



DOCTORS 4 CAMBRIDGE
CAMBRIDGE & NORTH DUMFRIES RECRUITMENT COMMITTEE

Update on Physician Recruitment in Cambridge

Why the need is greater than ever to continue our efforts?

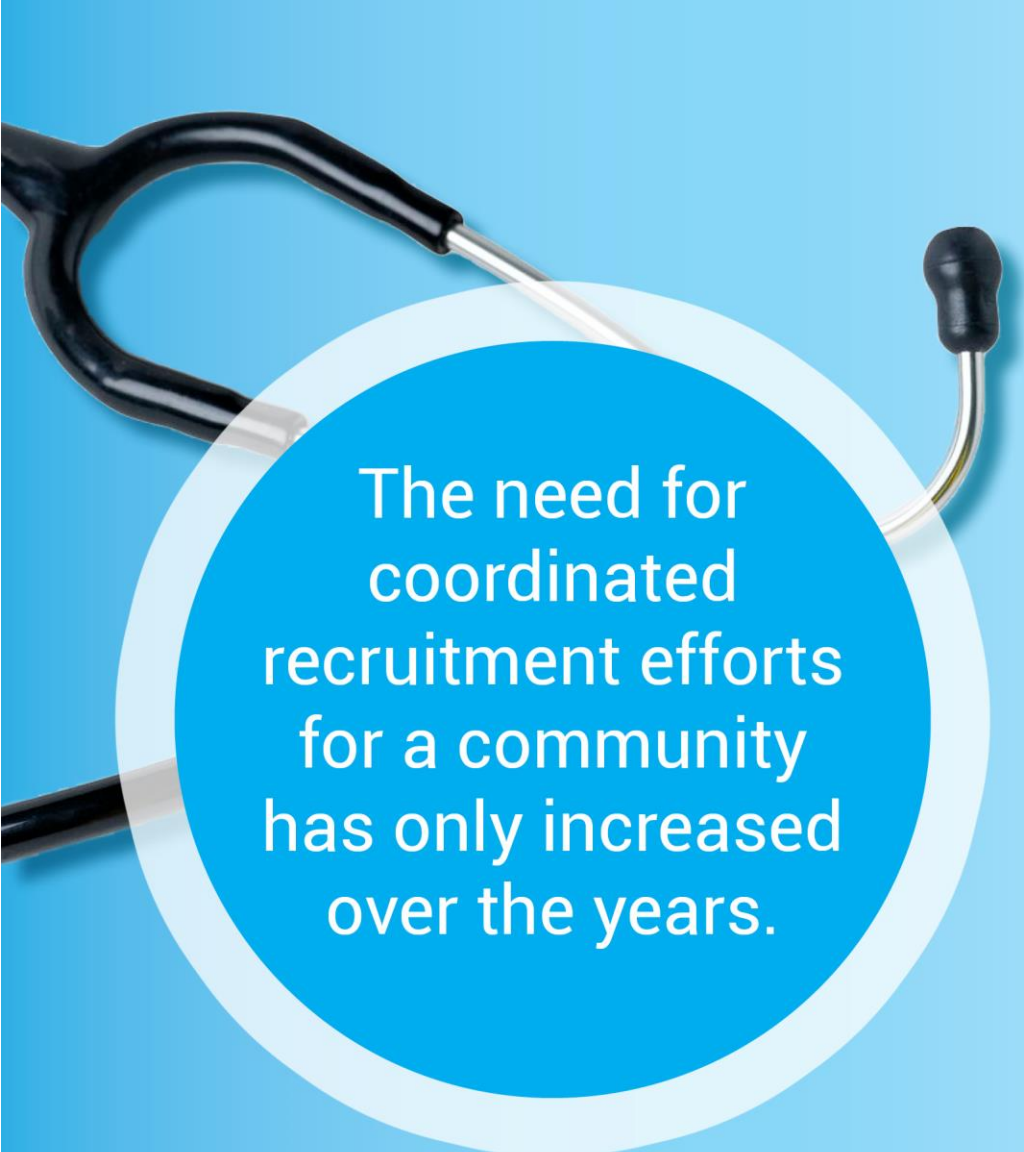
2023



On behalf of our community...

- ❁ We would like to thank the City of Cambridge for your long-standing partnership with Doctors4Cambridge allowing us to continue to recruit physicians to keep our citizens healthy!
- ❁ With the assistance offered by The City of Cambridge and other partners in the community, we have recruited over 120 family physicians since our inception in 1999! And we couldn't have done it without our partners!
- ❁ With retirements and physicians leaving family medicine and growth in our community, it is a balancing act to continue to recruit to keep up with our needs.
- ❁ Currently there are 88 full-time primary care physicians practicing in Cambridge. According to Ministry of Health & Long Term Care, based on our population, the ideal number would be 108.





The need for
coordinated
recruitment efforts
for a community
has only increased
over the years.

According to a recent post by The College of Family Physicians of Canada from May 5, 2022:

"Canada is facing a shortage of family doctors. Fewer medical school graduates are choosing the specialty of family medicine after witnessing the rising expectations placed on family practices without appropriate resources and the resulting physician burnout. With insufficient administrative support and stagnant payment models, the costs to maintain a family practice are becoming unsustainable. Additionally, some physicians are choosing to retire from family medicine practice earlier than planned, partially related to the exhaustion resulting from working through the COVID-19 pandemic. Fewer family doctors means reduced access to care for people across Canada, worsening health outcomes, and a less efficient health care system."

Current situation in Cambridge...




- ✿ Since January 2020 we have had 12 physicians in the Family Health Organization model, leave their practice for various reasons with four not being replaced leaving orphaned patients.
- ✿ NOTE: As of March, 2023 I have been informed of three more physicians leaving their practices in Cambridge and potential of three more retirements for 2023.
- ✿ Some examples are: retirement, early (unexpected) retirements, switch from family medicine to another scope of medicine either part-time or full-time, leaving the field of medicine completely and unfortunately in one case, a new physician faced racism in our community.
- ✿ Cambridge has been considered 'high needs' for many years so the need was already in place prior to the pandemic.





Events and Retention activities





Conducted 33
community and
clinic tours for both
specialists and
family physicians.

Since January 2020:

- ✚ Our relationship does not finish after a tour or accepting a position as I am always available following the tours for follow up questions and further information.
- ✚ We managed to celebrate Doctor Day May 1st every year throughout the pandemic – again in a modified way.
- ✚ We partnered with the Medical Professional Staff Association at CMH to offer online Arts from Medicine program to physicians during the pandemic.
- ✚ With help from corporate sponsors and Cambridge Academy of Medicine, we were able to offer a family-friendly outdoor event for our physicians in June which was so much appreciated and very well attended. A chance for them to see each other again.



Current Challenges

Number of available candidates, all communities competing.

Finding locums!

It is also a challenge to find those willing to fill in short term for vacationing physicians.

Housing

Immigration process of physicians wanting to relocate to Canada.



Goals/Ideas for 2023

Produce new
marketing
materials

Explore new
short-term
housing options

Increase
engagement



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Thank you for your continued support!

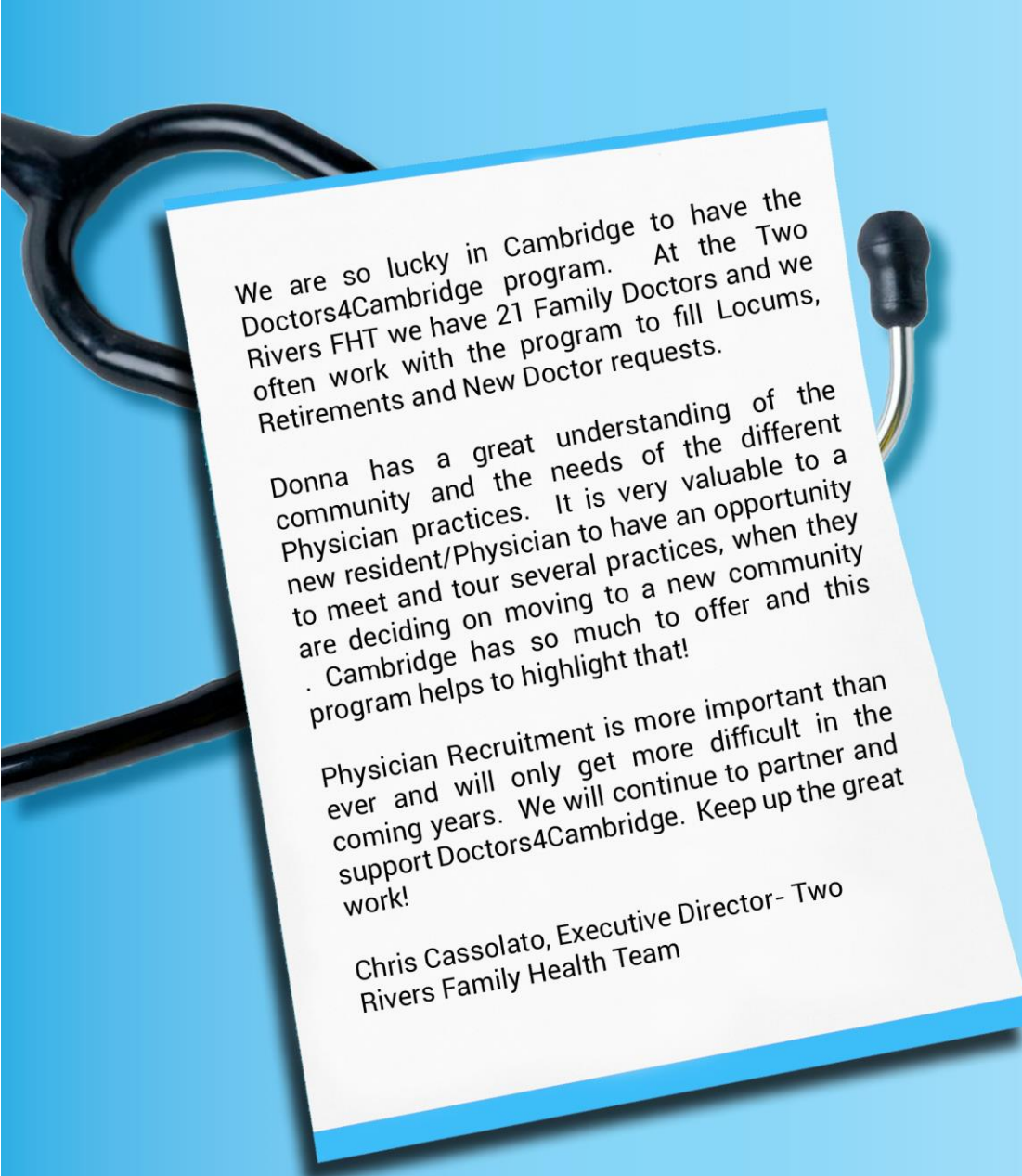
Attached to this presentation please find
letters of support from our local clinics and
Cambridge Memorial Hospital

Donna Gravelle, Physician Recruiter

Doctors4Cambridge

donna@doctors4cambridge.com | 519-240-8930





We are so lucky in Cambridge to have the Doctors4Cambridge program. At the Two Rivers FHT we have 21 Family Doctors and we often work with the program to fill Locums, Retirements and New Doctor requests.

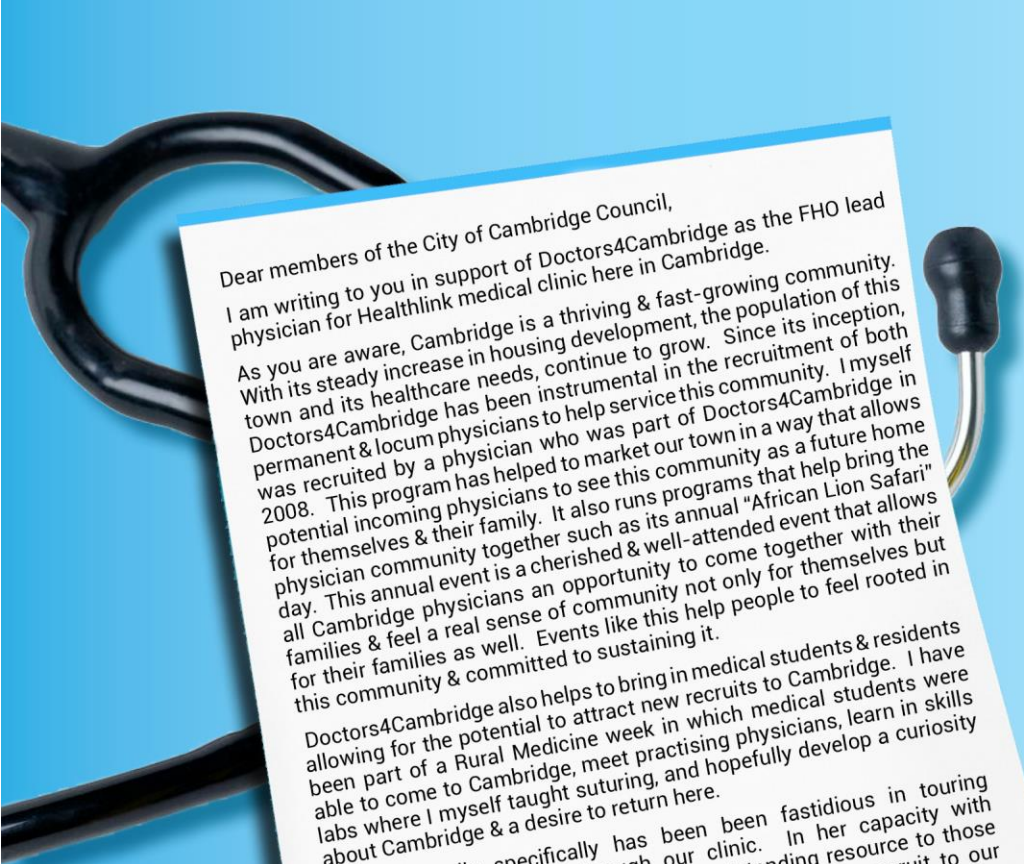
Donna has a great understanding of the community and the needs of the different Physician practices. It is very valuable to a new resident/Physician to have an opportunity to meet and tour several practices, when they are deciding on moving to a new community. Cambridge has so much to offer and this program helps to highlight that!

Physician Recruitment is more important than ever and will only get more difficult in the coming years. We will continue to partner and support Doctors4Cambridge. Keep up the great work!

Chris Cassolato, Executive Director- Two Rivers Family Health Team

“Physician Recruitment is more important than ever and will only get more difficult in the coming years.”

**- Chris Cassolato,
Executive Director- Two Rivers Family Health
Team**



Dear members of the City of Cambridge Council,
I am writing to you in support of Doctors4Cambridge as the FHO lead physician for Healthlink medical clinic here in Cambridge.

As you are aware, Cambridge is a thriving & fast-growing community. With its steady increase in housing development, the population of this town and its healthcare needs, continue to grow. Since its inception, Doctors4Cambridge has been instrumental in the recruitment of both permanent & locum physicians to help service this community. I myself was recruited by a physician who was part of Doctors4Cambridge in 2008. This program has helped to market our town in a way that allows potential incoming physicians to see this community that help bring the for themselves & their family. It also runs programs that allow physician community together such as its annual "African Lion Safari" day. This annual event is a cherished & well-attended event that allows all Cambridge physicians an opportunity to come together with their families & feel a real sense of community not only for themselves but for their families as well. Events like this help people to feel rooted in this community & committed to sustaining it.

Doctors4Cambridge also helps to bring in medical students & residents allowing for the potential to attract new recruits to Cambridge. I have been part of a Rural Medicine week in which medical students were able to come to Cambridge, meet practising physicians, learn in skills labs where I myself taught suturing, and hopefully develop a curiosity about Cambridge & a desire to return here.

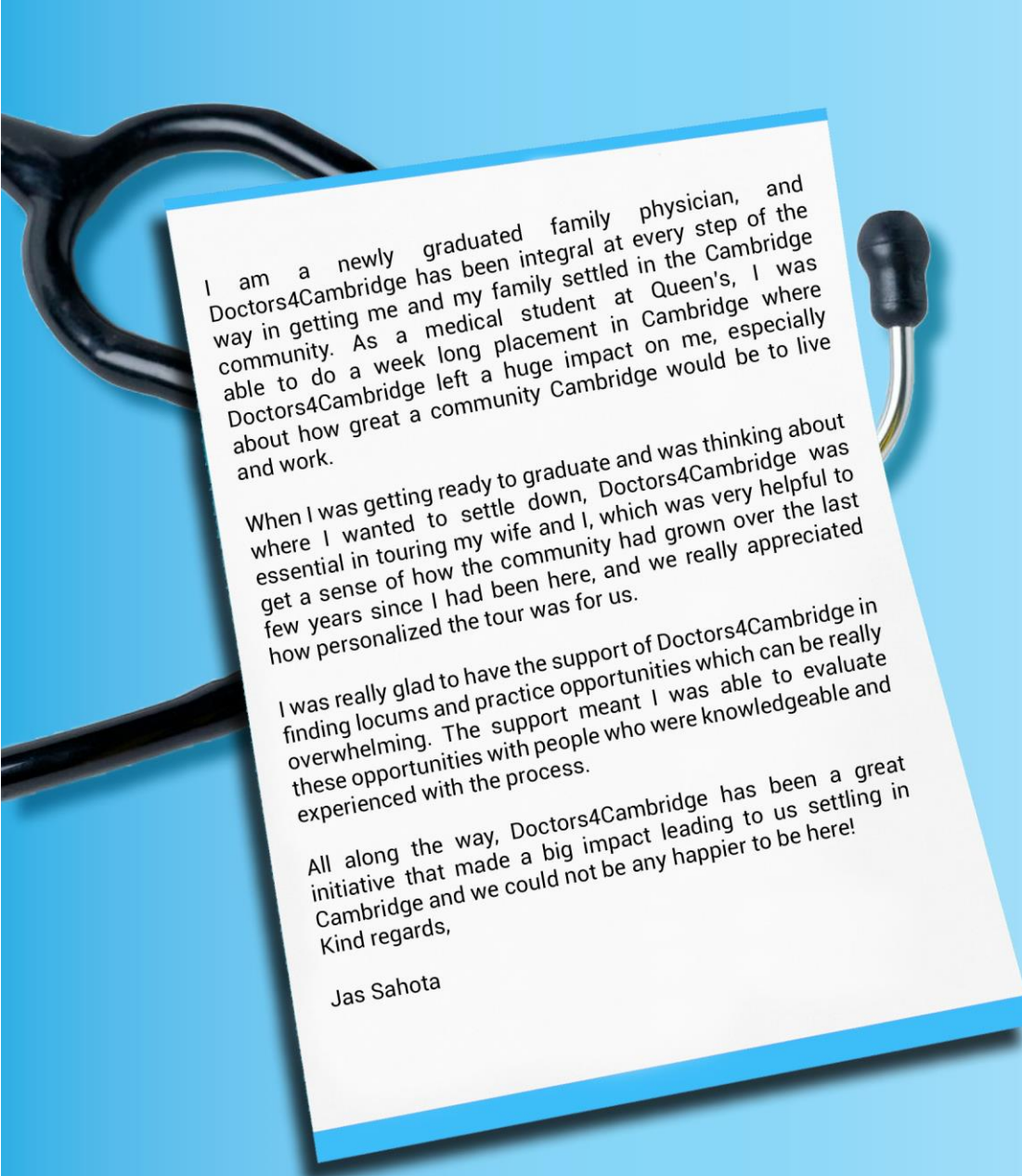
Donna Gravelle specifically has been fastidious in touring about many physicians through our clinic. In her capacity with Doctors4Cambridge, she has been an outstanding resource to those looking to join our community & to those looking to recruit to our community.

I fully support the continuation of Doctors4Cambridge as a highly valuable & integral part of our physician recruitment & retention to Cambridge.

Sincerely,
Dr. Jay Geddes

"Doctors4Cambridge also helps to bring in medical students & residents allowing for the potential to attract new recruits to Cambridge."

- Dr. Jay Geddes



I am a newly graduated family physician, and Doctors4Cambridge has been integral at every step of the way in getting me and my family settled in the Cambridge community. As a medical student at Queen's, I was able to do a week long placement in Cambridge where Doctors4Cambridge left a huge impact on me, especially about how great a community Cambridge would be to live and work.

When I was getting ready to graduate and was thinking about where I wanted to settle down, Doctors4Cambridge was essential in touring my wife and I, which was very helpful to get a sense of how the community had grown over the last few years since I had been here, and we really appreciated how personalized the tour was for us.

I was really glad to have the support of Doctors4Cambridge in finding locums and practice opportunities which can be really overwhelming. The support meant I was able to evaluate these opportunities with people who were knowledgeable and experienced with the process.


All along the way, Doctors4Cambridge has been a great initiative that made a big impact leading to us settling in Cambridge and we could not be any happier to be here!

Kind regards,

Jas Sahota

“Doctors4Cambridge has been a great initiative that made a big impact leading to us settling in Cambridge and we could not be any happier to be here!”

- Jas Sahota



"My husband and I cannot thank Doctor4Cambridge enough for your efforts throughout this process. You were a big contributor to our decision to come to Cambridge and your insight into the town has been invaluable. Once the contract is formalized I will surely let you know."

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Cambridge City Council,

My name is Jeff Poll and I am the Executive Director of Grandview Medical Centre and Grandview Medical Centre FHT which is a 17-family physician practice that looks after a patient population of approximately 25,000 patients. I am writing to you all today about the work Donna Gravelle and her team are responsible for.

I have had the pleasure of knowing and working with Donna for over 10 years. She and her team have been responsible for recruiting over 8 physicians just to Grandview Medical Centre alone. Donna does an excellent job of not only "selling" the various clinics in our community that need family physicians, she also sells the community as a great place to work, live and raise a family. Many of my other colleagues around the province do not have a "Donna" or a recruitment team like we do, and they struggle to find physicians for retiring physicians in their practices, leaving thousands of patients without a family physician. I believe our community would be in a similar situation if not for the work of Donna Gravelle and her team.

Simply put – Grandview Medical Centre would not have the family physicians in place here at the clinic without the work of Donna Gravelle and her team. With the well documented physician shortage that is here and expected to continue, Donna and her team's work will become even more vital in the coming years.

Thanks,

Jeff Poll
Executive Director
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Grandview Medical Centre FHT
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“Grandview Medical Centre would not have the family physicians in place here at the clinic without the work of Donna Gravelle and her team.”

- Jeff Poll

Executive Director, Grandview Medical Centre
FHO, Grandview Medical Centre FHT

Feb 6, 2023

DELTA CORONATION FHO

Cambridge Mayor and City Council:

I have had the pleasure of knowing Donna Gravelle for well over a decade now, as she is an integral part of our healthcare community in her role as Physician Recruiter with the Doctors4Cambridge program.

In my roles as Lead Physician of the Delta Coronation Family Health Organization (FHO), as well as a member of the Waterloo Regional Campus of the Michael G. DeGroote School of Medicine, McMaster University, I have worked closely with Donna in her work with medical students, interface with residents, and her efforts to recruit family physicians to area practices. We have benefited, at our clinic, from Donna's expertise as she has helped us to successfully recruit numerous locum coverage MDs, walk-in clinic physicians as well as physicians who have joined our group, taking on thousands of new patients.

Donna has supported the hospital in their physician HHR planning as well, and is well-versed in all that our medical community, and wonderful city, have to offer.

According to the Ontario College of Family Physicians (OCFP), 2.2 million Ontarians do not have a family physician: this figure is expected to surpass 3 million by 2025. We expect factors such as declining trends in choosing Family Medicine as a residency program, earlier and impending retirements of aging physicians, and changing practice styles to all increase the challenges of cities like Cambridge to meet the demands of its growing population without strong HHR recruitment strategies. Fortunately, we have the expertise and dedication of Donna doing this job so superbly in Cambridge. So much so, that she (and her role in Cambridge), received attention recently on *The National*!

Our group, along with many others, continues to grow its partnership with Donna and the Doctors4Cambridge. We also follow their efforts on Twitter! I could not speak more highly of her integral work in supporting the existing clinics in town, as well as being a connection points for those in our community without a family physician! Warm regards,


Sharon Bal BSc MD CCFP FCFP
Lead Physician, Delta Coronation FHO

“ Our group, along with many others, continues to grow its partnership with Donna and the Doctors4Cambridge. ”

- Sharon Bal

Lead Physician, Delta Coronation FHO



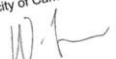
January 31, 2023

Members of Cambridge City Council,

I am writing this letter in support of the Doctors4Cambridge program. This program has been pivotal in recruiting and retaining many physicians in Cambridge, from family physicians to specialists. My husband and I are the beneficiaries of the Doctors4Cambridge program, having been recruited from Toronto at the end of our medical training. The welcoming and personable approach allowed us to imagine raising our family in Cambridge while establishing our careers. Doctors4Cambridge Memorial Hospital to establish our professional practices while setting roots in this city with our two children. It was no small feat given that we were natives of Toronto and had no family in the Waterloo Wellington region. Not only did we receive support from Doctors4Cambridge to settle in the community, but we also created relationships. As a long-standing member of the medical professional staff at Cambridge Memorial Hospital and the current Chief of Staff, I have had the pleasure of working with Donna Gravelle at Doctors4Cambridge for many years. Together, we have successfully recruited some of the most challenging medical specialties to our city and region, including family physicians and our newest Endocrinologist and Colorectal Surgeon – expertise that this city has long needed and now has access to locally. It is this collaborative effort with Doctors4Cambridge that we need to continue to ensure Cambridge is always attracting top talent and medical expertise for our community. Given the ongoing impacts of the COVID-19 pandemic, the concerted efforts as a community to recruit and retain physicians are more important than ever.

As a resident of Cambridge and as a recruited physician to this community, I am forever grateful for the work of the Doctors4Cambridge program. The value of this program cannot be understated. I hope the City of Cambridge will continue to support Doctors4Cambridge as it is one of the most invaluable programs in this city. This hidden gem has positively impacted the healthcare access for our community for years to come.

Thank you in advance for your consideration and ongoing support for Doctors4Cambridge. It is an investment in our community to ensure we have the much-needed physicians in the city of Cambridge.


Winnie Lee
MSc, MD, FRCP(C), CPXP, CHE, CCPE

Exceptional Healthcare – Exceptional People

“As a resident of Cambridge and as a recruited physician to this community, I am forever grateful for the work of the Doctors4Cambridge program.”

- Winnie Lee

MSc, MD, FRCP(C), CPXP, CHE, CCPE

Cambridge City Council
Re: Doctors4Cambridge Program
Dear Cambridge City Council,

I am writing this letter in support of the Doctors4Cambridge Program and ask for your continued funding of this important program, which has been essential in assisting me and Cambridge Memorial Hospital to recruit many physicians over the past few years. Ms Donna Gravelle and the Doctors4Cambridge Program has been instrumental in promoting the benefits of life and medical practice in the City of Cambridge. We have worked together to provide potential physician recruits a comprehensive view of the benefits of relocating to Cambridge for both their careers and their personal life.


I have been the Chief of the Department of Medicine at Cambridge Memorial Hospital since 2014, and over that time, our Department have increased from 9 physicians to the current complement of 25. The expansion of services over this time included creation of multiple subspecialty Divisions, including Critical Care, General Internal Medicine, Cardiology, Respiriology, Gastroenterology, Infectious Disease, Rheumatology, Neurology, and most recently Endocrinology (which we have not had for over 15 years). With these expansions, we have been able to significantly enhance care at CMH for all Cambridge residents, which is provided at the level of much larger centres in most areas of subspecialty medicine. While the Doctors4Cambridge has not been involved in all our recruitment efforts, some examples that Donna and the Program has been critical in our recruitment efforts of physicians to Cambridge include a neurologist from BC, a gastroenterologist from Newfoundland, a respirologist from Quebec, an infectious disease specialist from another area of Ontario, and most recently an endocrinologist from New Brunswick. Furthermore, the Program has been a valuable partner and resource for CMH to help assist us to provide support for the many locum physicians we have needed to rely upon to help us provide care through the arduous and challenging COVID 19 pandemic.

Finally, on a personal note, if it was not for the Doctors4Cambridge Program doing outreach back in 2008 with a provincial Health Force Ontario Tour, I would not have been aware of the opportunities for myself and my spouse (also a physician) in Cambridge. We eagerly relocated to Cambridge as a result of our positive engagement with Doctors4Cambridge Program and have been extremely happy with our decision. Our move to Cambridge would not have happened without this Program.

In closing, my personal experience and experience as Chief of the Department of Medicine at CMH have illustrated the significant impact this Program has had on medical care in Cambridge. I am sure the Doctors4Cambridge Program has also been valuable to other areas of medical recruitment, such as Primary Care, Surgical Specialties, Psychiatry, Pediatrics etc.

I would like to appeal to you to continue to fund the critically important Doctors4Cambridge Program as we have significant plans to expand and develop multiple medical programs to be provide care locally and regionally that will enhance care for all Cambridge residents. Without the Doctors4Cambridge Program as a partner, I am afraid we may not have the appropriate tools to successfully recruit essential medical expertise to achieve all our vision for the Medicine Program at Cambridge Memorial Hospital.

I thank you in advance for your consideration. Please do not hesitate to contact me if required.

With Regards, 
Augustin Nguyen MSc MD FRCPC Gastroenterology
Chief, Department of Medicine
Director, Medical Programs
Cambridge Memorial Hospital

“ Our move to Cambridge would not have happened without this Program. ”

- Augustin Nguyen

MSc MD FRCPC Gastroenterology, Chief,
Department of Medicine, Director, Medical
Programs, Cambridge Memorial Hospital