, as follows:
  - (aa) The ad-hoc working group shall consist of one representative from each of the Physician Recruitment and Retention Program stakeholders

- (bb) The ad-hoc working group shall report to the Working Group of the Physician Recruitment and Retention Steering Committee;
  - (cc) The ad hoc working group shall investigate the details of the program transfer from the Hamilton Physicians partnership to the Greater Hamilton Health Network (GHHN) including, but not limited to, those considerations set out in subsections (a) through (f);
  - (dd) The ad hoc working group shall be disbanded on the successful and final transfer of the Physician Recruitment and Retention Program to the GHHN;
  - (ee) The Working Group of the Physician Recruitment and Retention Steering Committee shall develop and approve the terms of reference for the ad hoc working group;
- (8) That the Physician Recruitment and Retention Steering Committee:
- (aa) be established for the 2022-2026 Term of Council; and
  - (bb) be disbanded upon the transfer of the Physician Recruitment and Retention Program to the Greater Hamilton Health Network; and
- (9) 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.
- (10) ***That the Medical Officer of Health be authorized to execute any and all agreements, amendments and ancillary documents necessary to transfer the Hamilton Physicians program to the Greater Hamilton Health Network, in a form satisfactory to the City Solicitor.***

The Ad-Hoc Working Group has finalized the transfer arrangements which will allow for the successful transition of the Physician Recruitment & Retention Program (Hamilton Physicians) to the Greater Hamilton Health Network (GHHN) by February 28, 2023. The GHHN will formally assume responsibility of the Physician Recruitment and Retention (PR&R) Program on March 1, 2023. The details of the transfer are set out below.

**Section 1: Transfer of Funds Currently Held by the City of Hamilton to the GHHN**

Each of the five current funding partners of the PR&R Program (Hamilton Health Sciences, St. Joseph's Healthcare Hamilton, McMaster University, McMaster University Department of Family Medicine, and the Hamilton Family Health Team) were asked to confirm that the portion of their contributions to the funds currently held in surplus for the PR&R Program by the City of Hamilton may be transferred to the GHHN. Consent was obtained via signed consent and waiver agreements from four of these five partners. McMaster University opted to have their contributed portion of the surplus returned, and discussions are currently underway regarding retaining the surplus as well as securing future funding.

Of the remaining surplus funds (less the portion returned to the McMaster University), a portion will be held back to cover anticipated legal costs for the PR&R Program. Any remaining funds following the culmination of the matter will be transferred to the GHHN.

As of February 28, 2023, all funds held by the City of Hamilton for the PR&R Program (less any outstanding expenses, payroll deductions, and liabilities) will be transferred into the GHHN.

The City of Hamilton currently contributes \$75,000 per year to the PR&R program and has committed to continue to include this funding in its annual budget. Any approved funding from the City of Hamilton for PR&R initiatives moving forward will be allocated to the Greater Hamilton Health Network. Approval will be conditional on the agreement that all budgeted future funding payments from the City of Hamilton (as well as all funds currently held in surplus) are allocated to physician recruitment and retention efforts within the City of Hamilton.

As of March 1, 2023, future annual funding contributions from the remainder of the PR&R Program's current funding partners to be negotiated between the GHHN and each funding partner directly.

**Section 2 - Transfer of PR&R Staff to GHHN**

Contract negotiations to transfer the employment of current PR&R staff to the GHHN are nearing completion. The current staff contract ends on February 28, 2023, and the new contract with the GHHN is expected to take effect March 1, 2023.

The GHHN has agreed administer staff payroll and expenses for the PR&R staff that transfer into the GHHN as of March 1, 2023. Current payroll administration and expense reimbursement for PR&R staff which is currently administered by the Hamilton Chamber of Commerce will conclude February 28, 2023.

### **Section 3 – Co-Location Agreement with McMaster’s Department of Family Medicine**

PR&R Program (Hamilton Physicians) staff currently have office space at the David Braley Health Sciences Centre, which is provided as an in-kind contribution from the McMaster University Department of Family Medicine, under a co-location agreement that extends to December 31, 2023. A new co-location agreement has finalized between the GHHN and the McMaster University Department of Family Medicine effective March 1, 2023 to December 31, 2023.

### **Section 4 – Transfer of Hamilton Physicians Property**

It has been agreed that all property purchased by the PR&R Program (Hamilton Physicians), including office equipment, supplies and furniture will be transferred to the GHHN, effective March 1, 2023. PR&R staff have compiled a list of all program property to be transferred to the GHHN valued at approximately \$12,600.

### **Section 5 – Key-Performance-Indicators (KPIs)**

Upon the transfer of the PR&R Program into the GHHN current Key Performance Indicators (KPIs) for the PR&R program will be maintained. Any revisions to the current KPIs must be in the best interests of physician recruitment and retention within the City of Hamilton and will require the approval of the Executive Council of the GHHN.

KPIs will be reported to the Executive Council of the GHHN on an annual basis. The GHHN has committed to invite representatives from any current PR&R stakeholders who are not members of the GHHN Executive Council (currently only the Hamilton Chamber of Commerce) to the annual meeting at which KPIs will be provided.

The GHHN will report annually to the Board of Health on its recruitment activities for Hamilton at a time mutually agreeable to both.