



**WORKING GROUP  
OF THE  
PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE  
MINUTES 19-002**

Monday, October 7, 2019 at 1:00 p.m.  
Room 222, 2<sup>nd</sup> Floor  
Hamilton City Hall  
71 Main Street West, Hamilton

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**Present:** Dr. Dennis DiValentino (Vice-Chair), Mr. Keanin Loomis, and Dr. Sarah Kinzie

**Absent with Regrets:** Councillor T. Whitehead (Chair) - Personal

**Also Present:** Lora Fontana, Executive Director, Human Resources and Organizational Development  
Paul Johnson, General Manager, Healthy and Safe Communities  
Karen Leslie, Acting Manager, Finance and Administration  
Dr. Elizabeth Richardson, Medical Officer of Health  
Mike Zegarac, General Manager, Finance and Corporate Services  
Tamara Bates, Legislative Coordinator  
Jane Walker, Director, Physician Recruitment & Retention

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**1. APPROVAL OF AGENDA (Item 2)**

**(Loomis/Kinzie)**

That the agenda for the October 7, 2019 meeting, be approved.

**CARRIED**

**2. DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 4)**

4.1 May 23, 2019

**(Kinzie/Loomis)**

That the minutes of the May 23, 2018, be approved.

**CARRIED**

4.2 April 23, 2019

**(Kinzie/Loomis)**

That the minutes of the April 23, 2019, be received.

**CARRIED**

**4. DISCUSSION ITEMS (Item 10)**

**(i) Physician Recruitment and Retention Program and Staff (Item 10.1)**

- (a) Physician Recruitment and Retention Program and Staff (Item 10.1(a))
- (b) Physician Recruitment Coordinator Job Description (Item 10.1(b))

**(ii) Comparators for Position of Director, Physician Recruitment (Item 10.2)**

- (a) Recruiter Position Comparators (Item 10.2(a))
- (b) Job Descriptions from other Municipalities (10.2(b))
  - 1. Halton (Item 10.2(b)(a))
  - 2. Niagara (Item 10.2(b)(b))

The Working Group discussed these items together.

Jane Walker provided the Working Group with an updated version of the information respecting the responsibilities and necessary skillset for the position of Director, Physician Recruitment.

Members discussed stewardship of the program and of information gathered to assist the program staff.

The Director, Physician Recruitment is paid by the Hamilton Chamber of Commerce, but the payroll is funded by the City of Hamilton annually through capital funding. The program is operated through the partnership of the City, the Chamber of Commerce, and the Hamilton Academy of Medicine. The terms of the partnership are closely linked to the terms of the Director's contract, such that the partnership is renewed along with the contract. It was emphasized that if the City were to adopt the program, and the position, Human Resources would have to advise Council on details of the partnership as a whole and specifically related to partnership commitments, budget, and so on. It was noted that historically, the hospitals have been willing to enter into multi-year contracts, but are becoming increasingly reticent to make capital commitments further than they can forecast.

Members heard that the position is very much self-directed, and should continue to be so, but some increased oversight is needed. A discussion will be needed to determine whether the position would still be able to function as it has been to date if it had to follow all the rules and regulations required by the City. It was noted that the needs of the position (and by extension of the program) and the requirements of the City, might not be conducive to a good fit. Some physician recruitment roles are not within the municipality, because the municipality may not be the best place for that position.

Members heard that there have been a number of discussions over the years about the Director, Physician Recruitment position becoming a position within the City. At the time the program was started, it was felt that physician recruitment was primarily a concern of the Chamber of Commerce.

It was suggested that the Family Health Team may be an appropriate place for the position to be housed in the future, but today the Family Health Team represents approximately 60 of Hamilton's 300 doctors. Other partnerships can and should be explored. The introduction of the Ontario Health Team must also be considered.

Members discussed the need to fill the Director, Physician Recruitment in the short term. As it stands, the program will be unstaffed by mid December 2019 for a one-year period. It was estimated that it would take approximately six months to train a new person to take on the role. At the suggestion of hiring an agency to fill the recruitment role in the short term, members heard that this could be possible, but it is anticipated that it would be very difficult to find an agency that has this capacity. Members heard that there may be some private firms that could assist in short term, but they would have a very different focus than what is required for the position.

In response to questions related to leaving the position vacant for the year, members heard that the danger is losing the relationship building aspect of the role, meaning there will not be an opportunity to build relationships with new graduates. The ability to keep track of who is retiring and where the holes will be as a result will also be hampered if the role is left vacant. A large number of physicians are retiring in 2020 and those would be lost and the City would fall below its quota if the recruitment position were to remain vacant for the next year.

The members agreed that there is not enough time to make any changes to the position; it would take some time to evaluate the pros and cons of bringing the position into the City, to identify any new partners, and to

implement any changes. The focus right now must be on filling the role in the short term.

It was suggested that the best way to find a suitable replacement in the short term would be to use the available networks to identify someone who has the appropriate qualifications.

Members asked Jane to put together some information about the immediate, short-term needs of the program to bring to the next meeting. Jane can also make inquiries within her network to identify potential candidates.

**5. PRIVATE AND CONFIDENTIAL**

**(Loomis/Kinzie)**

That the Working Group of the Physician Recruitment and Retention Steering Committee move into Closed Session to discuss Item 10.1(a), pursuant to Section 8.1, Sub-section (b) of the City's Procedural By-law 18-270, and Section 239(2), Sub-section (b) 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.

**CARRIED**

**6. ADJOURNMENT**

**(Loomis/Kinzie)**

That there being no other business, the Working Group of the Physician Recruitment and Retention Steering Committee, be adjourned at 2:38 p.m.

**CARRIED**

Respectfully submitted,

Dr. Dennis DiValentino  
Vice-Chair, Working Group of the Physician  
Recruitment and Retention Steering Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk