



## Hamilton

### **PHYSICIAN RECRUITMENT & RETENTION STEERING COMMITTEE REPORT 17-001**

**Tuesday, September 12, 2017  
10:30 a.m.**

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

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

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#### **THE PHYSICIAN RECRUITMENT & RETENTION STEERING COMMITTEE PRESENTS REPORT 17-001 AND RESPECTFULLY RECOMMENDS:**

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

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

- (a) That the Key Performance Indicators and Current Statistics (July 31, 2017) attached to Report 17-001 as Appendix "A", be received.
- (b) WHEREAS, the current model utilized for the training of family medicine residents in Ontario is primarily a Family Health Organization (FHO) / Family Health Team (FHT) model;

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

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

THEREFORE BE IT RESOLVED:

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

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

That the Budget (June 30, 2017) and Cash Flow (December 1, 2016 – November 30, 2017) attached to Report 17-001 as Appendix “B”, be received.

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

That the Conference, Event and Presentation Report – Summary (December 2016 – November 2017) attached to Report 17-001 as Appendix “C”, be received.

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

That the Summary of Survey Results of Hamilton Doctors (January 2017) attached to Report 17-001 as Appendix “D”, be received.

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

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

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

That the Physician Recruitment and Retention Steering Committee Terms of Reference, attached to Report 17-001 as Appendix "E", be amended as follows:

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

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

- (a) That the Terms and Conditions of Employment for the Director, Physician Recruitment contract between Jane Walker (the Employee) and the City of Hamilton, Hamilton Academy of Medicine and the Hamilton Chamber of Commerce (collectively the Employer), (distributed under separate cover as Private & Confidential Appendix "F"), be approved; and,
- (b) That the Terms and Conditions of Employment for the Director, Physician Recruitment contract remain confidential.

**FOR THE INFORMATION OF COUNCIL:**

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

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

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

None.

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

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

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

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

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

The Minutes for the September 27, 2016 meeting of the Working Group were approved, as presented.

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

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

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

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

- 2017 Year To Date:
  - 46 New Contacts
  - 22 New Recruits – 17 permanent and 5 locum
  - Total Family Physicians is 343
- Comparisons of actual number of physicians in the community versus the Ministry of Health's (MOH) doctor to population ratio:
  - MOH ratio is 1:1,380 meaning the City needs 389 family physicians
  - Hamilton has 313 permanent family physicians, or a ratio of 1:1,715
  - Shortage of 76 Doctors across the community

For disposition of this matter, see Item 1.

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

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

For disposition of this matter, see Item 3.

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

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

The following changes to the Outstanding Business List, were approved:

**(i) Items to be Removed:**

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

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

Item "C" – Contract Renewal for Physician Recruitment Specialist

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

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

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

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

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

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

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

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

Respectfully Submitted,

Councillor T. Whitehead, Chair  
Physician Recruitment &  
Retention Committee

Lisa Chamberlain  
Legislative Coordinator  
Office of the City Clerk



**KEY PERFORMANCE INDICATORS**  
YEAR TO YEAR  
to July 31, 2017

| <b>FAMILY PHYSICIANS</b> |                     |                     |                                    |    |                 |                                |
|--------------------------|---------------------|---------------------|------------------------------------|----|-----------------|--------------------------------|
| <b>Year</b>              | <b>New Contacts</b> | <b>New Recruits</b> | <b>New Recruits Perm vs. Locum</b> |    | <b>Retained</b> | <b>Total Family Physicians</b> |
| 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                 | 22                  | Perm -                             | 12 | 10              | 351                            |
|                          |                     |                     | Locum -                            | 10 |                 |                                |
| 2016 - Year 13           | 68                  | 20                  | Perm -                             | 14 | 24              | 341                            |
|                          |                     |                     | Locum -                            | 6  |                 |                                |
| 2017 - Year 14 YTD       | 46                  | 22                  | Perm -                             | 17 | 15              | 343                            |
|                          |                     |                     | Locum -                            | 5  |                 |                                |
| <b>GRAND TOTAL</b>       | <b>1115</b>         | <b>273</b>          |                                    |    | <b>93</b>       |                                |

Total Permanent Family Physicians = 186  
Total Locum Family Physicians = 87



## Current Statistics Summary to July 31, 2017

|                                      | 2007<br>Nov            | 2008<br>Nov            | 2009<br>Nov            | 2010<br>Nov | 2011<br>Nov | 2012<br>Nov | 2013<br>Nov | 2014<br>Nov | 2015<br>Nov | 2016<br>Nov | 2017<br>July |
|--------------------------------------|------------------------|------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <b>Total Family Physicians</b>       | <b>340</b>             | <b>331</b>             | <b>332</b>             | <b>345</b>  | <b>349</b>  | <b>365</b>  | <b>367</b>  | <b>352</b>  | <b>351</b>  | <b>342</b>  | <b>343</b>   |
| Average Age                          | 52.3                   | 51.8                   | 51.9                   | 51.5        | 51.1        | 51.71       | 52          | 50.5        | 50.3        | 50.7        | 50.2         |
| Physicians in their 20's<br>and 30's | 35                     | 51                     | 52                     | 57          | 63          | 71          | 81          | 74          | 81          | 74          | 83           |
| Physicians in their 40's             | 95                     | 88                     | 85                     | 87          | 81          | 75          | 75          | 80          | 72          | 74          | 73           |
| Physicians in their 50's             | 109                    | 112                    | 115                    | 120         | 122         | 119         | 122         | 112         | 114         | 100         | 95           |
| Physicians<br>60-64                  | 66<br>(aged 60-<br>69) | 60<br>(aged 60-<br>69) | 57<br>(aged 60-<br>69) | 31          | 36          | 50          | 49          | 48          | 49          | 53          | 50           |
| Physicians<br>65-69                  | -                      | -                      | -                      | 27          | 27          | 22          | 21          | 20          | 21          | 24          | 27           |
| Physicians 70 and Older              | 15                     | 20                     | 23                     | 23          | 20          | 28          | 19          | 18          | 14          | 17          | 15           |

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

| <b>Number of Physicians by Community</b> |                                   |                        |  |                 |
|--|-----------------------------------|------------------------|--|-----------------|
| <b>Community</b>                         | <b>Census 2016<br/>Population</b> | <b>MOH<br/>doc:pop</b> | <b>Actual # of Permanent<br/>Physicians in Community</b> | <b>Shortage</b> |
| Ancaster                                 | 40,560                            | 29                     | 21   | 8               |
| Dundas                                   | 24,285                            | 18                     | 22   | -4              |
| Flamborough                              | 42,655                            | 31                     | 22   | 9               |
| Glanbrook                                | 29,860                            | 22                     | 2  | 20              |
| Hamilton                                 | 330,090                           | 239                    | 212  | 27              |
| <i>Lower</i>                             | <i>176,815</i>                    | <i>128</i>             | <i>143</i>   | <i>-15</i>      |
| <i>Upper</i>                             | <i>153,275</i>                    | <i>111</i>             | <i>69</i>  | <i>42</i>       |
| Stoney Creek                             | 69,470                            | 50                     | 34   | 16              |
| <b>Total</b>                             | <b>536,920</b>                    | <b>389</b>             | <b>313</b>   | <b>76</b>       |

Prepared by Jane Walker  
August 18, 2017



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

Updated - August 23, 2017

Includes Actuals up to June 30, 2017

|  | <b>Year 14<br/>BUDGET</b>        | <b>Year 14<br/>BUDGET</b>                       | <b>Year 14<br/>ACTUALS</b>                      | <b>Year 14<br/>VARIANCE<br/>under/(over)</b>    |
|--|----------------------------------|---|---|---|
|  | <b>Dec 1/16 to<br/>Nov 30/17</b> | <b>Dec 1/16 to<br/>Jun 30/17<br/>(7 Months)</b> | <b>Dec 1/16 to<br/>Jun 30/17<br/>(7 Months)</b> | <b>Dec 1/16 to<br/>Jun 30/17<br/>(7 Months)</b> |
| <b>Balance Carried Forward</b>           | \$ 374,691                       | \$ 374,691                                      | \$ 374,691                                      | 0   |
| <b><u>Revenue</u></b>                    |                                  |   |   |   |
| City of Hamilton                         | 75,000                           | 75,000  | 75,000  | 0   |
| McMaster University                      | 25,000                           | 25,000  | 25,000  | 0   |
| St. Joseph's Healthcare                  | 25,000                           | 25,000  | 0   | -25,000   |
| Hamilton Health Sciences                 | 25,000                           | 25,000  | 0   | -25,000   |
| Dept of Family Medicine                  | 15,000                           | 15,000  | 7,500   | -7,500  |
| Hamilton Family Health Team              | 25,000                           | 25,000  | 0   | -25,000   |
|  | \$ 190,000                       | 190,000   | 107,500   | -82,500   |
| <b><u>Operating Expenses</u></b>         |                                  |   |   |   |
| Salary                                   | 111,651                          | 65,130  | 65,751  | (621)   |
| Support Staff                            | 48,938                           | 28,547  | -   | 28,547  |
| Office Expenses                          | 7,650                            | 4,463   | 3,108   | 1,355   |
| Printing / Communications                | 2,143                            | 1,250   | -   | 1,250   |
| Travel Expenses                          | 5,895                            | 3,439   | 444   | 2,995   |
| Promotional Gifts                        | 2,040                            | 1,190   | 70  | 1,120   |
| Events /Meals/Functions                  | 510                              | 298   | 497   | (200)   |
| Community Visit Program                  | 500                              | 292   | -   | 292   |
| Medical Conferences & Job Fairs          | 8,196                            | 4,781   | 1,913   | 2,868   |
| Advertising / Public Relations           | 2,040                            | 1,190   | -   | 1,190   |
|  | \$ 189,563                       | \$ 110,578                                      | \$ 71,783                                       | \$ 38,796                                       |
| <b>Net - Funding Surplus (Shortfall)</b> | \$ 375,128                       | \$ 454,113                                      | \$ 410,408                                      |   |

**In-kind contributions**

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

**Note**

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

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

Run Date: August 21, 2017

|  | Jun/04 -<br>Nov/15<br>(actuals) | Dec-16<br>(actuals) | Jan-17<br>(actuals) | Feb-17<br>(actuals) | Mar-17<br>(actuals) | Apr-17<br>(actuals) | May-17<br>(actuals) | Jun-17<br>(actuals) | Jul-17<br>(actuals) | Aug-17<br>(actuals) | Sep-17<br>(actuals) | Oct-17<br>(actuals) | Nov-17<br>(actuals) | Total             |
|--|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| <b>BEGINNING BALANCE</b>                 | -                               | \$ 374,691          | \$ 366,187          | \$ 356,847          | \$ 349,119          | \$ 335,265          | \$ 326,841          | \$ 425,603          | \$ 410,409          | \$ 410,409          | \$ 410,409          | \$ 410,409          | \$ 410,409          | 374,691.49        |
| <b>REVENUE</b>                           |                                 |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                   |
| City of Hamilton                         | 690,800                         | -                   | -                   | -                   | -                   | -                   | 75,000              | -                   | -                   | -                   | -                   | -                   | -                   | 75,000.00         |
| McMaster University                      | 241,668                         | -                   | -                   | -                   | -                   | -                   | 25,000              | -                   | -                   | -                   | -                   | -                   | -                   | 25,000.00         |
| Department of Family Medicine            | 77,749                          | -                   | -                   | -                   | -                   | -                   | 7,500               | -                   | -                   | -                   | -                   | -                   | -                   | 7,500.00          |
| Hamilton Health Sciences                 | 378,000                         | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| St. Joseph's Hospital                    | 337,000                         | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| St.Peters Hospital                       | 30,000                          | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| Hamilton Community Foundation            | 5,000                           | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| Hamilton Family Health Team              | 75,000                          | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| Human Resource Development Canada        | 90,669                          | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| Hamilton Physicians - Dec/15 overpayment | 10,349                          | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| Consulting                               | 400                             | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| <b>TOTAL REVENUES</b>                    | <b>1,936,635</b>                | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 107,500</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>107,500.00</b> |
| <b>OPERATING EXPENSES</b>                |                                 |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |                   |
| Wages & Benefits                         | 1,053,183                       | 7,205               | 7,727               | 7,727               | 11,591              | 8,424               | 7,882               | 15,195              | -                   | -                   | -                   | -                   | -                   | 65,751.01         |
| Support Staff                            | 265,416                         | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| Office Expenses                          | 61,029                          | 1,185               | 175                 | -                   | 1,427               | -                   | 321                 | -                   | -                   | -                   | -                   | -                   | -                   | 3,108.45          |
| Printing & Communications                | 29,201                          | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| Travel Costs                             | 42,411                          | 44                  | 7                   | -                   | 270                 | -                   | 122                 | -                   | -                   | -                   | -                   | -                   | -                   | 443.60            |
| Promotional Packages                     | 20,918                          | 70                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 69.96             |
| Events, Functions & Meals                | 12,688                          | -                   | 43                  | -                   | 41                  | -                   | 413                 | -                   | -                   | -                   | -                   | -                   | -                   | 496.84            |
| Community Visit Program                  | 1,109                           | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| Medical Conferences & Job Fairs          | 55,257                          | -                   | 1,388               | -                   | 525                 | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 1,912.91          |
| Advertising/Public Relations             | 20,731                          | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                 |
| <b>TOTAL OPERATING EXPENSES</b>          | <b>1,561,944</b>                | <b>\$ 8,504</b>     | <b>\$ 9,341</b>     | <b>\$ 7,727</b>     | <b>\$ 13,854</b>    | <b>\$ 8,424</b>     | <b>\$ 8,738</b>     | <b>\$ 15,195</b>    | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>71,782.77</b>  |
| <b>ENDING BALANCE</b>                    | <b>374,691</b>                  | <b>\$ 366,187</b>   | <b>\$ 356,847</b>   | <b>\$ 349,119</b>   | <b>\$ 335,265</b>   | <b>\$ 326,841</b>   | <b>\$ 425,603</b>   | <b>\$ 410,409</b>   | <b>\$ 410,409</b>   | <b>\$ 410,409</b>   | <b>\$ 410,409</b>   | <b>\$ 410,409</b>   | <b>\$ 410,409</b>   | <b>410,408.72</b> |

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

|                               |              |
|-------------------------------|--------------|
| <b>NOTE: Pending Invoices</b> |              |
| Hamilton Physicians inv# 195  | 1,481        |
| <b>Total:</b>                 | <u>1,481</u> |



**CONFERENCES, EVENTS & PRESENTATIONS (YEAR 14)**  
December 2016 - November 2017

| <b>Date</b>                   | <b>Organization</b>                    | <b>Event Name/Purpose</b>                          | <b>Location</b>                      | <b>Budgeted Cost</b> | <b>Actual Cost (to date)</b> |
|-------------------------------|--|--|--------------------------------------|----------------------|------------------------------|
| December 15 and 19, 2016      | McMaster Dept. of Family Medicine      | Presentations: Large group + PGY2 - Locums         | David Braley Health Sciences Centre  | \$ 30.00             | \$ 30.00                     |
| January 25, 2017              | Hamilton Academy of Medicine           | Clinical Day                                       | Hamilton Convention Centre           | \$ 100.00            | \$ 11.00                     |
| March 23, 2017                | OMA                                    | OMA Practice Management Day                        | Sheraton                             | \$ -                 | \$ 20.00                     |
| March 29, 2017                | Drs. Profetto and DiValentino          | Practice Management session                        | Edgewater Manor, Stoney Creek        | \$ -                 | \$ 18.20                     |
| April 23-25, 2017             | CASPR                                  | Canadian Association of Staff Physician Recruiters | Windsor, Ontario                     | \$ 1,500             | \$ 1,164.83                  |
| May 31, 2017                  | HFHT                                   | Hamilton FHT AGM                                   | Warplane Heritage Museum             | \$ 20.00             | \$ 15.00                     |
| July 13, 2017                 | OMA                                    | Retirement Planning Seminar                        | Sheraton                             | \$ 20.00             | \$ -                         |
| September 2017                | Hamilton Health Sciences               | Full department meeting - introduce new physicians | David Braley Health Sciences Centre  | \$ 20.00             |                              |
| September 2017                | Dept. of Family Medicine               | Resident Day                                       | David Braley Health Sciences Centre  | \$ 20.00             |                              |
| October 19, 2017              | Hamilton Family Health Team            | Succession Planning Presentation                   | HFHT office - 123 James St. North    | \$ 20.00             |                              |
| November 2017                 | College of Family Physicians of Canada | Family Medicine Forum                              | Montreal Convention Centre, Montreal | \$ 5,500.00          | \$ 1,558.89                  |
| November 2017                 | Ontario College of Family Physicians   | Annual Scientific Assembly                         | Toronto                              | \$ 2,600.00          |                              |
| <b>TOTAL CONFERENCE COSTS</b> |  |  |                                      | <b>\$ 9,830.00</b>   | <b>\$ 2,817.92</b>           |



## Summary of Survey Results January 2017

Sent to 135 New Family Physicians, 62 Responses (46% response rate):

1. 63% graduates of McMaster
2. 72% live in Hamilton
3. Only 5% work somewhere else in addition to Hamilton
4. 48% in a rostered model and 57% in the FHT
5. Top 3 reasons why they practice here: liked the size of the City, support and guidance by Jane Walker, good schools
6. 96% happy practicing here
7. 93% introduced to their practice by me
8. 98% said I was extremely (82.4%) or very helpful and professional
9. 98% would recommend me to a colleague

### Comments

Jane was always a consummate professional in all my interactions with her. She was knowledgeable, personable, flexible, reasonable and an absolute pleasure to work with.

Outstanding service and professionally!!!

Jane was extremely helpful during my job search. She is very approachable and I felt comfortable with her right away. She has continued to support me as I settle into practice.

Jane is always approachable  
We need help from people like her for support

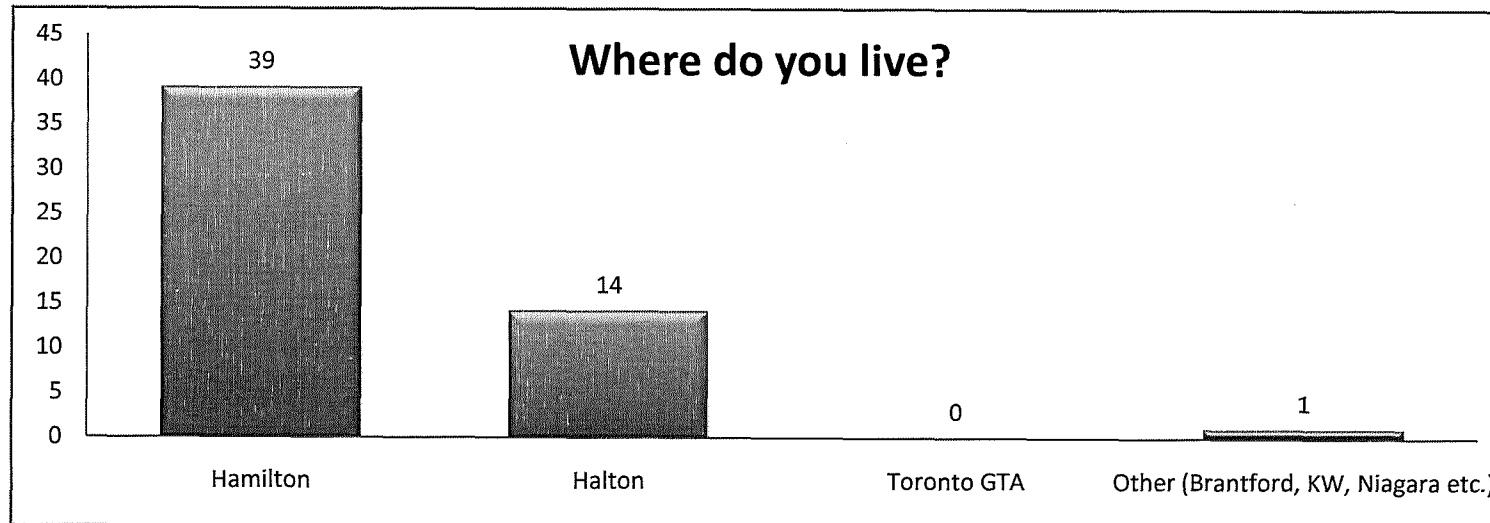
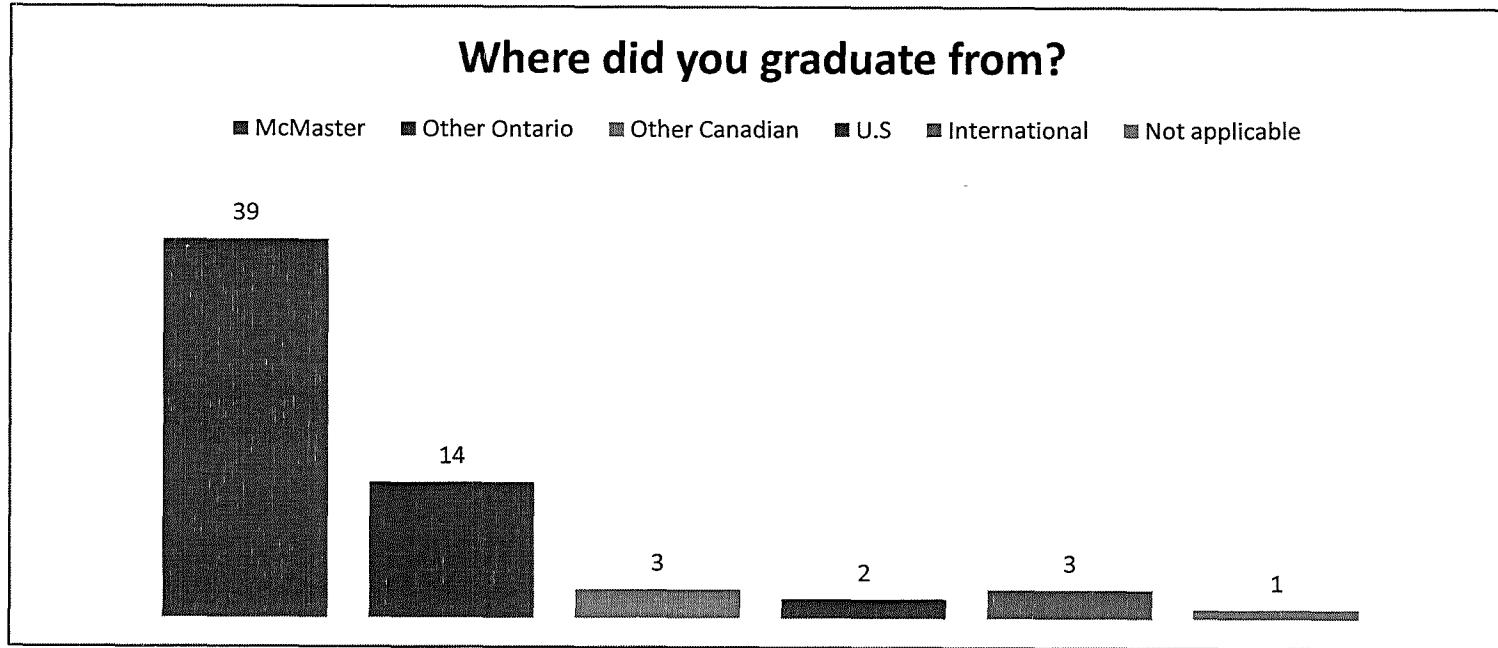
Excellent work Jane. Keep it up and thanks for doing what you do.

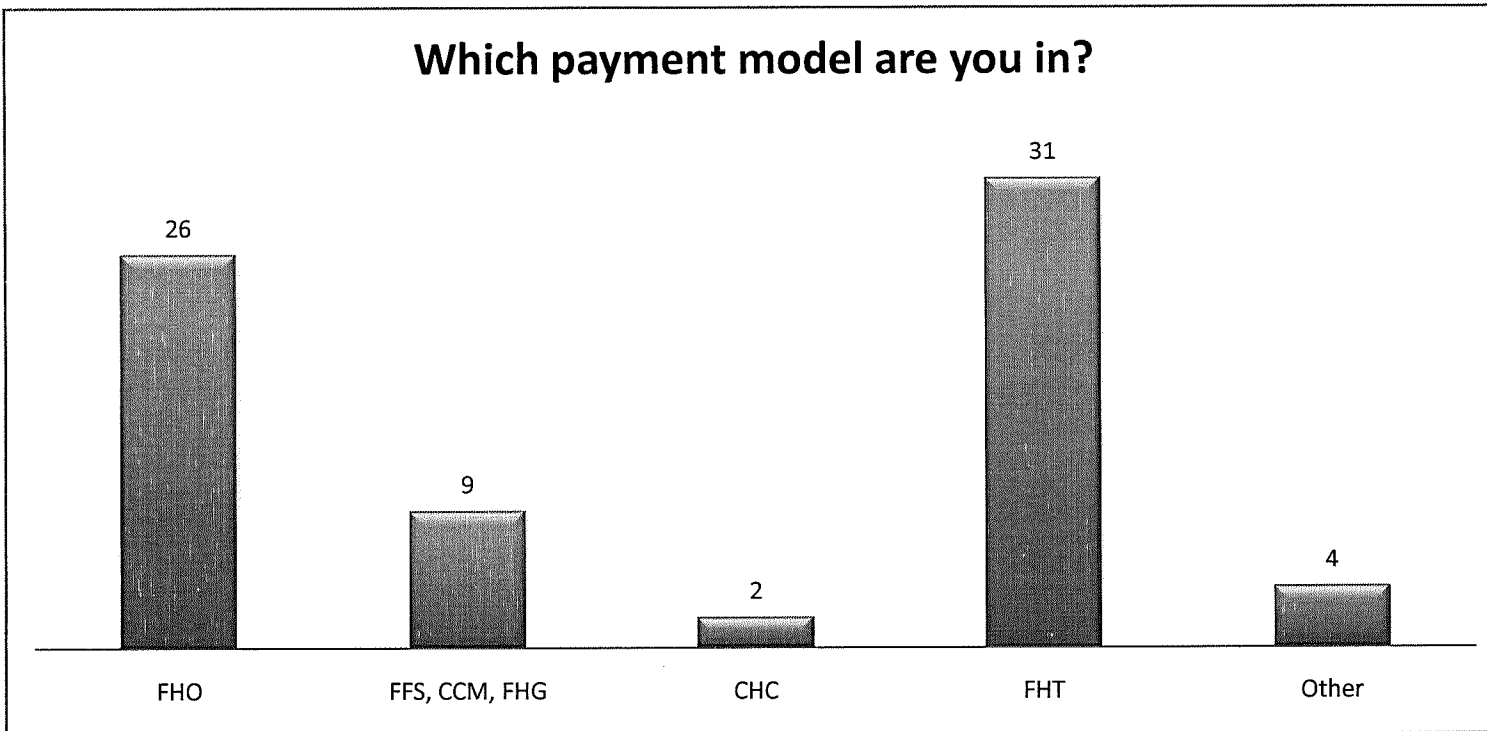
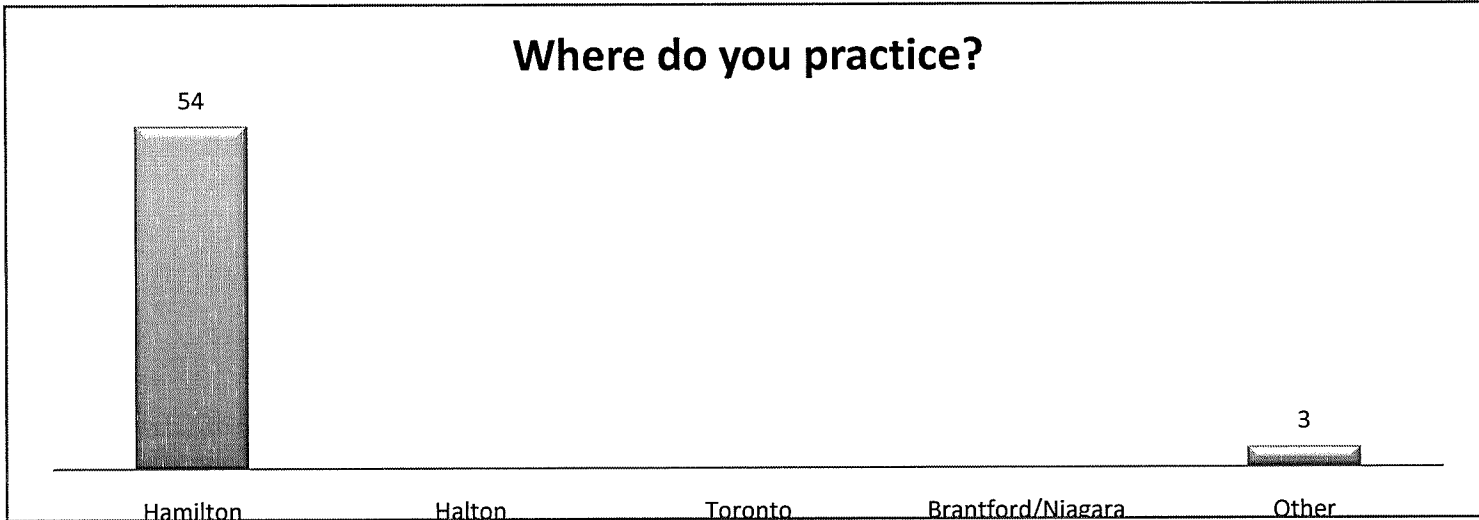
Jane Walker is an irreplaceable great physician recruitment specialist

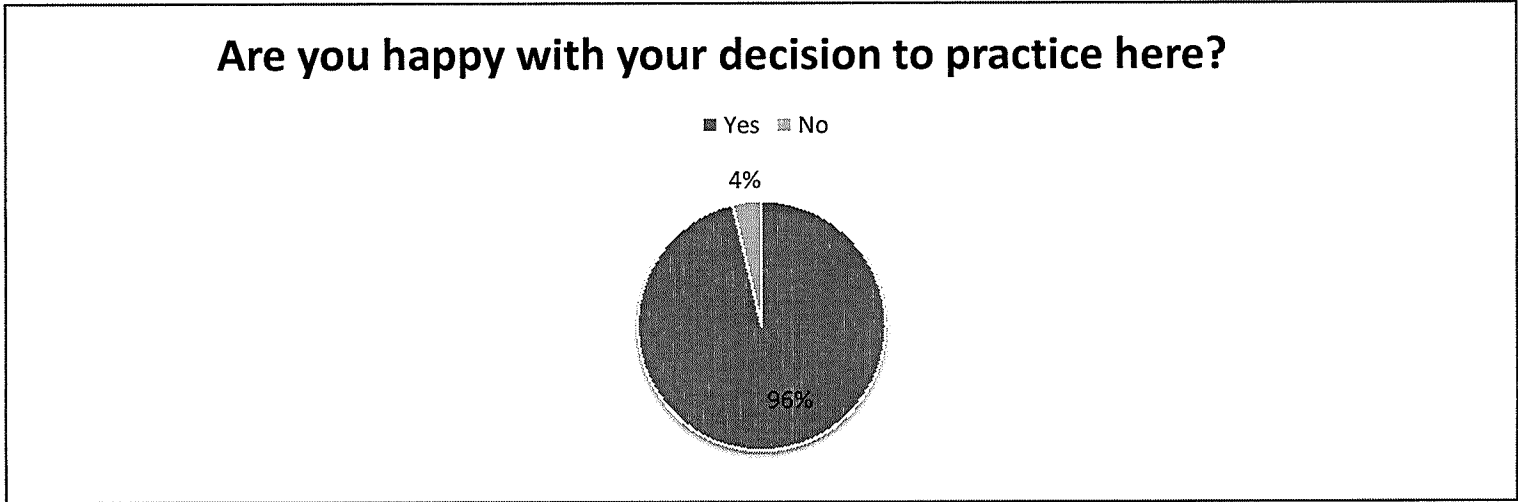
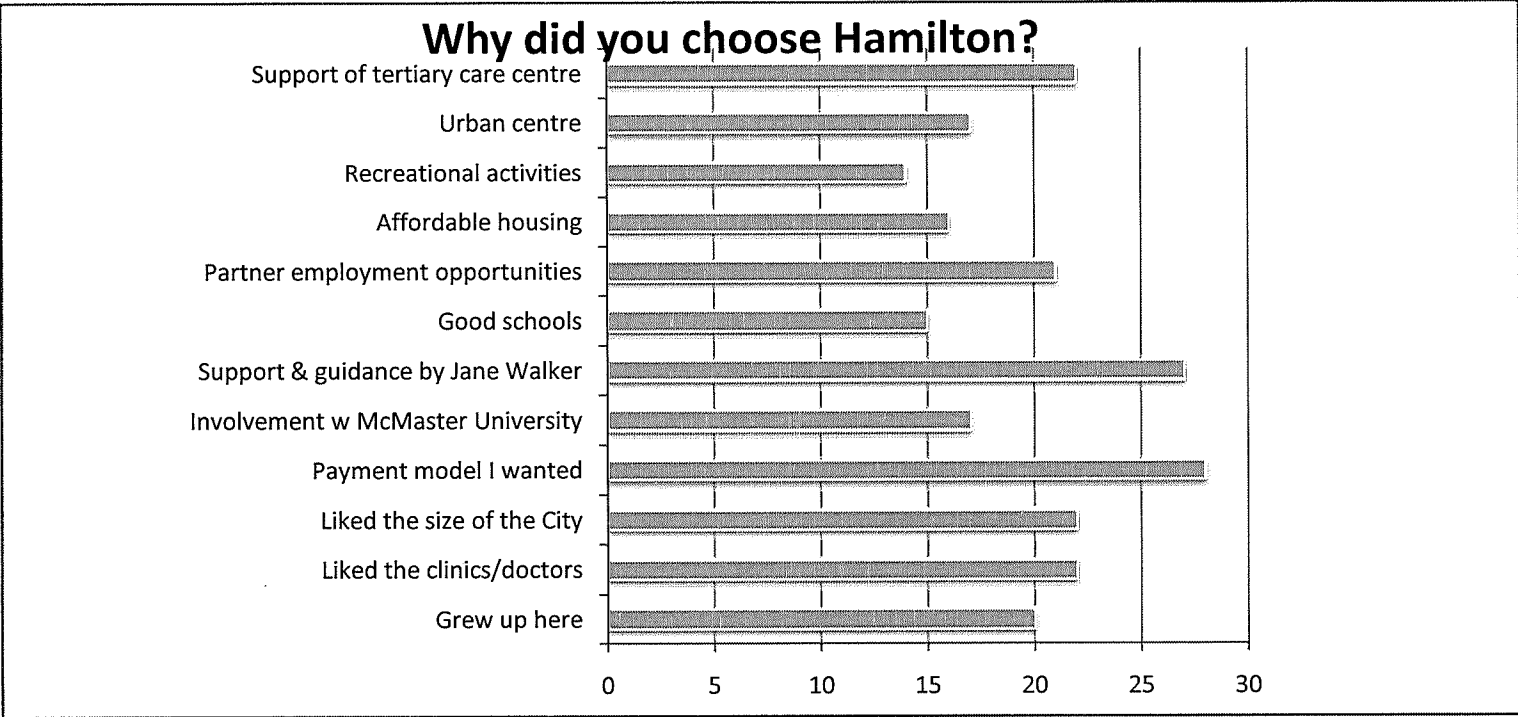
Jane is a fantastic resource for new physicians and I have truly appreciated her support and advice in starting practice and transitioning to my own practice in Hamilton.

I am a career locum and rely on Jane regularly for leads

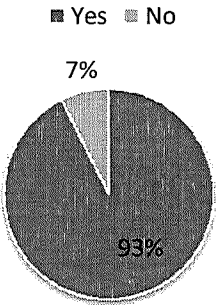
### 2017 Survey of New Physicians in Hamilton



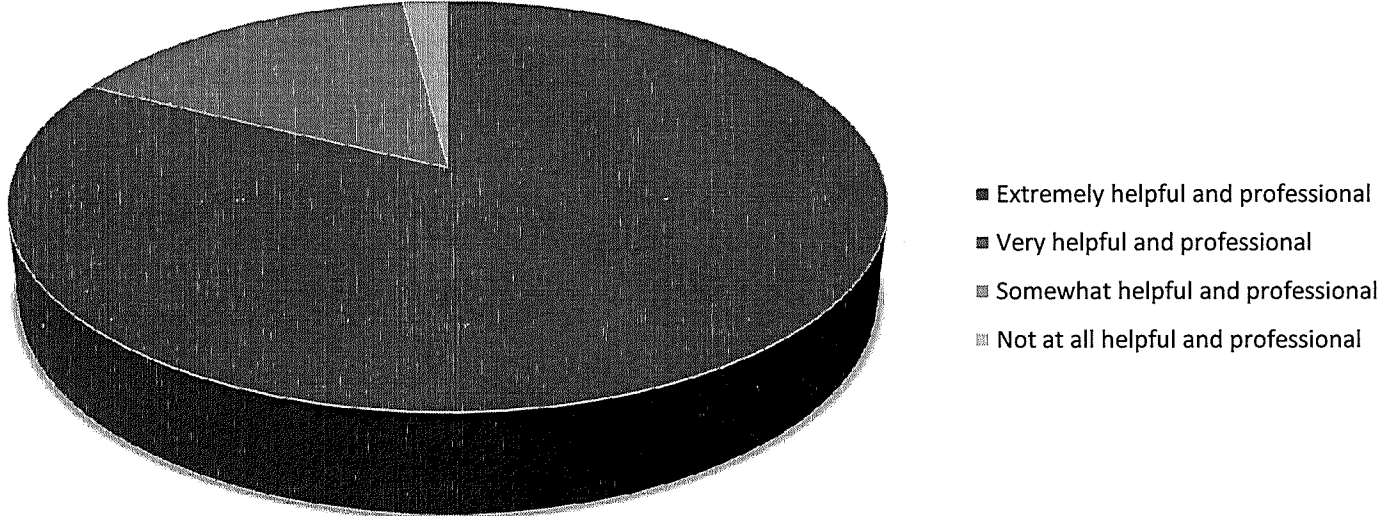




### Did you meet or work with Jane Walker in choosing a practice?

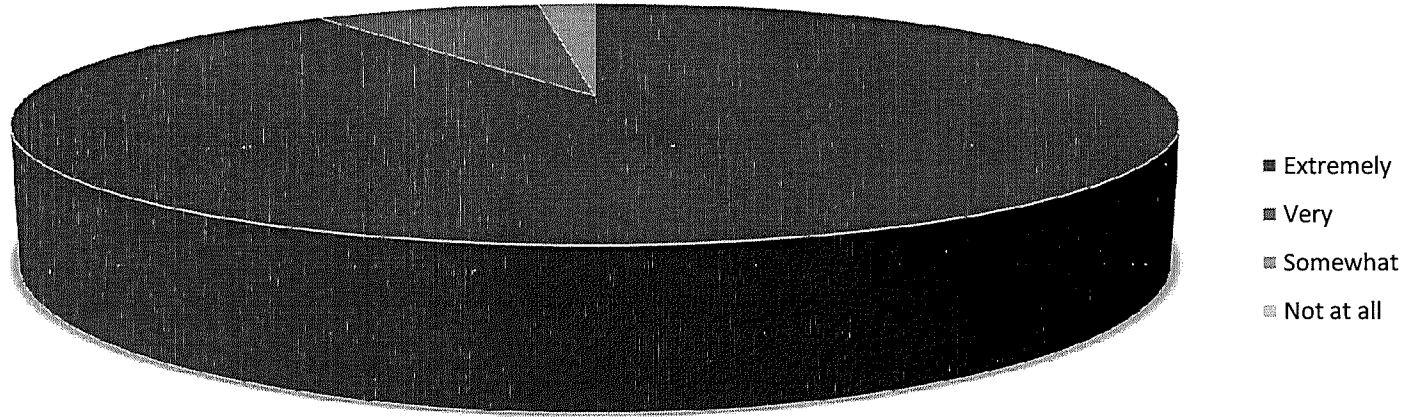


### Did you find Jane helpful and professional?





### How likely are you to recommend Jane?



**Comments:**

Jane was always a consummate professional in all my interactions with her. She was knowledgeable, personable, flexible, reasonable and an absolute pleasure to work with.

Outstanding service and professionally!!!

Jane was extremely helpful during my job search. She is very approachable and I felt comfortable with her right away. She has continued to support me as I settle into practice.

Jane is always approachable

We need help from people like her for support

Excellent work Jane. Keep it up and thanks for doing what you do.

Jane Walker is an irreplaceable great physician recruitment specialist

Jane is a fantastic resource for new physicians and I have truly appreciated her support and advice in starting practice and transitioning to my own practice in Hamilton.

I am a career locum and rely on Jane regularly for leads



## Terms of Reference (Updated September 12, 2017)

**Official Name:**

***Physician Recruitment & Retention Steering Committee***

**Purpose:**

The Physician Recruitment & Retention Steering Committee was formed in 2002 to address the critical shortage of family physicians in the City of Hamilton. The economic well-being of the city is intricately linked with the health of its' people and this committee recognizes that family physicians are one of the cornerstones of the health care system. The first Physician Recruitment Specialist was hired November 23, 2004 to develop and implement the strategic plan.

**Members/Composition:**

1. A representative from The Hamilton Academy of Medicine (preferably a family physician)
2. A representative from The Hamilton Chamber of Commerce
3. 4. 5. Three City of Hamilton Councillors
6. The Mayor of the City of Hamilton
7. A representative from the Department of Family Medicine, McMaster University
8. **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. These two individuals should sit on the Working Group.

**Term of Membership:**

Minimum of two years with members preferably retiring from the group on a rotating basis to ensure continuity and to capture experience.

**Formation Details:**

To be updated annually.

To be accessible, to review and to provide support and guidance to the Physician Recruitment Specialist on issues including performance, budget, funding, conferences/events, contracts, economic climate, Ministry and OMA policies, and local factors influencing and challenging physician recruitment.

**Deliverables:**

To put forward reports and make recommendations to the Board of Health.

**Resources and Budget:**

In 2017, revenue is \$190,000 with an annual expense budget of \$190,000.

**Governance:**

Quorum is 4 ~~(four)~~ 5 **(five)** out of 8 (eight) members. Voting for acceptance of minutes, budgets, reports.

**Communications:**

Meetings are held in-person at City Hall and organized by the current Legislative Assistant ~~Coordinator~~. Meetings are organized at least one month in advance with materials for the meeting distributed two weeks prior.

**Relationship with Working Group**

The Steering Committee is responsible for providing the overall direction for Physician Recruitment & Retention. They are updated by the Working Group.

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Prepared by Jane Walker August 18, 2017. Amended September 12, 2017 by the PR&R Steering Committee