

HEALTH RECRUITMENT PARTNERSHIP COMMITTEE

VIA ZOOM

MAY 1, 2023

8:30 a.m. The meeting convened with Councillor Baldwin-Sands, Chair, presiding.

ATTENDANCE

Members

Councillor L. Baldwin-Sands, City of St. Thomas
Councillor J. Couckuyt, County of Elgin
Councillor G. Jones, County of Elgin
Councillor T. McCaulley, City of St. Thomas
Dr. K. Scott, Family Physician

Officials

Sandra Datars Bere, City Manager, City of St. Thomas
Cheryl Fish, Health Recruiter
Taylor Mooney, Strategic Initiatives Manager, City of St. Thomas
Matt Smale, Legislative Services Coordinator, City of St. Thomas

Regrets

A. DeVries, St. Thomas Elgin Home Builders Association
Dr. C. Egbujuo, Family Physician
S. Nolan, St. Thomas Elgin General Hospital

DISCLOSURES OF INTEREST

Nil.

MINUTES

Motion by Councillor Jones - Couckuyt:

THAT: The minutes of the April 3, 2023 meeting be confirmed.

Carried.

NEW BUSINESS

Activity Report and Recruitment Projects - Health Recruiter - Appendix "A"

Ms. Fish provided an overview of activities and recruitment projects for April 2023.

Ms. Fish advised that she had been researching membership in the "Society of Rural Physicians of Canada" and would provide further information on the implications of membership at a future meeting.

The members discussed the advantages and disadvantages of different practice models and which models new physicians were likely to prefer.

Ms. Fish advised that the St. Thomas Elgin General Hospital had opened applications for its annual summer bursary program and that Elgin-St. Thomas residents studying out of country were eligible to apply.

Discovery Week Preparation and Events - May 29th to June 1st, 2023

The members discussed possible activities the Partnership could host as part of Discovery Week including a coffee tasting, historic walking tours, scavenger hunt and outdoor activities at a conservation area.

The City Manager advised that administration would provide a welcome presentation to participants.

CONFIRMED _____ CHAIR

HEALTH RECRUITMENT PARTNERSHIP COMMITTEE - 2

Discovery Healthcare Camp - July 10th to 14th, 2023

The members discussed the Committee's role in the Discovery Healthcare Camp offered through the Schulich School of Medicine and Dentistry.

The City Manager advised that she and the Health Recruiter would meet with camp organizers to finalize details in the near future.

The members discussed the importance of connecting with local secondary schools through guidance counsellors and social media.

Report - Job Description for Health Recruitment Partnership Recruiter - Appendix "B"

The members discussed the terms included in the proposed job description.

The City Manager advised that should the Committee approve the description, the position could be posted in May, followed by interviews in June.

Motion by Dr. Scott - Councillor Jones:

THAT: The Health Recruitment Partnership Recruiter job description report be received for information.

Carried.

Motion by Councillor Couckuyt - McCaulley:

THAT: The job description be approved for use in the upcoming recruitment process.

Carried.

Family Physician Interview

Dr. Scott advised that she had recently interviewed with CTV News London, The Aylmer Express and MyFM regarding family physician shortages and the amount of administrative work required by physicians.

The members discussed efficiencies and increased access to services offered in a team based setting.

Dr. Scott advised that on average, a family physician could spend up to 19 hours on administrative tasks.

UNFINISHED BUSINESS

Physician Recruitment and "Wait List" Website Costs

Feedback from Physicians Involved in the Health Recruitment Program

The City Manager advised that the feedback provided by local physicians would be continuously updated.

NEXT MEETING

The next meeting is scheduled for June 5, 2023.

ADJOURNMENT

9:13 a.m. The meeting adjourned.

St. Thomas-Elgin Recruitment Committee

Update Report

April 2023

Activities:

- 1) I did some research on an organization "Society of Rural Physicians of Canada" (SRPC) as I was given to understand they were having a conference in Niagara Falls from April 20-22nd. I enquired about a sponsorship and an exhibit booth, however the conference was full. I have obtained their membership rates, sponsorship rates and requested that I be placed on their mailing list. With a membership comes a newsletter, the ability to place ads for practice opportunities and hands on education for Physicians, N.P.'s, Residents and Medical Students. They also offer a Mentorship Program and a free membership to Medical Students. I have passed along the link and information about this organization to our scholarship recipients and will bring forward additional info to our committee about a possible membership for the HRP once I begin to receive information from being on their mailing list. More info to follow.
- 2) Sheri Nolan & Cindy Bratt from the East Elgin Family Health Team (EEFHT) and I had our first meeting to start preparing for "Discovery Week 2023" which is scheduled to take place from **May 29th to June 1st. 2023**. If you have suggestions for events or evening activities which you feel would be of interest to our 1st year medical students attending this event, please feel free to reach out to me as I would appreciate any ideas and assistance that you can offer. We are hosting 11 students this year and we are planning on some of the usual activities that have been a great success in the past. ie. Dinner at G.T's in Port Stanley on **Tuesday May 30th**, Eat Drink and Create at the Art Gallery on the Thursday evening. We are open and flexible and always looking for other activities for the other 2 evening so we can continue to highlight all the great attractions available in Elgin County. Please mark your calendar for this week as further information will be available as activities are confirmed.
- 3) I'm pleased to advise that both Councillor Jack Couckuyt and Councillor Tara McCaulley received their orientation in April as new committee members to the HRP. I hope they found the information that I shared with them to be informative and helpful as they contribute to the goal of Recruiting and Retaining Primary Care Physicians for Elgin County.
- 4) Sandra Data Beres and I met with Cindy Bratt the Executive Director of the East Elgin Family Health Team on April 11th to discuss and confirm the Incentive grants that EEFHT have received through the HRP program in the past. We also discussed and clarified the existing criteria for how the grant is to be used. Cindy reviewed with us her physicians recruitment and retention challenges at the present time and shared with us some suggestions from her experience with grants in the past what might be included if the HRP committee was to move forward with making changes to the criteria with this program. We assured Cindy that her recruitment needs

are high on the priority list and we will continue our efforts to work with her to fill the immediate opportunities and continue to assist her with building her team in the future.

- 5) On April 12th I had a very informative conversation with Stephanie Nevins the Executive Director for the Ingersoll Nurse Practitioner Led Clinic (NPLC). Stephanie shared with me her experience with running an NPLC and provided a great deal of advice on preparing an “Expression of Interest” as to what the focus and content the document should contain. This info was summarized and provided to Sandra at our meeting on April 19th. Sandra has reached out to Deanna Hugget the Executive Director for the Elgin Ontario Health Team. Deanna has suggested that further discussion should take place and that meeting dates will be arranged in the very near future. We are looking forward to having ongoing discussions and the opportunity to share ideas on how this endeavor might move forward.
- 6) On April 13th I met with Wendell Graves in his new temporary position to bring him up to date on the past recruitment efforts, any changes which have taken place and to recap the discussions I’ve had with his predecessor.
- 7) I attended the ST. Thomas-Elgin Medical Associations (STEMA) Dinner on April 22 ND. As in the past STEMA provided a complimentary dinner invitation to a Resident and guest that had expressed an interest in practice opportunities available in Elgin County. This year the Resident was Dr. Julie Graham from Aylmer who completes her Residency in June 2023 and her guest was Carly Simpson a Nurse Practitioner that Julie had worked with for many years.

As you may recall from March’s update report Sandra and I had met with Dr. Keeler the President of STEMA to review many items and during that conversation we asked if STEMA would consider inviting a couple of our Scholarship recipient to attend this event as it would be a great opportunity for them to network with our existing Physicians and Specialists which could potentially lead to a mentorship developing. Dr. Keeler opened up the event so our Scholarship/ Medical Students could attend. The HRP committee offered to redirect the funds they normally provide for door prizes to cover the cost for two of our Scholarship recipients to attend. Daniel Black and Brandon Brower were able to attend that evening and had a great opportunity to enjoy a fabulous dinner while being introduced to many of our local physicians. The Scholarship/ Medical Students also got the opportunity throughout the event and over dinner to ask Dr. Julie Graham many questions and she very happily shared her experience and offered suggestions on decisions they will encounter as they pursue their medical training. It was a great evening with lots of networking and relationship building which is the foundation of the HRP committee.

- 8) On April 20th I received a copy of the 2023 Summer Medical Bursary Opportunity for First and Second Year Medical Students being offered by the St. Thomas Elgin General Hospital (STEGH). I have sent this document on to our Scholarship recipients in 1st & 2 ND years with the hopes they will apply. If you know of someone who might be interested please feel free to forward this

information to them. I have also sent this info onto the Students who are attending Medical School outside of Canada just in case their curriculum in 1 st and 2nd year provided them with the summer off from classes and if their plans happen to include being home this summer.

- 9) I have reached out to 5 Residents doing their placement at STEGH with the initial email offering to arrange a telephone conversation to discuss the clinical practice opportunities available now and what will be coming in the near future. I'm looking forward to speaking with them.
- 10) I appreciate being provided with the opportunity to review the proposed revision to the Health Recruiter's job description and I'm pleased to see some of the changes that will be incorporated into this position. I was able to suggest some additional items to be included and I provided them to Sandra.
- 11) Many thanks to Lori Baldwin Sands who will be sharing with me the contact information for a physician who is currently practicing out of country, however is interested in finding a practice opportunity in Elgin County. I'm looking forward to receiving their contact information and following up with them to see if we have an opportunity they are interested in finding out more about.

Submitted by: Cheryl Fish- Health Recruiter.

May 1, 2023

Report to: Committee Members
Health Recruitment Partnership (HRP), Elgin St. Thomas

Subject: **Job Description for HRP Recruiter**

Recommendation:

That the Report on the proposed job description for the HRP Recruiter be received for information; and

That the job description be approved for use in the upcoming recruitment process.

Background:

The HRP recruiter recruitment committee met in April to review and update the job description for the recruiter. A draft job description has been finalized for review and is attached.

Some highlights for consideration:

Role of recruiter – Current role of the recruiter was confirmed and has been expanded to include creating a comprehensive marketing plan for the initiative, increasing engagement with prospective physicians and their families during community visits and developing and managing administrative activities including the program budget. Responsibilities have been organized in three areas: **Program Development and Marketing, Customer Services and Communications and Finance and Program Administration.**

Qualifications and Required Knowledge, Skills and Competencies – The description has been revised and updated to provide additional information and to more clearly define the expertise that will be sought for the position.

Nature of Appointment – The position continues to be a part time contract role, although hours of work per week have been increased to maximum of 20 hours per week, for a maximum of 900 hours per annum.

This will impact the overall HPR budget and if approved by the HRP, these increased costs will be recommended to Elgin County and City of St. Thomas as part of the future operating budget processes.

Insurance and contract termination requirements have been updated. The incumbent will be required to maintain their own cell phone, computer and internet access.

Salary has been proposed as \$39 per hour and mileage and per diem (meal costs) are applicable to the position.

General Comments:

The proposed job description and requisite details are presented for the Committee's review, discussion and as desired, amendment. Once finalized, the recruitment subcommittee will move forward to implement recruitment processes. The new recruiter is expected to be in place later in 2023, providing an opportunity for an effective transition between the current recruiter and the new incumbent.

Respectfully submitted,



Julie Gonyou
CAO, Elgin County



Sandra Datars Bere
City Manager, City of St. Thomas

Elgin St. Thomas Health Recruitment Partnership

Health Recruiter Position (part-time contract position)

OVERVIEW:

Working collaboratively with the Elgin St. Thomas Health Recruitment Partnership committee, Elgin County and the City of St. Thomas, the Health Recruiter will lead activities which will result in the recruitment of family physicians and other health care professionals to the Elgin County community.

OVERVIEW OF DUTIES / RESPONSIBILITIES:

Under the general direction of the City Manager (City of St. Thomas) and the Chief Administrative Officer (County of Elgin) and the Health Recruitment Partnership Committee, the position will perform duties as follows:

Program Development and Marketing:

- Acts as the program ambassador for the Elgin St. Thomas Health Recruitment Program, demonstrating a full understanding and familiarity with the community.
- Implements all program activities ensuring attention to diversity and inclusion.
- Collaborates with various medical leaders and community stakeholders to identify and addresses specific physician human resource needs to develop recruitment strategies and evaluates current practices.
- Maintains current knowledge of best practices and benchmarks relevant to physician recruitment and retention through membership with the Canadian Association of Staff Physician Recruiters
- Develops and maintains a marketing plan including pertinent online and print materials, trade show displays, advertising, and other initiatives based on established recruitment priorities.
- Develops an annual calendar of recruitment activities and events.
- Creates and assembles all recruitment information and resource packages for provision to possible medical candidates that are seeking to establish medical practices within the community
- Plans and attends annual physician retention events, conferences, job fairs, and physician recruitment opportunity events.
- Collaborates with community partners to maintain extensive knowledge of community resources including schools, spousal employment opportunities and cultural supports.
- Maintains contacts and statistical information of potential recruits.
- Leads and works in partnership with other stakeholders to support special community initiatives including Medical Discovery Week.

- Supports the development and implementation of the annual Scholarship program for medical students from the community. Recruits and liaises with applicants and award winners. Maintains tracking information on eligible applicants and recipients.
- Prepares and submits monthly program and activities updates to the HRP Committee for review and discussion.
- Makes presentations to County and City Council and other stakeholder groups and organizations throughout the community.
- Recommends opportunities and initiatives that would be beneficial for the Partnership.

Customer Services and Communications:

- Promotes the community through site visits for physicians and their families
- Communicates directly with all candidates and related stakeholders, sharing information on the community, opportunities, and information about the program.
- Manages, prepares and plans customized site visits including all meetings as appropriate with administrative and medical staff, spousal employment options, community tours, daycare and school tours, real estate exploration, as well as social events during the visit.
- Follows up with physicians following site visits to ascertain feedback and discuss next steps in the recruitment process.
- Assists in orientation of new physicians and identifying barriers to retention.
- Establishes contact and engagement mechanisms between incentive program participants and with other medical professionals in the community. Liaises with educational institutions and provincial government stakeholders.
- Liaises with media contacts and provide press materials as approved by the Health Recruitment Partnership committee. Creates media releases for distribution.

Finance and Program Administration:

- Develops an annual budget for the Health Recruitment Partnership program for the Committee's approval, based on the contributions of the partner municipalities and other funding agencies.
- Tracks expenses related to the day-to-day operations of the recruitment program, ensuring adherence to the approved annual budget.
- Maintains and updates a database of community physicians and prospective opportunities for recruitment
- Provides program and financial reports to the Committee on at least a 1/4ly basis, demonstrating year-to-date expenses and projections for remainder of year.
- Submits monthly activity summary and invoice (s) for payment of services
- Identifies and seeks Committee support for expenditures not previously approved, as funds may be available.
- Conducts orientation with new committee members.
- Monitors and responds to correspondence and enquiries.
- Ensures adherence to City of St. Thomas policies and procedures.

QUALIFICATIONS:

- Minimum Bachelor's degree in related field, College Diploma in Administration / Business from a post-secondary institute with Canadian accreditation or its equivalent in knowledge and experience with at least 5 years of progressive senior administrative experience with professional medical staff
- Comprehensive knowledge of health care recruitment
- Strong organizational and negotiation skills
- Analytical capacity to monitor a budget, to compile and summarize data and research
- Excellent communication skills and ability to develop comprehensive reports for committee, stakeholder and Council presentations
- Understanding of relevant health care related legislation
- Administrative expertise in use of computers, web-based systems and other IT resources
- Willingness to travel and available to work outside of normal business hours
- Valid Ontario Drivers License and Access to a vehicle

REQUIRED KNOWLEDGE, SKILLS and COMPETENCIES:

- Knowledge of Health Force Ontario and Ministry of Health procedures related to physician recruitment and retention.
- Knowledge of the demands placed upon family practice physicians, considering the unique circumstances surrounding the delivery of primary care in a rural setting
- Knowledge of government regulations and health care administration
- Knowledge of current best practices on office procedures, Employment Standards Act, WHMIS, Personal Health Information Protection Act, and Occupational Health and Safety Act
- Strong knowledge of recruitment and retention techniques and practices
- Sound knowledge and ability to create and implement marketing campaigns directed towards the recruitment of physicians
- Ability to maintain strict confidentiality and privacy
- Demonstrated understanding and ability to support inclusivity in practices and in working with diverse populations
- Advanced computer system skills with the ability to prepare various documents, reports and marketing materials
- Written and verbal communication skills to communicate effectively
- Professional communication and presentation skills, including face-to-face, email, telephone and video conference
- Ability to complete several concurrent tasks in an organized and timely fashion within an established timeline

NATURE OF APPOINTMENT

The position is a part-time contract position, and the Health Recruiter will work as an independent contractor in the provision of their services to the Health Partnership Committee. The incumbent will provide up to a maximum of 20 hours of service per week, to a maximum of 900 hours per annum.

The incumbent will be required to provide proof of contractor liability and errors and omissions insurance, consistent with the City's requirements.

APPOINTMENT TERMINATION PROVISIONS

The contract may be terminated at any point, by mutual consent, or by either party, with a minimum of 60 days' notice.

INVOICING

The recruiter will submit invoices for payment of contract hours and other program related costs, consistent with the approved budget, on a monthly basis, to the City of St. Thomas.

COMPENSATION:

\$39 per hour

TRAVEL AND TRAINING COVERAGE:

\$.61 per kilometer will be provided for work related travel. Per diem costs for meals will be provided as required, consistent with the City's current policy.

Supports for training/conference will be discussed with the HRP Committee and City Manager/ County CAO.

CELL PHONE / INTERNET SERVICE

The incumbent will be expected to have and arrange their own internet and cellular coverage and will receive a stipend of \$50 per month (proposed) towards cellular and internet costs.