



THE CORPORATION OF THE MUNICIPALITY OF KINCARDINE

Subject: Physician Recruitment Program Review Update

Report Number: CAO's-2021-09

Meeting Date: Monday, March 8, 2021

Recommendation:

THAT the Council of the Municipality of Kincardine approve the Physician Recruitment Agreement with Saugeen Shores and Bruce Power;

AND FURTHER THAT Council give the Physician Recruitment Ad-hoc Committee the authority to develop the framework for the one-year physician recruitment pilot program with a shared physician Recruiter/Clinic Manager position with the Kincardine Physicians Group.

Date to be considered by Council: Monday, March 8, 2021

Report Summary:

The Physician Recruitment Ad-hoc Committee has had discussions with the Kincardine Physician's Group and Bruce Power regarding physician recruitment. The Physician's Group put forth a proposal to the Committee to combine the Clinic Manager and Physician Recruiter portfolios for a one-year period. The Town of Saugeen Shores was subsequently brought into discussions by the CAO to come to a mutually agreed upon arrangement. Following these discussions, it is recommended that the Physician Recruitment Agreement with Bruce Power and the Town of Saugeen Shores be approved by Council and that the Ad-hoc Committee be granted the authority to work out details of the one-year pilot program.

Origin: Follow-up to October 26, 2020, and December 14, 2020 reports to Council and November 2, 2020 motion to establish a Physician Recruitment Ad-hoc Committee to discuss physician recruitment.

Existing Policy: Memorandum of Understanding with Bruce Power and the Town of Saugeen Shores and authorizing By-Law 2015-062.

Background/Analysis:

Following the motion to establish an ad-hoc committee to discuss physician recruitment, the Committee has had discussions with Bruce Power and the Kincardine Physician's Group (KPG) regarding a path forward for physician recruitment. The discussions have focused on a proposed combined Kincardine Medical Clinic Manager and Physician Recruiter position. KPG put forward the following proposal;

- The Kincardine Medical Clinic Manager position is now vacant, and the Kincardine Physicians Group has an immediate need to fill the role.
- The KPG feel that the Clinic Manager role could be expanded to include the physician recruitment portfolio.
- The KPG and the Ad-hoc Committee would like to maintain the partnership with Saugeen Shores and Bruce Power to take advantage of synergies for program delivery and maintain the funding provided by Bruce Power.
- The Municipality of Kincardine (MOK) would be the employer and the employee would be seconded to the KPG. KPG would be responsible for day-to-day supervision and performance management.
- The position was envisioned to report to the Kincardine Medical Clinic for 4 days per week, 8 hours per day, with one full day in Saugeen Shores.
- The time allocation for the position would be 50% to KPG, 30% to MOK and 20% to the Town of Saugeen Shores (SS).
- KPG would contribute 50% of the base annual salary of \$80,000.
- The position would be enrolled in the MOK benefit plan at MOK's sole cost.

It should be noted that the above proposal would increase the overall costs of the program for MOK, with a lesser allocation of time than the existing arrangement. In comparison, SS's contribution would be reduced to reflect their reduced time allocation from the recruiter from 50% to 20%

The above proposal was presented to SS for their review and they indicated they could not support the proposal because it did not meet their needs. After some discussion with the KPG representatives and the CAO, SS indicated that they may be able to support a combined role on a one-year pilot program.

The following concerns were expressed:

- The skill set required for the physician recruiter is different than that of the clinic manager and may be difficult to find in one candidate.
- Physician recruitment activities are typically outside normal business hours, therefore the requirement to be in the clinic for 8 hours per day is not feasible.
- The addition of the clinic manager duties to the physician recruiter role is an overall reduction in the staff resource toward physician recruitment.

Saugeen Shores acknowledged that Kincardine currently has a higher need for physicians than Saugeen Shores, therefore there would need to be more focus on Kincardine in 2021. The past program with the shared recruiter recognized that the recruiter would focus on the highest need and this could fluctuate from year to year.

After hearing the concerns of SS, KPG agreed to allow for greater flexibility with respect to hours spent in the clinic to ensure that there is sufficient focus on physician recruitment.

Following these discussions, all parties are agreeable to working out the terms of a partnership agreement.

Renewing the existing agreement would provide a general framework for the partnership. Staff recommend that Council give authority to the Ad-hoc Committee to work out the details of the pilot program including developing a budget, finalizing the job description and accountability framework, and enacting a formal health care committee to discuss ongoing health care concerns in both communities.

It is recommended that the Ad-hoc Committee for Kincardine Physician Recruitment be formalized, and in addition to the council representatives, it would also include representation from the KPG and the Clinic Manager/Physician Recruiter. The Ad-hoc Committee could be tasked to develop a Terms of Reference to be brought back to council and the additional representatives would be appointed at that time.

A regional committee with representatives from Bruce Power and Saugeen Shores should also be developed.

The Ad-hoc Committee is recommending that Council approve the Physician Recruitment Agreement with Saugeen Shores and authorize the Ad-hoc Committee to work with the partners to develop the details of the arrangement, which would include an employment agreement.

Corporate Strategic Plan 2020-2025:

The physician recruitment program impacts Council's desire to achieve community building as outlined in the Corporate Strategic Plan. This includes attracting and retaining young people and families to Municipality, as it applies to the attraction of new physicians.

Financial Implications:

Dissolving the partnership would have significant financial implications for the Municipality due to the loss of funding from Bruce Power. Continuation of the partnership ensures that the program is well funded and that we could continue to receive the \$40,000 funding contribution from Bruce Power.

If the Municipality of Kincardine is to fully fund the cost of extended health benefits without a contribution from the other partners, this would add approximately \$24,000 to the MOK's costs. Under the former arrangement, the MOK would provide a flat \$40,000 contribution to the partnership in exchange for 50% of a shared physician recruiters time allocation (fluctuating year to year based on need)

The details of the cost-sharing still need to be negotiated with the other parties. KPG has indicated that their maximum contribution to the partnership will be \$40,000, which equates to 50% of the gross salary, but does not include payroll taxes or benefits.

As the employer, it should be noted that the MOK assumes all liability and risk associated with the position. For this reason, it is recommended that the secondment agreement and employment contract be reviewed by the Municipality's solicitor before being finalized.

Attachments: Memorandum of Understanding with Bruce Power and the Town of Saugeen Shores and proposed Physician Recruitment Agreement with Bruce Power and the Town of Saugeen Shores.