



**Muskoka
Almaguin**
ONTARIO HEALTH TEAM

HHR Recruiter Funding Renewal Request

Sustaining HHR recruitment within Muskoka Almaguin OHT –
Three Year Term

July 8, 2025

MAOHT Health Human Resources (HHR) Recruiter Program

Program Background

- Health service providers, Hospital Foundations, the District and Municipalities have funded the HHR primary care recruitment program for an initial 3-year term which expires on December 31, 2025. The funding supports an HHR recruiter and associated budget.

Recommendation for Extension

- The MAOHT HHR Task Force recommends continuing the program for a further 3-year extension due to a persistent shortage of primary care practitioners and success of recruitment to date through the HHR recruiter and Task Force working directly with local practices and the Hospital.

Workforce Analysis within MAOHT

- 26% of Family Physicians have been in practice for 30+ years.
- 18% of Nurse Practitioners have been in practice for 20+ years.

Patient Services (Waitlists)

- [South Muskoka Waitlist](#): 13,000 [North Muskoka Waitlist](#): 9,000 [Health Care Connect](#): 1,325

Current Opportunities

- The government announced investments of \$1.85 billion over the next 5 years to create new and expanded primary care teams through the work of Dr. Jane Philpott and the [Primary Care Action Team \(PCAT\)](#).
- Ontario Health Teams are mandated to “advance a PCN (Primary Care Network) that organizes the local primary care sector and engages interprofessional primary care providers in OHT planning, decision-making and implementation of clinical priorities”
- [Practice Ready Ontario](#) streamlines the process for internationally trained physicians who have completed postgraduate training and have experience of independent practice in family medicine or as a general practitioner outside Canada. It will provide up to 100 new family physicians by the end of 2025.
- [New Medical Graduates](#): Continued alignment to enhance connections with the Northern Ontario School of Medicine (NOSM) and explore new connections to the planned medical school at York university via MAOHT clinical leadership and the HHR recruiter.
- Outreach through partnership: [Ontario Physicians Recruitment Alliance](#). The members of OPRA have a focus on international recruitment, standardization of financial incentives, immigration processes, system education, accessing provincial and federal grants, and advocating for the removal of barriers faced by recruiters and incoming physicians.

David Gravelle, HHR Recruiter MAOHT

- New HHR Recruiter started December 2024.
- 20 years of experience in community/hospital recruitment.
- Recognized provincially and nationally for innovative recruitment strategies.
- Board of Directors of CaSPR ([Canadian Society of Physician Recruitment](#)).
- Board of Directors of OPRA ([Ontario Physician Recruitment Alliance](#)) and Vice-Chair of COPRA ([Central Ontario Physician Recruitment Alliance](#)).
- Established relationships with Primary Care Practices, Muskoka Algonquin Health Care (MAHC), Community Economic Development Officers and Community Leadership



HHR Recruitment Pillars – Areas of Focus

PIPELINE DEVELOPMENT

- NOSM Clerks/Residents
- Recruitment Fairs (ON, UK, USA)
- Social Media Marketing
- Practice Ready Ontario (PRO)
- Primary Care Action Team (PCAT)

ENGAGEMENT

- Physician and NP Engagement
- Community Engagement
 - Economic Development Officers
 - Rotary
 - William S. Monk Healthcare Fund
- MAHC

COLLABORATION

- OPRA / COPRA / CaSPR
- Touchstone Institute – PRO
- NOSM

Early Success

- In fiscal year 2024-25: 15 new family physicians and nurse practitioners joined practices within MAOHT.
- Hospitalist programs at South Muskoka/Huntsville district are fully staffed till November.
- Robust pipeline of international candidates has been developed.
- Updated Marketing – differentiating Muskoka Almaguin as an area to **Care, Thrive and Explore.**
- Multiple community tours upcoming for potential candidate visits.

Funding Supports by Municipality and/or District

Contributor	Calendar 2025
Armour Township	1,000
District of Muskoka	25,000
McMurrich Monteith Township	1,000
Municipality of Magnetawan	1,000
Town of Bracebridge	25,000
Town of Gravenhurst	10,000
Town of Huntsville	25,000
Township of Lake of Bays	5,000
Township of Perry	1,000
Township of Ryerson	1,000
Township of Strong	1,000
Village of Burks Falls	1,000
Village of Sundridge	1,000

Request: Municipalities to provide funding supports as per historical level above for a 3-year time period FY 2026 to 2028.

Appendix

- Health Human Resource Task Force – Membership
- Primary Care Network – Mandate and Membership
- MAOHT – HHR Recruitment Branding (example)

HHR Task Force Terms of Reference Membership Overview

Primary Care Providers

- Dr. Melanie Mar, Family Physician, AFHT & Co-Chief of Family Medicine HDMH
- Dr. Sarah Mackinnon, Family Physician, SDMC
- Dr. Khaled Abdel-Razek, Chief of Staff, MAHC
- Jane Rolfe, NP, Community

Municipal Government

- Scott Lucas, CAO, Gravenhurst
- Lauren MacDermid, EDO, Huntsville
- Rod Ward, Chair, AHHC

Co-Chairs

- Leanna Lefebvre, NP, NM NPLC
- Dr. Kristen Jones, Family Physician, CCFHT

Organizations

- Janine van den Heuvel, AFHT
- Noreen Chan, MAHC
- Shelly van den Heuvel, Acting Executive Director, AHFHT
- Irene Wright, PFCPAC
- Sandy Zurbrigg, PFCPAC
- Isabelle McWilliams, HM
- Katherine Craine, Huntsville Hospital Foundation
- Leah Walker, South Muskoka Hospital Foundation

Primary Care Network Terms of Reference Mandate Overview

Establish a Primary Care Network to meet the requirements of Ontario Health for its establishment and to add locally driven value to Primary Care Providers and Practices within the MAOHT as it continues to evolve.

Vision

PCNs will connect, integrate, and support primary care clinicians within MAOHT to improve the delivery and coordination of care for patients (OH), families and caregivers.

Objectives

- Organize the local primary care sector in OHT planning and provide a voice in OHT decision- making.
- Serve as a vehicle to support OHTs in the implementation of local and provincial priorities.
- Articulate, advocate and drive local primary care priorities
Develop and implement an engagement strategy across the Primary Care sector.
- Provide for effective and efficient two-way communications with primary care network members from PCN leadership on opportunities, information to assist practices and ensure the voices in the field are heard.

PCN Task Force Membership

- Dr. David Mathies Co-Chair (AFHT)
- Dr. Keith Cross Co-Chair (CCFHT)
- Dr. Tina Kappos (CCFHT)
- Leanna Lefebvre (NPLC)
- Dr. Sarah MacKinnon (SDMC)
- Dr. Luke Wu (MAHC)
- Dr. Melanie Mar (AFHT)
- Dr. Stacy Erven (AHFHT)
- Donna Kearney (Hospice Muskoka)
- Barb Borland (Midwives of Muskoka)
- Diane Lloyd (PFCPAC)

MAOHT Branding – HHR Recruitment



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Muskoka & Almaguin
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