

**Appendix B to Working Group of the Physician Recruitment and Retention
Steering Committee Report 22-001
2(a)(i)**

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

Updated - January 19, 2022

Includes Actuals up to November 30, 2021.

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

In-kind contributions

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

Note

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

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

Run Date: 14Dec2021

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

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

-452,074.85
(8,368.09)

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



KEY PERFORMANCE INDICATORS

YEAR TO YEAR

to November 30, 2021

FAMILY PHYSICIANS						
Year	New Contacts	New Recruits	New Recruits Perm vs. Locum		Retained	Total Family Physicians
2005 - Year 2	37	17	Perm -	12	1	345
			Locum -	5		
2006 - Year 3	42	17	Perm -	13	5	341
			Locum -	4		
2007 - Year 4	79	19	Perm -	11	3	340
			Locum -	8		
2008 - Year 5	110	20	Perm -	12	1	331
			Locum -	8		
2009 - Year 6	97	18	Perm -	8	1	332
			Locum -	10		
2010 - Year 7	100	19	Perm -	12	1	345
			Locum -	7		
2011 - Year 8	141	26	Perm -	19	7	349
			Locum -	7		
2012 - Year 9	93	29	Perm -	22	7	365
			Locum -	7		
2013 - Year 10	82	24	Perm -	19	1	367
			Locum -	5		
2014 - Year 11	98	20	Perm -	15	17	352
			Locum -	5		
2015 - Year 12	122	24	Perm -	13	10	351
			Locum -	11		
2016 - Year 13	68	20	Perm -	14	24	346
			Locum -	6		
2017 - Year 14	46	27	Perm -	20	18	351
			Locum -	7		
2018 - Year 15	114	25	Perm -	17	25	348
			Locum -	8		
2019 - Year 16	88	31	Perm -	20	30	351
			Locum -	11		
2020 - Year 17	36	27	Perm -	12	11	357
			Locum -	15		
2021 - Year 18	54	49	Perm -	28	17	364
			Locum -	20		
GRAND TOTAL	1407	412			179	

Total Permanent Family Physicians Recruited = 267

Total Locum Family Physicians Recruited = 144



MOVEMENT OF PHYSICIANS IN 2021 (Year 18)

expected to November 30, 2021

updated Apr 22, 2021

Not Confirmed
FHT Practice

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

HFHT
Not Finalized

MCMT
CHC

Permanent													
First Name	Last Name	Start date	FT/PT	Practice Name/Details	Practice Address	Location	Practice Type	FHT	IMG	University	Residency	Newly Activated	
Abeer	Abu-Almaali	1-Dec-20	FT	Hamilton Care Medical Centre	969 Upper Ottawa St, Suite 11	Hamilton Mountain	Group	N	Y	International	International	y	
Pasqual	Candia	1-Dec-20	PT	Compass Community Health (CHC)	438 Hughson St. N	Hamilton	CHC	N	Y	International	McMaster	y	
Rita	Ghobrial	1-Dec-20	FT	Centre de Santé Communautaire (Hamilton/Niagara CHC)	1320 Barton St. E	Hamilton	CHC	N	Y	International	International	y	
Saina	Imtiaz	1-Dec-20	FT	Compass Community Health (CHC)	438 Hughson St. N	Hamilton	CHC	N	Y	International	International	y	
Christine	Vu	1-Jan-21	FT	Ancaster FHO	326 Wilson St E	Ancaster	Group	Y	Y	International	McMaster	y	
Benjamin	Reitzel	1-Jan-21	PT	MCI	340 York Blvd, Suite 200	Hamilton	Solo	N	N	Northern Ontario	Dalhousie	y	
Avman	Soliman	1-Jan-21	FT	Daniel's Medical	1394 Upper Gage Ave. Unit 7	Hamilton Mountain	Solo	N	Y	International	International	y	
Vishwara Singh	Rathod	1-Jan-21	FT	Parkdale Medical Centre (Dr. Timarac)	132 Parkdale Ave S	Hamilton	Solo	N	Y	International	International	y	
Victor	Ohonbamu	1-Jan-21	FT	Wellington Medical Clinic	90 Wellington St N	Hamilton	Solo	N	Y	International	International	y	
Saied	Tadros	1-Jan-21	FT	MarCare Clinic	1481 Main St. W	Hamilton	Solo	N	Y	International	International	y	
Omemine	Atse	15-Jan-21	FT	Nadia's Medical Clinic	625 Greenhill Ave	Hamilton	Solo	N	Y	International	International	y	
Marwan	Matti	1-Feb-21	FT	Fletcher Medical Clinic	1962 Rymal Rd E	Hamilton Mountain	Solo	N	Y	International	International	y	
Danielle	West	1-Mar-21	FT	Hamilton Community Health Centre	414 Victoria Ave N	Hamilton	Group	Y	N	McMaster	McMaster	n	
Ameer	Al Shammas	1-Apr-21	FT	Main East Medical Clinic (Dr. Awad)	685 Main St. E	Hamilton	Solo	N	Y	International	International	y	
Balal	Lone	1-Apr-21	FT	Stoney Creek & Mountain PCN (Dr. Damji)	60 Centennial Pkwy S	Stoney Creek	Solo	Y	N	McMaster	McMaster	n	
Devon	Alfon	1-Apr-21	FT	Dr. Beverly Elden	1 Young Street	Hamilton	Solo	Y	N	U of T	McMaster	n	
Gelschew	Mazonga	1-Jun-21	FT	Ottawa-Sherman FHO	1039 Upper James Street	Hamilton Mountain	Solo	N	Y	International	Queens	y	
Ninh	Tran	1-Jul-21	PT	Locke Street Medical Clinic	206 Locke Street South	Hamilton	Solo	N	Y	Queens	McMaster	y	
Mimitha	Puthupampal	1-Jul-21	FT	Harvard Health Group (Dr. Lamb)	801 Mohawk Road W Suite 202	Hamilton Mountain	Group	Y	N	Memorial University	McMaster	y	
Brendan	Singh	1-Jul-21	FT	Dr. Brittany Julian	631 Queenston Rd., Suite 205	Hamilton	Solo	Y	N	McMaster	McMaster	y	
Omotunde	Shittu	1-Aug-21	FT	Locke Street Medical Clinic	206 Locke Street South	Hamilton	Solo	N	Y	International	International	y	
Diana	Dregeosc	1-Sep-21	FT	Limeridge Medical Centre (Dr. Morris)	849 Upper Wentworth St. Suite 203	Hamilton Mountain	Group	Y	Y	International	International	n	
Leslie	Hutchings	1-Sep-21	FT	Dr. Leslie Solomon	801 Mohawk Rd W	Hamilton Mountain	Group	Y	N	McMaster	McMaster	y	
Rebecca	Stallwood	8-Sep-21	PT	Compass Community Health (CHC)	438 Hughson St. N	Hamilton	CHC	N	N	U of Ottawa	U of Ottawa	y	
David	Rashael	1-Oct-21	FT	Harvard Health Group (Dr. Nathanson)	801 Mohawk Road W Suite 203	Hamilton Mountain	Group	Y	N	U of T	U of T	n	
Theresa	Kozminski	1-Oct-21	FT	East Waterdown Medical Centre	419 Dundas Street East, Units 11 & 12	Waterdown	Group	N	N	U of T	U of Ottawa	y	
Ravi	Khemraj	1-Nov-21	FT	Southmount FHO (New Spot)	35 Upper Centennial Parkway	Stoney Creek	Group	N	Y	International	International	y	
Tiffany	Chow	1-Nov-21	FT	Southmount FHO (New Spot)	35 Upper Centennial Parkway	Stoney Creek	Group	N	N	U of T	McMaster	y	

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

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

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

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



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

Prepared by Brad van den Heuvel
November 30, 2021

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

Run Date: 06Jun2022

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

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

-525,086.13
(9,970.08)

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



KEY PERFORMANCE INDICATORS

YEAR TO YEAR
to Aug 19, 2022

FAMILY PHYSICIANS						
Year	New Contacts	New Recruits	New Recruits Perm vs. Locum		Retained	Total Family Physicians
2005 - Year 2	37	17	Perm -	12	1	345
			Locum -	5		
2006 - Year 3	42	17	Perm -	13	5	341
			Locum -	4		
2007 - Year 4	79	19	Perm -	11	3	340
			Locum -	8		
2008 - Year 5	110	20	Perm -	12	1	331
			Locum -	8		
2009 - Year 6	97	18	Perm -	8	1	332
			Locum -	10		
2010 - Year 7	100	19	Perm -	12	1	345
			Locum -	7		
2011 - Year 8	141	26	Perm -	19	7	349
			Locum -	7		
2012 - Year 9	93	29	Perm -	22	7	365
			Locum -	7		
2013 - Year 10	82	24	Perm -	19	1	367
			Locum -	5		
2014 - Year 11	98	20	Perm -	15	17	352
			Locum -	5		
2015 - Year 12	122	24	Perm -	13	10	351
			Locum -	11		
2016 - Year 13	68	20	Perm -	14	24	346
			Locum -	6		
2017 - Year 14	46	27	Perm -	20	18	351
			Locum -	7		
2018 - Year 15	114	25	Perm -	17	25	348
			Locum -	8		
2019 - Year 16	88	31	Perm -	20	30	351
			Locum -	11		
2020 - Year 17	36	27	Perm -	12	11	357
			Locum -	15		
2021 - Year 18	54	49	Perm -	28	17	364
			Locum -	20		
2022 - Year 19 (YTD as of June 30, 2022)	37	46	Perm -	23	17	364
			Locum -	23		
GRAND TOTAL	1444	458			196	

Total Permanent Family Physicians Recruited = 290

Total Locum Family Physicians Recruited = 167



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

Not Confirmed	MPP
HFHT Practice	Student Wellness

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

To November 30, 2022:

Retired	8	100%
Total	8	100%

Permanent												
First Name	Last Name	Start date	FT/ PT	Practice Name/Details	Practice Address	Location	Group/ Solo	FHT	IMG	University	Residency	Newly Activated
Thomas	Johnson	1-Jan-22	FT	The Med Collective	675 Rymal Rd E	Hamilton (Mountain)	Solo	N	N	McMaster	Not Listed	y
Iris	Alavaia	1-Jan-22	PT	Chafford- 500 Medical Center	3055 Homestead Drive	Mount Hope (Glennbrook)	Solo	N	Y	International	International	y
David	Lam	1-Jan-22	FT	Dr. David Lam Family Practice	1051 Garner Road West	Ancaster	Solo	N	Y	International	International	y
Grace	Franchetto	1-Jan-22	FT	Dermatology Centre	102-862 Concession St	Hamilton (Mountain)	Solo	N	N	McMaster	McMaster	y
Stephan	Walls	1-Jan-22	FT	Ottawa-Sherman FHO	700 Main St. E	Hamilton	Group	Y	Y	International	NDSM	y
Ady	Awad	1-Jan-22	FT	Wilson FHO	130 Wilson St.	Hamilton	Group	N	Y	International	International	y
Keve	Shah	1-Jan-22	FT	Stonewhurch Family Health Centre	1475 Upper Ottawa Street	Hamilton (Mountain)	Group	Y	N	McMaster	McMaster	y
Blanca	Naeeni	1-Jan-22	FT	Professional Arts Building (Dr. Helena Boutin)	323 Wilson St. E. Suite 205	Ancaster	Group	N	N	U of Ottawa	Western	y
Amir	Yousif	1-Jan-22	FT	Innovations FHO (Dr. Rick Black)	770 Mohawk Road W	Hamilton (Mountain)	Solo	Y	N	U of Ottawa	McMaster	y
Stella	Ouandipe	3-Jan-22	FT	UCM Medical Clinic	724 Mohawk Road E	Hamilton (Mountain)	Solo	N	Y	International	International	y
Elizabeth	Liao	1-Feb-22	FT	Waterdown Family Medicine Clinic FHO (Dr. Greiner)	95 Hamilton St. N. Unit 1	Waterdown	Group	N	N	U of T	McMaster	y
Reza	Yashini	1-Feb-22	FT	Wadvana FHO	1050 Upper Gage Ave. Unit 3	Hamilton (Mountain)	Group	N	Y	International	Queens	y
Neelima	Hoy	1-Feb-22	FT	Wintersburg FHO	710 Gage St. E	Ancaster	Group	N	N	U of T	McMaster	y
Stefan	Kegel	7-Feb-22	FT	Infrared FHO	737 Golf Links Rd. Unit 6A	Ancaster	Group	Y	N	U of T	McMaster	y
Dina	Al Abdulwahid	1-Mar-22	FT	Fletcher FHG (New Physician)	1962 Rymal Rd E	Hamilton (Mountain)	Group	N	Y	International	International	y
Arielle	Schneider	1-Apr-22	FT	Southwest Family Health (Dr. Lauren Cameron)	309 James St. South	Hamilton	Group	Y	N	U of Saskatchewan	McMaster	n
Bhupinder (Paul)	Khaper	1-Apr-22	FT	Wadvana FHO	1015 Golf Links Rd. Unit 2	Ancaster	Group	N	Y	International	International	y
Shaarifa	Raza	1-Apr-22	FT	Wintersburg FHO	206-325 Wintersburg Dr	Stoney Creek	Group	N	Y	International	International	y
Mohamed	Abdurafiq	1-May-22	FT	Core FHO (Dr. Merv Pritz)	646 James St N, Suite 102	Hamilton	Group	Y	Y	International	International	y
Issam	Obeid	1-May-22	FT	Parkside Dundas FHO (new FHO)	145 Hamilton St. N. Unit E2	Waterdown	Group	N	Y	International	International	y
Joyti	Bhardwaj	1-May-22	FT	Parkside Dundas FHO (new FHO)	145 Hamilton St. N. Unit E2	Waterdown	Group	N	Y	International	International	y
Kunal	Jaocuwani	1-Jul-22	FT	Parkside Dundas FHO (new FHO)	288 Dundas St E	Waterdown	Solo	N	Y	International	U of T	y
Dylan	Demarco	25-Jul-22	FT	Southmount FHO (new spot)	35 Upper Centennial Parkway	Stoney Creek	Group	N	N	International	Ottawa	y

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

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

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

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



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

Prepared by Brad van den Heuvel
June 30, 2022

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

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

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

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