



City of
Peterborough

To: Members of the Finance Committee

From: Richard Freymond
Commissioner of Corporate and Legislative Services

Meeting Date: January 13, 2020

Subject: Report CLSFS20-001
Peterborough Family Health Team 2020 Budget for the
Physician Recruitment Program

Purpose

A report to inform Council that the 2020 Budget submission of the Peterborough Family Health Team for the Physician Recruitment Program will be reviewed on Tuesday, January 14, 2020.

Recommendation

That Council approve the recommendation outlined in Report CLSFS20-001, dated January 13, 2020, of the Commissioner of Corporate and Legislative Services as follows:

That the 2019 Annual Report and 2020 Budget details included in this report regarding the Peterborough Family Health Team for the Physician Recruitment Program, be received for information.

Budget and Financial Implications

There are no additional budget and financial implications of the recommendation.

Background

The Finance Committee is scheduled to review the 2020 Draft Budget during the week of January 13, 2020. Tuesday, January 14, 2020 has been set aside to review budget requests from outside Boards and Agencies. The Finance Committee will resume its review of City departments on Wednesday, January 15, 2020.

Included on page 209 of the 2020 Draft Budget Highlights Book is a high-level summary of information presented by Peterborough Family Health Team.

The requested municipal share of the program's expenses for the Doctor Recruitment Program, in the amount of \$36,200, is a 1.7% increase over the 2019 approved budget. Funding will be shared between the City and County based on the respective population from the 2016 Census. The City's share for 2020 is unchanged from 2019 at 58.62%, which equates to \$21,220.

Included on page 187 of the 2020 Draft Budget Highlights Book is \$100,000 for Doctor Recruitment Incentives. Most of the provision has been allocated to various new doctors that have either recently come to Peterborough or will start their practice in 2020.

Additional budget details are appended to this report and if requested, representatives from Peterborough Family Health Team will provide further information on January 14, 2020.

Submitted by,

Richard Freymond
Commissioner of Corporate and Legislative Services

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Attachment:

Appendix A: Physician Recruitment Program Annual Report and 2020 Budget



Physician Recruitment ANNUAL REPORT

Prepared for: City of Peterborough Council; County of Peterborough Council

Prepared by: Lori Richey, Executive Director Peterborough Family Health Team

Period: January 1, 2019 – December 31, 2019 (written November 4, 2019)

Background

Peterborough City and County are still underserved with respect to Primary Care providers and the fact is, this will remain an issue for many years to come based on projected population growth and physician retirements. In an ideal world, physician recruitment would be handled by the province – not each individual community working against each other with limited resources. It is my belief that more and more attention needs to be given to this critical shortage of primary care within our community and my belief that a full time recruiter will be needed moving beyond 2020. The inability to access health care impacts the desire for businesses to set up in our community, as well as the decision for persons to relocate to Peterborough City and County.

All residents of Peterborough City and County have a basic right to access to primary care. As a result, physician recruitment was identified as a priority again in 2019 through the work of the CE LHIN Sub Region Planning Table and once again received monies to operate the Virtual Care & PFHT Clinics. As you are aware, PFHT is currently advocating for sustained funding to keep both of these clinics operational. Peterborough Family Health Team (PFHT) has been operating two clinics since September 2018 for unattached and seasonal residents that act as a “staging house” for patients and ensure that they are receiving the care that they require while they wait for a permanent primary care provider.

Virtual Care Clinic (VCC) – launched on August 13, 2018

- This clinic is operated in partnership with the Virtual Family Physician Network and is located at 185 King St., Suite 500
- Patients attending the virtual care clinic meet with a Registered Practical Nurse and once in the exam room they will connect with a primary care physician through a secure Ontario Telemedicine Network session supported by a large television, camera, speakers, and microphone.
- The VCC is currently open 5 days/week.
- Patients are able to access all PFHT Programs and Services (with the exception of 1 on 1 counselling services).
- If patients of the VCC require mental health services, the RPN can connect them with a virtual GP Psychotherapist who sees patients every Thursday at our site via OTN.
- The VCC can provide comprehensive care for up to 2,000 patients.
- Locally rostered patients are redirected back to their Primary Care Provider.

PFHT Clinic – launched on September 11, 2018

- The NP for this clinic is funded by the Ministry of Health and Long Term Care, however there is an administrative support shortfall that needs to be rectified
- Patients attending the PFHT clinic meet with a Nurse Practitioner for their visit.
- Patients are able to access all PFHT Programs and Services (with the exception of 1 on 1 counselling services)
- This clinic is open 4 days per week (closed Wednesdays)
- Locally rostered patients are redirected back to their Primary Care Provider.

Data gathering is a large component of this work and a few statistics (as of October 25, 2019) of interest are:

Item	PVCC	PFHTC	Total
# of visits	2,953	2,156	5,109
Cancer Screening	150	121	271
Lab Services	806	691	1,497
PFHT Programs	112	61	173
PRHC Psychiatry	50	4	54
Specialist Referral	483	344	827
% who have difficulty making ends meet at the end of the month	38.7%	18.8%	26.9%
If clinic didn't exist – those who said they would not have sought care anywhere	348	1,056	1,404
If clinic didn't exist – those who said they would have had to go to the ER	845	290	1,135 (cost diversion of \$265,590)

A full data report is available upon request to Lori – lori.richey@peterboroughfht.com

During 2019, PFHT worked with our community partners and Trent University Community Research department to survey those without access to a local primary care provider to develop a better understanding of their needs. A total of 1,238 surveys were collected and a few key findings are listed below:

- 33% or 408 individuals have difficulty making ends meet at the end of the month
- 35% or 426 of respondents are long term Peterborough residents
- 18% or 236 of respondents identify as having a disability
- 66% or 814 rank their physical health as good to excellent
- 65% or 799 rank their mental health as good to excellent
- 27% use tobacco, 58% use alcohol and 27% use cannabis
- 46% or 575 have been without a regular primary care provider for 3+ years
- 48% or 593 use the Emergency department as their primary care provider
- The three top barriers expressed are transportation (13%), provider does not share goals 13% and cannot get time off work 9%

The full survey results are available upon request to Lori – lori.richey@peterboroughfht.com

As an adjunct to the survey, we also started a local wait list for those seeking a provider in replace of the provincial Health Care Connect list. We have been promoting this extensively via our existing

providers, the local media, social media, community partners as well as the City and County tax bills, websites etc.

As of October 25, 2019 we have 4,100 person registered on this list. We still believe that this represents approx. 50% of those locally who still do not have a regular primary care provider and we need your continued support to drive persons to put their name on this list which can be accessed via our website www.peterboroughfht.com or by calling 705-536-0882.

As you will see from the tables below, these patients are from a variety of age groups and locations:

Age Category	Waiting	Placed	Inactive	Total
Under 18	233	38	23	294
18-24	391	34	32	457
25-34	819	41	38	898
35-44	516	35	41	592
45-54	448	39	31	518
55-64	613	51	24	688
65-74	370	45	27	442
75+	152	42	17	211
TOTAL	3,542	325	233	4,100

Residing Location	Waiting	Placed	Inactive	Total
Asphodel-Norwood	81	1		
Cavan-Monaghan	170	16	12	
City of Peterborough	2,434	291	211	
Curve Lake First Nation	25			
Douro-Dummer	290	1	2	
Galway-Cavendish & Harvey	78			
Havelock-Belmont-Methuen	57			
Hiawatha First Nation	6		1	
North Kawartha	58		1	
Otonabee South Monaghan	80	13	5	
Selwyn	199	3	1	
Other	64			
TOTAL	3,542	325	233	4,100

Population Growth

According to “A Place to Grow”, *Growth Plan for the Greater Golden Horseshoe*, the population for Peterborough City is projected to be at 115,000 from 89,000 by 2041. The County will also be seeing significant growth with housing developments planned for Norwood – 3,500 within 7 years Millbrook – 3,000 within 5 years, plus growth in Buckhorn, Selwyn and Halls Glen. This is a huge projected growth. A full time family practice takes care of 1,400 patients.

Physician Retirements

A capacity planning survey was conducted in 2018 with our local primary care physicians. The results of the survey can be found below. You can see from the data that physician recruitment will need to be an ongoing priority within our community if we wish to ensure that all residents of the city and county have access to care.

Plan to Retire

1-4 years	4-10 years	More than 10 years
11	13	34
Patients impacted		
15,720	18,324	33,911

The NEED for Physicians

When we take into consideration the numbers listed above, the following assumptions can be made with respect to physician recruitment needs over the next 10 years:

- 3 full-time to care for current unattached
- 25 full-time to care for retiring physician's practices
- 15 full-time to care for population growth (14,000 – low estimate)

Total NEW physicians over the next ten years is estimated to be **43**.

Space Requirements

Current space is a huge barrier to bringing new physicians to town as supply is very limited, including no current space within our existing medical facilities. New physicians prefer to practice in a team based model, whereby they share space with fellow physicians and members of an Integrated Health Professional team such as Nurse Practitioners, Mental Health Clinicians etc.

Immediate attention needs to be given to this area if we are going to be able to keep up with the growing need for primary care providers within our community.

I have been liaising with local developers to make them aware of the demand for space for primary care and these relationships need further development along with the planning departments of both the City and County of Peterborough.

Administrative Backlog at Ministry of Health and Long Term Care

The department responsible for overseeing registration and contractual related inquiries for Family Health Organizations (FHOs) is experiencing a high volume of incoming applications, resulting in longer than usual processing timelines.

For example, below are some of the current estimated timelines:

- New group applications: minimum 16-20 weeks
- Signatory (B28) applications: minimum 16-20 weeks

These extensive timelines are having a large impact on physicians joining our team in a timely manner..

Recruitment Task Force

Physician recruitment is a community concern and as such, the creation of a local Physician Recruitment Task Force has been identified as a priority for 2019/20. This task force will bring together Primary and Speciality Care providers, healthcare leaders, community leaders and municipal leaders to develop and implement strategies to train, recruit and retain physicians for the City and County of Peterborough.

This task force is in the early stages of development, and I would appreciate feedback as to who from the two municipalities would be best suited to be part of this committee.

RECRUITMENT ACTIVITIES

- We continue to focus our recruitment efforts on the Queen's Medical Residents, Health Force Ontario website, PFHT Website as well as the Medical School Recruitment Forums.
- Sponsored dinner for group of 6 Rural Ontario Medical Program Students.
- Conducted an orientation session about PFHT with the Queen's PGY1 Residents.
- Organized and sponsored dinner with PGY1 & PGY2 Queen's Residents in small groups to share opportunities for affiliation with PFHT in the future.
- Facilitated placements for many medical students outside of Queen's to conduct a placement/practicum in Peterborough.
- Continue to secure short and long-term locum doctors for our physicians who require time off or are looking to transition into retirement.
- Managed the City of Peterborough physician recruitment incentive program.
- Met with Queen's Medical Resident director to discuss continued support of Residency Program.
- Attended the CASPR Conference (Canadian Association of Staff Physician Recruiters) – excellent opportunity to learn best recruiting practice and network with other recruiters.
- Participated in the University of Waterloo Medical Student recruitment fair.
- Participated in the University of Ottawa Medical Student recruitment fair.
- Send welcome plant to new local physicians starting practice.
- Met with CAO, Mayor and Deputy Mayor of Millbrook to discuss future growth and recruitment.
- Met with CAO of Norwood to discuss growth and recruitment.
- Met with Mayor of Trent Hills to discuss recruitment for Kinmount. As a result have partnered with physician recruiters for Kawartha Lakes as well as Haliburton to work collectively on finding replacement physicians for that community.
- Met with local developers to educate regarding current and future space needs.

PHYSICIANS RECRUITED - 2019

Date	Location	Name	FT/PT Status	
January 2019	Peterborough	Dr. Ali Morelli	PT	NEW practice taking patients from community & waitlist. Dr. Morelli also does palliative care work within the community.
March 2019	Peterborough	Dr. Faiza Shahbaz	FT	NEW practice taking patients from wait list
July 2019	Peterborough	Dr. Chloe Corbeil	PT	TAKEOVER of part time practice from retiring physician Dr. Kelly (also works part time at the Partners in Pregnancy Clinic)
July 2019	Peterborough	Dr. Brad Taylor	FT	TAKEOVER of fulltime practice from retiring physician Dr. Brown.
Sep 19, 2019	Peterborough	Dr. Sachin Waghmare	FT	TAKEOVER of part of a full time practice from retiring physician Dr. Gibson, plus adding new patients over time
Sep 19, 2019	Peterborough	Dr. Becca Webster	FT	TAKEOVER of part of a full time practice from retiring physician Dr. Gibson, plus adding new patients over time.
Nov 1, 2019	Peterborough	Dr. Matthew Moore	PT	TAKEOVER of part of a full time practice from retiring physician Dr. Beamish
Nov 1, 2019	Peterborough	Dr. Madura	PT	TAKEOVER of part of a full time practice from retiring physician Dr. Beamish
Jan 1, 2020	Peterborough	Dr. Natalie Binette	PT	TAKEOVER of a part time practice from retiring physician Dr. Armstrong.
Jan 1, 2020	Peterborough	Dr. Jeff Friesen	FT	TAKEOVER of part of a full time practice from retiring physician Dr. Binette.
Jan 1, 2020	Peterborough	Dr. Ryan D'Souza	FT	TAKEOVER of fulltime practice from retiring physician Dr. Rand.

As of writing of this report, I am recruiting for the following:

- Full time physician due to pending retirement
- Two part time physicians due to pending retirements
- Practice share for physician wishing to change from fulltime to part time
- Provider for unattached patients both City and Rural
- New providers for Millbrook and Norwood due to population growth

2020 Budget Request (1.2% increase from 2019) Split Based on Population Size

**Physician Recruitment Budget
January 1, 2020 - December 31, 2020**

Expenses	Budget
Salaries	\$27,000.00
Website, Publicity & Advertising, Swag	\$700.00
Cell Phone	\$950.00
Goodwill (welcome plant, parting gift for PGY2s)	\$500.00
Workflow database software	\$1,800.00
Entertainment (ROMP Students, PGY1 & PGY2)	\$1,800.00
Accommodations for prospective physicians	\$250.00
Job Fairs	\$3,200.00
Total Expenses	\$36,200.00

Current split based upon population - City 58.62% or \$21,220.44 County 41.38% or \$14,979.56

Conclusion

The priorities for the upcoming year need to be on securing appropriate space; recruitment is and needs to continue to be a priority for our community and we do not have the infrastructure to house them. A further investment needs to be made in physician recruitment. Many communities our size have invested in a full time recruiter who is able to give this vital role the attention it deserves, I would highly recommend that serious consideration be given to this as budget allows.

I would like to take this opportunity to thank you for trusting PFHT to conduct this very important work. I have tendered my resignation to PFHT effective June 30, 2020 and therefore I personally will no longer be responsible for physician recruitment effective that date, however you can be assured that physician recruitment will remain a priority.



Respectfully submitted,
Lori Richey