



Hamilton

**PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE  
REPORT 22-002**

**Friday, August 5, 2022**

**10:00 a.m.**

**City Hall**

**71 Main Street West, Hamilton**

---

**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

---

**THE PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE  
PRESENTS REPORT 22-002 AND RESPECTFULLY RECOMMENDS:**

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

- (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 to Physician Recruitment and Retention Steering Committee Report 22-002, 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 Physician Recruitment and Retention Steering Committee Report 22-002, be approved.

**FOR INFORMATION:**

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

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

The agenda for the August 5, 2022 meeting of the Physician Recruitment and Retention Steering Committee was approved, as presented.

**(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)**

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

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

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.

**(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.

The following Minutes of the Working Group of the Physician Recruitment and Retention Steering Committee, were 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))

(f) DISCUSSION ITEMS (Item 10)

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

- (a) Item 1 of the Working Group of the Physician Recruitment and Retention Steering Committee Report 22-001, was 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) Appendices B (Item 2) and C (Item 3) to the Working Group of the Recruitment and Retention Steering Committee Report 22-001, were renamed Appendices C and D respectively.

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.

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

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

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

Respectfully Submitted,

Marie Nash, Chair  
Physician Recruitment and



Retention Steering Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk