

Kincardine Saugeen Shores Healthcare Gap Analysis

GAP - RECRUITMENT	Current State	Desired State
Kincardine	<ul style="list-style-type: none"> - Municipal staff position combination of 21 hours per week dedicated to recruitment and retention of physicians and 14 hours a week allocated to the Clinic Manager role. The 14 hours is paid for by the Kincardine Family Health Organization (FHO). The physician recruiter being primarily based out of the Hawthorne Community Clinic has allowed for greater relationship development and a strategic alignment for a recruitment strategy. 	<ul style="list-style-type: none"> - Emergency Room \$500 stipend and for locum physicians working ER shifts in either community hospital. - The stipend could be used as a recruitment tool as well drawing those medical doctors that are completing their 3rd year of residency. Working hospital ER shifts would acclimate potential recruits to both the work and the community lifestyle. - Increased capacity towards ongoing and focused recruitment activities with the addition of an assistant position is needed to address shortfalls first in the emergency rooms and second in the clinic.
Saugeen Shores	<ul style="list-style-type: none"> - Manager of Strategic Initiatives, portfolio includes advancing strategic initiatives set my mayor and council and the CAO and including indigenous relations, advocacy, communications, and engagement. Additionally, currently supervise Economic Development and Community Development Officers and seasonal staff. - Customer Service Coordinator acts as admin support to file including the booking of condos, facility cleaning and turnover, follow-up correspondence and managing lead database 	<ul style="list-style-type: none"> - Additional resources would better support the entirety of the program including the development and execution of a marketing plan with tactics, lead generation and a CRM system to support continual follow-up and relationship building.

GAP – MARKETING AND PROMOTION	Current State	Desired State
Kincardine	<ul style="list-style-type: none"> - Marketing – Municipal budget for marketing. Materials, and space. Using video from Bruce Power. - Events – Municipal budget for attending recruitment fairs. Annually attending approximately 8 events, often sharing booths for cost efficiency. 	<ul style="list-style-type: none"> - A well-developed marketing campaign with associated tactics specifically targeted to medical students, residents and practicing physicians, nurse practitioners, physician assistants and nurses. - Well-developed digital and print promotional material / items for media placement and distribution.
Saugeen Shores	<ul style="list-style-type: none"> - Marketing – Limited to a page on the town’s website, promotional postcards and a one-page flyer to accompany the resident profile piece developed by economic Development. - Events / Tradeshow – the Town has not traditionally participated in tradeshow until this year and had limited resources to develop a program for engaging prospects on site at conferences. Trade shows are a good way to showcase the community as an opportunity for location. 	<ul style="list-style-type: none"> - Updated videos that illustrate the work/life opportunity in the lakeshore region of Bruce County. - Capacity to create a welcoming and professional exhibit booth that draws participants in and illustrates the work/life opportunity in the lakeshore region of Bruce County.

GAP – CONCIERGE SERVICES	Current State	Desired State
Kincardine	<ul style="list-style-type: none"> - Physician recruiter currently assisting with needs of physicians, hiring staff, training, visiting locums, resident physicians, and medical students. - Kincardine physician recruiter is currently onboarding new healthcare staff/physicians. 	<ul style="list-style-type: none"> - Increase capacity of concierge services to ensure newly recruited physicians are transitioned into practice seamlessly. - One point of contact to help with transitioning both work and home. Examples include contacts for real estate, daycare, dentist, finding dog sitter, accommodations etc. In addition to interfacing with the Ministry of Health on administrative details and other practice associated matters.
Saugeen Shores	<ul style="list-style-type: none"> - Physicians manage everything they do from seeing patients to hiring staff, training, processing payments and handling local system gaps - Docs also manage their own locums, residents, and students - If not managed, causes family challenges and burnout - There currently is no onboarding program or process in place. 	

GAP – BRICKS AND MORTAR / SPACE	Current State	Desired State
Kincardine	<ul style="list-style-type: none"> - Municipal owned. Space for 13 FHO physicians. Family Health Team, space is full. Lease on hospital property is until 2103. 	<ul style="list-style-type: none"> - More clinic space to accommodate growing communities.
Saugeen Shores	<ul style="list-style-type: none"> - 2 municipally owned clinics, an FHN in Port Elgin and a FHO in Southampton. The FHN is at capacity with 7 doctors. There is a possibility for 2 more if the doctors are willing to share space. There are 5 at the Southampton location, which is also at capacity unless doctors are willing to co-locate. 2 doctors operate out of their own building which they own. 	<ul style="list-style-type: none"> - Public – private build and leasing arrangements between private ownership and doctors, instead of the municipality acting as landlord.