



## **Physician Recruitment and Retention: Update**

May 12<sup>th</sup> 2025



# Objective

- To share an update on current status regarding physician recruitment and retention in the City of Peterborough

# A Pilot Approach to Recruitment and Retention of Family Doctors



May 2025 Check-In with City Council



In April 2024, City Council gave direction for a new approach to physician recruitment in the City of Peterborough, including establishing a project budget of \$580,000 until the end of December 31, 2025.

To date we have:

- i. Implemented an internal Physician Recruitment Coordinator position, and moved the role underneath newly formed Economic Development team
- ii. Continued the existing monetary incentives for family physicians that establish new practices in the City of Peterborough; and capped out this incentive.
- iii. Implemented and capped our “Whole of Village” incentive program with ongoing supports still available for prospective physicians (e.g., spousal employment, child care etc).
- iv. Established relationship with the Family Physician Think Tank to help drive recruitment and retention activities.
- v. Continued to monitor and advocate related to the provincial government’s plan(s) to support physician recruitment efforts.
- vi. Continued indirect support for physician recruitment through things like childcare, spousal employment and more



# Direct and Indirect Actions Taken by City and Partners



Key wins to date:

- **Over 6000 unattached patients** have been seen by the Peterborough Family Health Team Unattached Patient Clinic since April 2024
- **2200 newly rostered patients** for individual practice at Pharmacy Owned clinic
- **6 new FHO physicians added** – approx. 8,000 pts, not going on unattached list
- **3 new CHC Physicians** (two current (Mat leave May 2025) with 1 joining in August). Goal is 6,500 new rostered patients to date.



# Physician Recruitment Deliverables

## Non-Exhaustive List To Date

Total Project Budget = \$580,000 (2024 until December 31, 2025)

### Supporting Unattached Patients:

- Unattached Patient Resources – Distributed, Updated, shared online as well as with Service Peterborough
- PFHT Unattached Patient Clinic- ( April 1, 2024 – early March 2025) est. savings of \$370,804 Emergency room diversions) + CAO letter to **support operations shortfall** (if any), and **\$6000** in Equipment (Oto/Ophthoscopes for exam rooms, and Trent Security Equipment and install)

### Signing New physicians:

- New Recruits: Dr. V.O, Dr. O, Dr. H, Dr. T, Dr. C, Dr. C (Aug), and Dr. M Aug CHC (joined Dr. V and Dr. W), Dr. N out of retirement (not eligible for incentives), 3 PT physicians at PFHT clinic

### Connecting to Community and Outreach

- Creation of New, Structured Locums Program (Pipeline)
- Ongoing outreach and citizen engagement.



# Physician Recruitment Deliverables

## Non-Exhaustive List To Date

### Think Tank/Retention Efforts

- Think Tank Reports and Events
- Inspired Documentary Project (ongoing) to highlight community efforts
- Using guidance from Think tank should drive retention efforts
- Informing childcare barrier reduction – city and PRHC projects

### EOPRA- Leveraging Resources

- EOPRA: Showcasing Peterborough internationally, gathering data on comparable communities, ZOHO software licensing for job postings and candidate tracking,
- Research, engagement and strategic recommendations

### Communication and Positioning of Medical Community

- Focused website content on the Medical Opportunities in Peterborough
- Began social media presence to highlight the community
- Review and Removal of dated and refreshed content
- Built new partnerships post-PKED realignment



# Council Direction: Continue with \$15K Incentive

Bonus Provided Over 3 Years Will this continue?

**The City of Peterborough continued to Offer \$15,000 over three years to new family physicians**

- Current guidance: Family physicians who practice in the City of Peterborough are eligible for the financial incentive. This incentive focuses on helping new-to-Peterborough physicians with practice start-up costs, who meet certain conditions
- **Considerations:** Current Incentive program is capped out. Need to confirm if we will be extending this.



Dr. Tifase – Northcrest Pharmasave Pharmacy

# Whole of Village

## Unique, Results-Oriented Program

The City of Peterborough's "**Whole of Village**" Incentive Program for Family Physicians is a pilot program until December 2025. The City reserved the right to change the program at any time (in individual agreements). Due to budget limitations, the program requires monitoring and potential adjustments.

- When program was created, incentives included:
  - Patient Roster Bonus \* only kind signed so far
  - Ambassador Bonus
  - Hometown Proud Bonus
- **The program has been capped as the budget has been maximized** and all incentives have been provided under the "Whole of a Village". This cap also includes the hometown proud and ambassador incentives.
- Ongoing supports to prospective physicians are available through the Physician Recruitment Coordinator position and community partners (e.g., spousal employment, child care etc).

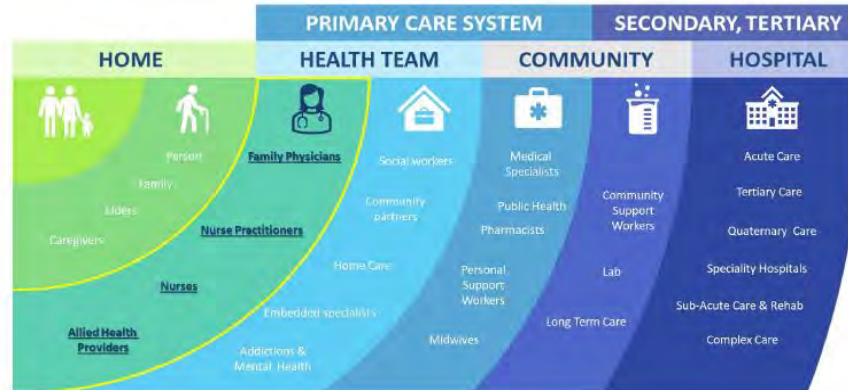


# Province of Ontario Update

April 2025– Interprofessional  
Primary Care Team (IPCT) Expansion: Connecting Every Person in Ontario to Primary Care

## Connecting Every Person in Ontario to Primary Care

**Mandate:** 100% of people in Ontario are attached to a family doctor or a primary care nurse practitioner working in a publicly funded team, where they receive ongoing, comprehensive, and convenient care.



Ontario

- The Ontario government is investing **\$1.8 billion** to connect two million more people to a publicly funded family doctor or primary care team within four years. Round 1 May, Round 2 September 2025
- Newly-released program focuses on Geographic Model of Primary Care Round 1 focuses on postal codes:**K9H** Peterborough, **K0L**: Lakefield, Bancroft, Cardiff, Youngs Point, Wilberforce **K9J**: Peterborough, Selwyn, Otonabee, Cavan Monaghan, Keene.
- All proposals flow through Peterborough OHT- up to 3 proposals allowed for POHT
- Deadline to submit proposals was **May 2, 2025**
- Want proposals show new patient attachment starting **Summer 2025**

# Province of Ontario Update

May 2<sup>nd</sup> Round 1– Ontario's Primary Care Action Plan: Connecting Every Person in Ontario to Primary Care

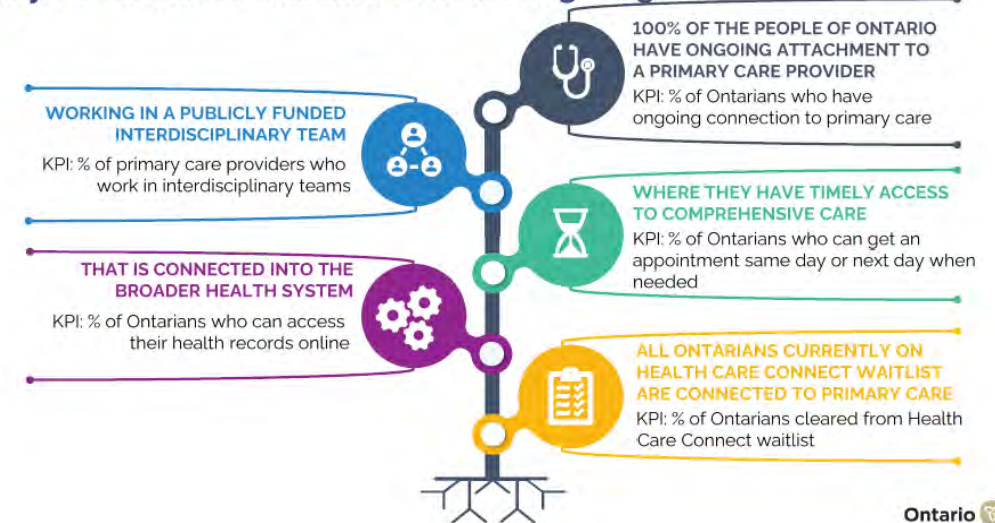
**Three Proposals were submitted in round 1 from our region, highlights include:**

**1.VON Keene & Trent Hills FHT** - Focused on additional NPs (4) and IHPs (3.5), and staff (5), and potential additional hub at Hunt Terrace Assisted Living (Bonnacord). Target net new patient attached: **3500** (636 summer 2025, 1984 March 2026, 3500 March 2027)

**2.NP360 Clinic** – Focused on additional staffing to service marginalized population. Includes a Patient System Navigator. Target net new patient attached: **800** (50 summer 2025, 350 March 2026, 800 March 2027)

**3.Peterborough Family Health Team** – A broad, high-budget submission to maintain current operations with approx. 31 staff additions. Target net new patient attached: 8300 (500 summer 2025, 2500 March 2026, 8300 March 2027)

## Key Performance Indicators: Measuring Progress



# Considerations When Looking Ahead

## Aligning with New Provincial Landscape and Applying an Economic Development Lens

### **Considerations May 2025-December 2025 (end of Pilot Project)**

- The future of project and /or provincial funding will determine any additional incentives we are able provide
- Ongoing work to support physician recruitment outside of providing incentives:
  - One-window approach with warm welcome to Peterborough and resources provided to prospective physicians
  - Work with OHT and County on Primary Care strategy and report for the region
  - Tailor social media work to advocacy vs. recruitment if no additional funding
  - Continue planning work on increasing daycare capacity

### **Considerations for next 10 years:**

- Recommendation that health care is incorporated into economic development strategy.
- Recommendation to continue having a lead on City Staff in this space. Support a warm welcome to Peterborough with one point of contact. Advocate for unattached patients in the community and provide resources and education.
- Recommendation to focus less on individual incentives going forward and more on expanding environment and infrastructure for new physicians and medical learners (NPs and other allied health professionals); who are in the community.
- Explore with local partners Trent, Fleming, Queen's Primary Care Teaching clinic.





Thank You!

# Appendix A: Acronyms

- **FHO:** A Family Health Organization (FHO) is a group of three or more family physicians who collaborate to provide primary care services to a patient population. FHOs are a common model for primary care delivery in Ontario.
- **FHT:** Family Health Team (FHT) is a primary healthcare organization that provides care to residents through a team of healthcare professionals, including family doctors, nurse practitioners, and other specialists. They offer various services, including primary care for those without a family doctor and same-day/urgent care appointments. The Peterborough Family Health Team (PFHT) is a specific networked FHT that serves the Peterborough City and County.
- **OHT:** The Ontario Health Team (OHTs) organizes and delivers services in local communities. They provide people with better-connected, integrated and more convenient care. The goal is to ensure that everyone in Ontario can benefit from better coordinated, more integrated care. Replaced the Local Integrated Health Networks (LIHN).
- **CHC:** Community Health Centre. CHCs provide interprofessional primary care services with an emphasis on health promotion and disease prevention. Programming is responsive to community need and varies across CHCs. Peterborough CHC serves Nogojiwanong-Peterborough, Peterborough County, Hiawatha First Nation, Curve Lake First Nation, and Alderville First Nation and is a community-governed, team-based primary healthcare organization dedicated to providing comprehensive care (includes traditional healing, primary healthcare, cultural connection, community programs, and community development initiatives)
- **EOPRA:** Eastern Ontario Physician Recruitment Alliance. Group of Physician recruiters across Eastern Ontario . This alliance allows communities to leverage focus on attracting physicians abroad (UK, US, Ireland) through shared tools and event coordination.
- **NP:** Nurse Practitioner. NPs can provide comprehensive primary care within their scope of training. **NP360** operates in Peterborough as a Nurse Practitioner led clinic serving anyone without a primary care provider in Peterborough City and County – especially people experiencing barriers to health care access. The 360 Clinic has an interdisciplinary team with expertise in providing primary care to people with health risks including poverty, homelessness, food insecurity, experiences of violence and trauma, serious mental health issues and social isolation.
- **VON:** Victorian Order of Nurses. VON Peterborough Victoria Haliburton operates a Nurse Practitioner clinic site in Keene.



# Appendix B: Where Primary Care is delivered in Peterborough (a representative list)

Peterborough Family Health Team - Networked FHT (Primarily Capitation model some FFS)	Community-Based Clinics (Primarily Fee for Service)	Salaried Model Clinics	Fee for Service – Pharmacy Based Clinics	Peterborough Regional Health Centre PRHC
The Peterborough Clinic FHO	PFHT Unattached Patient clinic	Peterborough CHC	Northcrest Pharmasave and Medical Clinic-Physician FFS	Hospitalist
The Medical Centre FHO	RAAM Clinic – FFS	NP360 Clinic NPLC	Good Doctors (Sherbrooke and Westmount) Virtual Physician FFS	Emergency Medicine
Partners in Pregnancy FHO	Street Health Clinic	VON Keene*	Enhanced Care Clinic *4 locations	Palliative Care
Peterborough Community FHO (various locations)			The Medicine Shoppe - Virtual	Other: OR assis, Sub-acute Care, Sports medicine, etc.
Chemong FHO (includes Lakefield Morton Clinic and Bridgenorth Chemong)*	Fleming and Trent Health Clinics – FFS			
Greater Peterborough FHO (Includes Norwood, Apsley, Buckhorn, etc. )*	Long Term Care – FFS*			

\* Spans City of Peterborough and Peterborough County

# Appendix C: Practice Types and Compensation (Ontario)

	Family Health Group (FHG)	Family Health Organization (FHO)*	Family Health Network (FHN)*	Fee for Service Only	Community Health Clinics.
Group Size	Min of 3	Min of 6	Min of 6	1 physician	varies
Compensation	FFS +Incentives	Blended Capitation	Blended Capitation	FFS	Salary
Patient Enrollment	Required	Required	Required	Not Required	Required
Hours/Access	Extended office hours required	Extended office hours required	Extended office hours required	None required	Extended office hours required
Multidisciplinary	None	Some	Some	None	Extensive

\*The key differences between the FHO compared to the FHN: include the base rate payment, associated basket of core services, and access bonus calculation. Family Health Teams are made up of multidisciplinary allied health support (NPs, Nurses, Pharmacists etc.) for FHOs and FHNs



# Appendix D: Ontario Family Doctor Compensation Types

Fee for Service (FFS)	Capitation	Blended Type Payments	Salary
Physician bills for each individual service provided during a patient visit.	Provides a monthly base payment, per <b>enrolled</b> patient, to the physician	Predominantly one form of payment (e.g. capitation), it can include a blend of financial incentives, premiums and other types of service-related payments	Physician works under a “traditional” salary model with health benefits, vacation time and other common employee compensation package components

