



The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Planning, Development and Recreation
Division: Economic Development
Report Number: 2024-146-Planning, Development and Recreation
Meeting Date: July 8, 2024
Subject: Proposed Action Plan for Mayor's Task Force on Medical Recruitment

Purpose

The purpose of this report is to provide members of Mayor's Task Force on Medical Recruitment a proposed Action Plan for the next 12 months to they may provide direction to Administration as needed.

Recommendation

That the Mayor's Task Force on Medical Recruitment

- a) received report 2024-125- Planning, Development, and Recreation, and
- b) provide amendments and or direction to Administration based on the proposed plan.

Financial Implications

There are no Financial Implications.

Strategic Priority Implications

The information provided supports the Mayor's Task Force on Medical Recruitment mandate which aligns with Council's Strategic Priority Pillar 2.4: Community Connections – Position Cornwall as a destination of choice for young families, professionals, and investors.

Proposed Task Force Action Plan: Phases, Activities, and Timelines

Action Phase	Activity	Timeline	Status
Initiation	<ul style="list-style-type: none"> Formalize Mayor's Task Force Membership and Terms of Reference 	May-June	Complete
Planning 1	<ul style="list-style-type: none"> Review and present existing medical recruitment and retention efforts Propose list of key interest holders with recommended for consideration Prepare draft engagement letter and intake plan Confirm the next 6 Task Force meetings 	June-July	Prepared for July 8 th meeting
Communication 1	<ul style="list-style-type: none"> Develop Have Your Say Page and provide initial update/plan 	July	On-going
Engagement 1	<ul style="list-style-type: none"> Send invitations to interest holders. Statement and RSVP deadline August 9th Host four (4) interest holder presentation and discussion meetings (by invitation only) 	July - September	Not started (n/s)
Research 1	<ul style="list-style-type: none"> Administration to conduct Jurisdictional scan of local, provincial, and national policies and efforts. Presentation in September. 	September	(n/s)
Analysis 1	<ul style="list-style-type: none"> Analyse past programs, research, and interest holder presentations and comments Begin list of recommendations 	September	(n/s)
Planning 2	<ul style="list-style-type: none"> Identify additional research interviews (low priority), and analysis as required Prepare resident survey 	September	(n/s)
Communication 2	<ul style="list-style-type: none"> Release Task Force Update on Have Your Say 	September	(n/s)

Engagement 2	<ul style="list-style-type: none"> • Launch resident survey on Have Your Say in early October, submissions due in December • Invite additional interest holders for interviews 	October - December	(n/s)
Research 2	<ul style="list-style-type: none"> • Conduct further research as required 	October - December	(n/s)
Analysis 2	<ul style="list-style-type: none"> • Complete analysis of interest holder meetings and resident survey results • Expand recommendations to Council 	December - January	(n/s)
Planning 3 <i>(if required)</i>	<ul style="list-style-type: none"> • Identify additional research interviews (low priority), and analysis as required 	January	(n/s)
Communication 3 <i>(if required)</i>	<ul style="list-style-type: none"> • Release Task Force Update on Have Your Say 	January	(n/s)
Engagement 3 <i>(if required)</i>	<ul style="list-style-type: none"> • Complete additional research and interviews 	February	(n/s)
Analysis 3 <i>(if required)</i>	<ul style="list-style-type: none"> • Complete additional analysis as required • Expand list of recommendations to Council 	March	(n/s)
Report and Recommendations	<ul style="list-style-type: none"> • Summarize Task Force engagement results, recommendations, and next steps 	April - May	(n/s)
Presentation to Council	<ul style="list-style-type: none"> • Prepare presentation and report for Council approval 	May	(n/s)
Communication 4	<ul style="list-style-type: none"> • Prepare and deliver final communication for public and interest holders through Have Your Say, media release, and emails from the Mayor 	June	(n/s)
Execute 4 Recommendations	<ul style="list-style-type: none"> • Prepare necessary By-Laws • Prepare Budget Submission • Any other necessary actions as recommended and approved 	June-July	(n/s)

Engagement Phases - Interest Holder Statements and Interviews

Following initial direction from Task Force members and the Terms of Reference, Administration has also prepared a proposed list of interest holders.

Interest Holder Type	Organization
Government	United Counties SDG
	Mohawk Council of Akwesasne
	OMAFRA
	MLITSD
	Ontario Health - Health Force Ontario
	Ministry of Health
	Ministry of Long-Term Care
Emergency Health Care Services	Paramedic Services, Cornwall SDG
	Cornwall Community Hospital
	Glengarry Memorial Hospital
	Winchester District Hospital
Primary and Community Health Care Services	Seaway Valley Community Health Centre
	Centre de santé communautaire de l'Estrie
	Akwesasne Medical Clinic/ Kawehno:ke Medical Clinic
	Family Health Organization (FHO)
Mental Health Care Services	Inspire – Community Support Services
	Canadian Mental Health Association
	Equipe Psycho-Sociale

Health Sector Organizations (Local, Provincial, National)	Great River Ontario Health Team
	Eastern Ontario Health Unit
	Ontario Medical Association
	College of Physicians and Surgeons of Ontario
	College of Nurses Ontario
	Society of Rural Physicians Canada
	The College of Family Physicians of Canada
Long-Term Care, Continuing Care, Home Care, Elder Care Services	Glen Stor Dun Lodge
	St. Joseph's Continuing Care Centre
	Carefor Health & Community Services
	Bayshore Home Services
	Elderhood Care Team
Education and Health Sector Training	St. Lawrence College
	Catholic District School Board of Eastern Ontario
	uOttawa School of Medicine
	Queens University School of Medicine
	York University School of Medicine
	Physician who teach but also practice in region
Past and Current Scholarship Recipients	9 physicians – could be individual or focus group style
Scholarship Review Committee	4 individuals
Recent return-of-service agreement physicians	5 recent physicians, but could invite any number as directed



Inspired by the City's Town Hall Policy, each interest holder will be invited to submit a written statement outlining:

1. the nature of their work,
2. current workforce (staff compliment and vacancy rates),
3. sector specific issues, current challenges, and near-future concerns the Task Force should be aware of when developing their recommendations, and
4. specific ideas for how the municipality can help address issues and challenges in the short and long-term.

Submissions will be reviewed by the Task Force and organized by general theme or discussion topic.

Based on theme and following direction from the Task Force, Administration will invite interest holders to present to the Task Force for 5 minutes followed by 10 minutes of Q&A. Interviews will be an opportunity for deeper learning and relationship building. Remote connection will be made available if needed.

It is anticipated that these meetings will include 10 interviews each, for a total of 2.5 hours per meeting. Considering the list on interest holders, Administration anticipates needing four (4) meetings in Engagement Phase 1 (August - September) and three (3) meetings in Engagement Phase 2 (November - December).

A draft invitation letter has been provided for comment. See Attachment 2: Invitation Letter - draft.

Administration has accounted for a third round of outreach and analysis should it be required. If it is not required, Administration will prepare a revised timeline when needed.

Engagement Phase 2 - Resident Survey

During Action Phase: Engagement 2, residents will also be invited to complete an anonymous survey using the Have Your Say platform. The survey will be offered in English and French, however other languages can be explored at the discretion of the Task Force. Paper copies of the survey will be made available at municipal facilities upon request.

The Communications team will develop and present a more robust resident survey plan during Planning Phase 2 in October.



Communication Phases - Strategy and Platform

Following each Task Force Planning phase, Administration proposes a resident communication update using the Have Your Say platform. Updates will be prepared by assigned resource staff and supported by the Communications team. Notably, the platform does allow for subscription and ongoing resident engagement (questions, comments, etc.) so the Task Force will be able to consider resident comments after each update.

To streamline and manage all correspondence related to the Task Force efforts (invitations, interest holder statements, communications, etc.), Administration proposes the development of a special email account, MDTaskForce@cornwall.ca. This will be a shared inbox for resource staff and will be used for all outgoing invitations to interest holders.

All outgoing communication relating to the Task Force will be translated into French.

Accessibility Impact

Administration will follow the Corporate Accessibility Policy while implementing the proposed plan and will consult with the Accessibility Advisory Committee if needed.