

**HEALTH RECRUITMENT PARTNERSHIP COMMITTEE**

**VIA ZOOM**

**DECEMBER 4, 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  
A. DeVries, St. Thomas Elgin Home Builders Association  
Dr. C. Egbujuo, Family Physician (Departed at 9:13 a.m.)  
Dr. K. Scott, Family Physician

Officials

Sandra Datars Bere, City Manager, City of St. Thomas  
Don Shropshire, C.A.O., County of Elgin  
Cheryl Fish, Health Recruiter  
Uzo Ajogwu, Health Recruiter  
T. Mooney, Strategic Initiatives Manager  
Matt Smale, Legislative Services Coordinator, City of St. Thomas

Regrets

S. Nolan, St. Thomas Elgin General Hospital

**DISCLOSURES OF INTEREST**

Nil.

**MINUTES**

Motion by Councillor Jones - Couckuyt:

THAT: The minutes of the November 6, 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 November 2023 and advised that the Home for the Holidays luncheon is scheduled for December 24th, 2023.

**NEW BUSINESS**

Report - Proposed Health Recruitment Partnership Terms of Reference / Mandate Review Appendix "B"

The members inquired how long a review may take.

The City Manager advised that a review scope and schedule could be provided for the members' consideration at a future meeting.

The members discussed the importance of engaging stakeholders and clarifying mandates as part of the review process.

Motion by Councillor McCaulley - Couckuyt:

THAT: The report on a proposed Terms of Reference/ Mandate Review for the Health Recruitment Partnership be received for information; and further,

CONFIRMED\_\_\_\_\_CHAIR

## **HEALTH RECRUITMENT PARTNERSHIP COMMITTEE - 2**

THAT: Approval be granted for a Terms of Reference / Mandate Review to be initiated and that a report back on future activities be provided to the HRP at a future meeting.

Carried.

### **UNFINISHED BUSINESS**

#### **CLOSED SESSION**

Motion by Dr. Egbujuo - Councillor Couckuyt:

THAT: This meeting be closed to deal with two personal matters about an identifiable individual and two matters of financial or labour relations information, supplied in confidence to the municipality which if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons or organization at 8:45 a.m.

Carried.

#### **OPEN SESSION**

Motion by Councillor Jones - Couckuyt:

THAT: We do now rise from closed session at 9:40 a.m.

Carried.

#### **NEXT MEETING**

The next meeting is scheduled for January 8, 2024.

#### **ADJOURNMENT**

9:42 a.m. The meeting adjourned.

St. Thomas-Elgin Recruitment Committee

Update Report

November 2023

Activities:

- 1) On October 30<sup>th</sup> Sheri Nolan and I attended the Schulich School of Medicine workshop to review the survey results., provide input and share our experience as participants in both the Discovery Week Program for 1<sup>st</sup> year medical students and Discovery Health Care Camp. One hundred and fifty-seven (157) high school students went to various camps in Ontario. We were asked for feedback on our experience as hosts and to share any suggestions for changes that would help to make the program better for both the hosts and the participants. Many thanks to Daniel Black who was the Captain for the Health Care Camp and did an excellent job. Schulich will be looking for hosts next year for the camp either Week I from July 8-12, 2024, or Week II July 15-19<sup>th</sup>, 2024. We were the only Municipality that provided sponsorship and I reported that we would be working on developing a criterion to help formalize this process for future participation. We were asked to share our criteria program with Schulich once it's developed. Schulich will be working on developing marketing strategies for next year which will include more involvement by guidance counselors for all high schools & non-profit youth organizations to highlight a few. Registration will open in March.
- 2) I was pleased to have a more active roll in the development of the HRP budget for 2024 and extremely pleased to see that several of my suggestions were incorporated and approved.
- 3) I continue to track and stay in touch with local students attending medical school both in and outside of Canada. I'm glad the HRP committee revised the criteria to allow local students attending medical school outside of Canada to apply and I'm sure we will have several more applications for the scholarship program this year. Plans are underway for the "Home for the Holiday" lunch which is tentatively scheduled to take place on **Friday December 29<sup>th</sup>, 2023**. We are still working on confirming the venue and menu. A sub committee is reviewing the 8 applications which closed on Nov. 27<sup>th</sup> and notices will be going out to successful applicants.
- 4) The first Wednesday of each month a zoom meeting is held with the members of the Southern Ontario Physician Recruitment Alliance (SOPRA). As you may recall from last month's report, we have joined this Alliance with 14 other southwestern Ontario recruiters to focus on international recruitment. The Recruiters who attended the Dublin event advised they received 70 leads. There are 34 recruitment events that Alliance members can attend and everyone who is a member will have representation at an event when a southwestern member attends. We have been asked to sign up for 2 international events before the end of the year. One sponsorship has been received and the other two look very positive. The major project being undertaken at this time is to produce a data bank where contacts from these events can be entered and shared

with all alliance members. Members have been asked to allocate some of their time to work on setting up this system. More info will be available in the new year.

- 5) This month I'm very pleased with the number of contacts I was able to make. I sent emails to 22 Residents at McMaster advising of our opportunities and followed up with 8 Residents who came to our booth at the Recruitment fair which took place on Sept. 26<sup>th</sup>. I reached out to 5 Residents doing their placement at STEGH and I met with a physician who trained in Pakistan & is now living in St. Thomas and is trying to get into a Residency program to complete her training so she can practice here in Ontario. I'm also working with a new grad who is waiting for her CPSO license, her parents live in Elgin County. Also, in November I contacted 2 of our existing physicians for an update on how things are going. I also introduced 2 local individuals to each other. One is a past scholarship recipient and will be considering a practice opportunity in a couple of years and the other is an international trained physician who is completing her Residency in the U.S. next year. Although they will finish at different times, they are both interested in investigating options for them to work together in a family medicine clinic. I will continue to stay in touch with them and share all opportunities for them to consider.
- 6) In November I followed up with two past Scholarship recipients for an update on how their training or practice is going. They are both doing additional training, one in Respiriology and the other in Infectious diseases. It will be some time before they are able to consider returning to Elgin County.
- 7) I'm pleased to advise that on November 20<sup>th</sup> Uzo Ajogwu joined us as the new Recruiter for the City and County. We will be working together for the next little while as part of her orientation and onboarding. We are setting up meetings with Committee members, colleagues, leads of the FHO's, FHT's & CHC's over the next few weeks. I'm looking forward to working with Uzo and sharing with her the successes and the programs we have in place to assist with recruiting family physicians for Elgin County.
- 8) It was suggested that we make one more effort to reach out to the Contractors who did not respond to the initial request from Angela DeVries and the Home Builders Association regarding the "Discount to Build" incentive for new physicians as part of a community engagement opportunity. As reported last month we have 4 contractors who have expressed an interest and are working on providing a document to outline their proposal. I sent a follow up email to the other 7 contractors reminding them of this opportunity and asking for their response by the end of the month. More info will be ready to present to the HRP in the new year.
- 9) In December, please hold the date of **Dec. 29<sup>th</sup>** for the "Home for the Holiday." Lunch for presentation of the Scholarship awards. In the new year we will be attending the McMaster Recruitment fair on January 15<sup>th</sup>.

Happy Holidays to everyone!

Submitted by: Cheryl Fish-Health Recruiter-City of St. Thomas-County of Elgin

**December 4, 2023**

**Report to: Health Recruitment Partnership (HRP) Committee**

**Subject: Proposed HRP Terms of Reference / Mandate Review**

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**Recommendation:**

**That:** The report on a proposed Terms of Reference/ Mandate Review for the Health Recruitment Partnership be received for information; and

**That:** Approval be granted for a Terms of Reference / Mandate Review to be initiated and that a report back on future activities be provided to the HRP at a future meeting.

**Report:**

In 2007, the Health Recruitment Partnership recruitment initiative was launched through the collaborative efforts of Elgin County, the St. Thomas Elgin General Hospital and the City of St. Thomas. Since that time, the HRP, now comprised of the original partners, a representative from the St. Thomas Elgin Home Builders Association and primary care physicians, and supported by a contracted recruiter and County and City Staff, has successfully maintained the initiative. Thirty five (35) grant agreements have been established, supporting 36 physicians and 1 nurse practitioner for a total of \$1, 123,280 in municipal grant funding.

A copy of City Council's report on the initiative from 2007 is attached for reference. It is recognized that the HRP is established as a committee of the City of St. Thomas, which maintains the administrative responsibilities for the initiative. Both Elgin County and the City provide funding to support the initiative, obtaining approval through their annual operating budget processes.

Since the implementation of this initiative over 16 years ago, much has changed about the local Elgin St. Thomas community, with a growth in population, increasing needs for medical practitioners and greater recruitment challenges. There have also been suggestions about proposed revisions to incentive offerings including consideration of additional funding and / or other incentive opportunities to increase or augment the current program.

As a result, it is recommended that the HRP undertake a Terms of Reference / Mandate Review.

Items to be considered and reviewed may include:

- Initiative and Committee Composition
- Initiative Mandate and Governance
- Terms of Reference of the Initiative and the Committee
- Roles and Responsibilities of HRP members
- Incentive Grant Funding – including amount, applicant eligibility, eligible uses of funding
- Other Services/ initiatives offered by HRP – ie. scholarships, summer camp and Discovery camp activities
- Any other items deemed relevant to a review of the initiative.

Over the next period of time, the HRP recruiter, Uzo Ajogwu with the assistance of Cheryl Fish, will work with the City and County to develop a project plan for the review. The City Clerk's office, as the party with legislative responsibility for this initiative, will also be involved. Engagement with key community stakeholders, research into recruitment programs in other municipalities and discussion with incentive recipients are some of the ways that will be used to gather information.

The HRP committee will be actively involved and updated frequently over the period of the review. The activities are expected to be initiated with recommendations for HRP consideration to be provided by Fall 2024.

**Funding:**

Funds will be identified from within the HRP budget to support this review. As needed, some additional municipal funding may also be identified.

HRP approval for a Terms of Reference / Mandate Review is requested.

Respectfully submitted,



Sandra Datars Bere  
City Manager



Corporation of the  
**City of St. Thomas**

Report No.  
CC-33-07

File No.

**Directed to:** Chairman T. Shackelton and Members of the Finance and Administration Committee

**Date**  
September 5, 2007

**Department:** City Clerks Department

**Prepared By:** Wendell Graves, City Clerk

**Attachment**  
St. Thomas – Elgin Medical Recruitment Partnership Proposal  
Correspondence from P. Collins, St. Thomas Elgin General Hospital dated August 30, 2007.

**Subject:** Health Recruitment Partnership

**Recommendation:**

THAT: Report CC-33-07 be received for information, and further,

THAT: Council endorse a two year medical recruitment partnership with the City of St. Thomas, the County of Elgin, the St. Thomas - Elgin General Hospital and the local development community, as outlined in Schedule "A " to Report CC-00-07, and further,

**Background:**

On June 14, 2007 Mayor Barwick and the City Clerk were invited to attend a meeting at the St. Thomas Elgin General Hospital to discuss the possibility of forming a City – County wide medical professional recruitment partnership in an effort to coordinate health recruitment across the region and to position the area to attract health professionals.

Subsequent to the initial meeting a second meeting was held and the local development community (Home Builders Association) was invited to attend as it was felt that the development community has a direct interest to ensure the area has a good compliment of health professionals in order to attract new families into the area.

As a result of the two initial meetings to discuss a potential partnership, the attached brief has been prepared providing details about a potential partnership.

**Key elements to consider in relation to a potential partnership are:**

- A governance Committee would be established to oversee the recruitment activities composed of representatives from each of the stakeholder groups.
- A health professional recruiter would be hired
- This initiative would be establish as a two year pilot program
- Annual budget estimates have been defined as \$130,000 for the partnership
- Estimated costs to the City for the balance of 2007 are \$9,500

Respectfully,

W. Graves, City Clerk

**Reviewed By:** Treasury Env Services Planning City Clerk Comm Services Other

## **ST. THOMAS – ELGIN MEDICAL RECRUITMENT PARTNERSHIP PROPOSAL**

The need to attract medical professionals, especially family physicians, for the St. Thomas / Elgin area is an ongoing concern.

In the past recruitment efforts have been undertaken in a variety of forms including direct recruitment efforts through the hospital, part-time efforts by individuals such as Dr. Don Lawrence and a host of localized efforts across the County particularly in East and West Elgin.

Through some analysis medical staff at the hospital have observed the fact that a significant percentage of patients using the emergency services at the hospital are orphans in terms of not having a family doctor. Further, it is estimated that 14 family doctors are required to meet the needs of the St. Thomas – Elgin County area. To add urgency to this matter, the pending retirement of existing family doctors within the County is on the horizon which would leave thousands more without a doctor.

To develop and implement a strategic plan aimed at recruiting medical practitioners a partnership is being proposed with the City of St. Thomas, the County of Elgin and the St. Thomas Elgin General Hospital. The cornerstone of this recruitment process will be the retention of a recruitment officer.

In addition, as the provision of family physicians is an important quality of life issue to attract families, business and industry to the St. Thomas / Elgin County area a direct vested interest for the development community to participate in the recruitment process is being encouraged. Financial participation and representation from the development community is being recommended for this effort.

The importance of having a dedicated recruitment officer will provide the vehicle for specific activities to be undertaken to generate interest in the area including the Provinces annual health recruitment tour, the summer student camp, liaison with the medical school at the University of Western Ontario and most importantly, building positive relationships with prospective medical professionals who show an interest in the area.

### **KEY CONSIDERATION**

That the City of St. Thomas, the County of Elgin the St. Thomas Elgin General Hospital and the development community implement a coordinated medical recruitment effort for the St. Thomas- Elgin County area.

### **GOVERNANCE**

That the Mayor of St. Thomas, Elgin County's Warden, a Board member of the hospital and a member of the development community form a Committee mandated with the task of coordinating a health recruitment process.

### **IMMEDIATE TASKS**

1. Approval to establish the partnership.
2. Commitment to a budget allocation for **an initial two year period.**
3. Hire a recruitment officer
4. Develop two year strategic plan
5. Recruitment to be aimed at a variety of health professionals required within the St. Thomas / Elgin County area.



**APPROXIMATE ANNUAL BUDGET**

Approximate salary for recruitment officer	\$65,000 annually
Administrative / travel expenses	\$15,000 annually
Recruitment incentives*	\$50,000 annually
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	\$130,000 annual

In addition to the costs identified, there may be a need to provide some administrative support.

\* Specific recruitment incentives will be defined by the Recruitment Board but could include areas such as turn key office space, assistance in repaying students loans, provision of office medical equipment, short term housing accommodations.

**PROPOSED BUDGET ALLOCATION**

City of St. Thomas	\$48,000 (40% of municipal contribution)
County of Elgin	\$72,000 (60% of municipal contribution)
Development Community	\$10,000* (lump sum payments at beginning of each of the two years)
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Total	\$130,000

\* In addition to a financial contribution, the local Development Community is considering a proposal which would see the provision of a house for a doctor for a two or three year period as part of the incentive to recruit to the area.

**BUDGET REQUIREMENT OCTOBER – DECEMBER 2007**

Staffing	\$16,250
Administrative / travel expenses	\$ 7,500
<i>Subtotal</i>	<i>\$23,750</i>
Recruitment incentives	\$10,000 (Supported by the Development Community)
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<b>Total</b>	<b>\$33,750</b>
City of St. Thomas	\$ 9,500
County of Elgin	\$14,250
Development Community	\$10,000
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	\$33,750

**HEALTH RECRUIT OFFICE LOCATION**

Once established the Recruitment Board will have to define the office location for the Health Recruiter. While there was some initial discussion about it being located at the hospital, recent information from the Paul Collins, Hospital President, suggests that space may not be available.



30 August 2007

City of St. Thomas  
Received

SEP 05 2007

City Clerk's Dept.

Mr. Wendell Graves  
City Clerk  
City of St. Thomas  
P.O. Box 520  
St. Thomas, ON N5P 3V7

**Re: Physician Recruitment Steering Committee**

Dear Wendell,

It is very gratifying to know that the City of St. Thomas and the County of Elgin are beginning to work jointly on a strategy to address the very important issue of physician recruitment for our community. As you know, our hospital is very supportive of a community approach to this issue.

It has recently come to my attention that consideration has been given to positioning a 'physician recruiter' in office space at the hospital. I am afraid this would be very difficult as we barely have office space to accommodate our existing staff. I would encourage the county and city to find alternative office space for this position if it is available. I am happy to discuss this further if you wish to contact me.

Sincerely,

Paul Collins  
President and CEO

PC:ls

Copy: Physician Recruitment Steering Committee  
Dr. L. Teeple  
File