



Tavistock Community Health Centre News

December 2004

Opening for New Physician at the Tavistock Medical Centre

Special Interest Articles:

- Opening for New Physician at the Tavistock Medical Centre
- Strengthening Board Governance

After many years of service, one of six family physicians practising at the Tavistock Medical Centre has decided to fully retire from practice. His retirement presents a unique opportunity for a new physician to join the Tavistock Family Health Network, and to take over an existing block of about 1,000 patients, 750 of whom are rostered. This note outlines this opportunity. If you are interested in discussing this opportunity, please contact either Blain McCutchen, Business Manager, or Dr. Paul Bartlett, lead physician at the Tavistock Medical Centre at 519-655-2322.

Location

Tavistock Community Health Inc. (TCHI) is a community-owned and supported health care organization serving the greater Tavistock, Ontario area. This catchment area includes communities such as Bright, Cassel, Embro, Hickson, New Hamburg, Ratho, Shakespeare, Stratford, Woodstock and of course, Tavistock. TCHI owns and administers the clinic out of which a group of family physicians practices, as members of the Tavistock Family Health Network.

Tavistock is nestled in the heart of southwestern Ontario, in Oxford County, bordering on Waterloo and Perth Counties. Tavistock is 17 km southeast of Stratford, home of the world-renowned Stratford Festival, 35 km southwest of Kitchener-Waterloo, known for its Farmers Market and Oktoberfest, and 140 km southwest of Toronto.

Our Clinic

The Tavistock group of family practitioners was originally established in 1953. It is a historical fact that family physicians have operated in Tavistock since the 1860s. It is believed that this makes the Tavistock clinic the oldest medical group practice in Ontario that is still in operation.

Tavistock is also a teaching facility for family physicians. Tavistock sponsors field placements/training for medical students and residents from the University of Western Ontario, McMaster University and the South Western Ontario Rural Medicine Program. As a teaching facility, we provide a more enriched work environment for our physicians, increase the level of care we are able to provide to our patients, and give residents and students an opportunity to evaluate the clinic as a suitable permanent practice

The Tavistock area offers a balanced mix of about 7,500 patients, 6,000 of whom are rostered, in the areas of adult medicine, geriatrics, well baby checks and paediatrics, and women's health. In addition, the physicians are responsible for the care of 223 residents at 3 long term care facilities located within Tavistock. Hospitalized patients are generally referred to Stratford General Hospital where the Tavistock family physicians have hospital privileges.



Opening for New Physician (cont'd)

Business Model

The mission statement of TCHI states that "Tavistock Community Health Inc. is committed to sustaining and enhancing accountable, accessible, high-quality health care services in response to community needs".

The TCHI clinic operates under an innovative business model that is the only one of its kind in Ontario

- The long-established partnership of family practitioners joined, in June of 2003, to establish the Tavistock Family Health Network
- Currently there are six physicians operating in the group practice
- A nurse practitioner has been approved for the clinic by the MOHLTC
- These physicians operate out of a facility which is owned and managed by the community
- In 2002 the greater Tavistock community raised almost \$1.4 million in contributions to finance the acquisition and on-going operation of the clinic
- A volunteer Board of Directors provides governance of the clinic
- A full-time Business Manager is responsible for operating the business aspects of the clinic
- TCHI is responsible for maintaining the facility, medical equipment, and for providing administrative and nursing staff for the clinic
- Billings are split between the physicians and TCHI on a sliding scale ranging up to 70:30

Currently there are 11 support staff at the clinic. Staff include:

- a Business Manager who oversees day-to-day operation of the clinic and provides support to the Board of Directors
- six nurses assigned to provide

support to the physicians, including patient assessment, coordinating referrals, vaccinations, blood work and other patient care duties

- a medical secretary, two office assistants, and two receptionists who handle patient bookings, billing submissions, office administration and reception functions
- The clinic also has a vacancy for a Nurse Practitioner

Facilities

The TCHI clinic consists of a 6,000 square foot building, having 7 physician offices - 14 examination rooms, and a state of the art medical records storage area. Existing facilities are currently being upgraded to ensure full access by handicapped persons. Hospitalized patients are treated at the 230-bed Stratford General Hospital located 16 km from Tavistock.

Our Doctors

The physicians operating at Tavistock have provided outstanding service to the community for many years. Their long-standing commitment to the community and their patients is legendary. We are proud to be able to call them our "family" physicians.

Dr. Paul Bartlett
 Dr. Brad Card
 Dr. Roddy Caulfeild
 Dr. Anand Hegde
 Dr. Ken Hook
 Dr. Stacey Snider



"a unique opportunity for a new physician to join the Tavistock Family Health Network, and to take over an existing block of almost 700 rostered patients"

Opening for New Physician (cont'd)



Recruiting for New Physician

We are currently seeking one full-time physician, and over the next few years we expect to require additional physicians to replace expected retirees. Physicians must be accepted by all incumbent physicians in order to join the Tavistock Family Health Network. New physicians will be expected to take on a fair share of on-call coverage. A range of benefits and incentives can be offered by the clinic, tailored to individual needs. We are currently accepting vacation (short term) locums and locums with a view to long term opportunities.

Physicians who practice full-time in under-serviced areas, such as Tavistock, may be eligible to apply for an incentive grant of up to \$15,000 paid over four years. Free tuition program offers physician applicants up to \$40,000 (or \$10,000 per year) in exchange for a three or four year return-of-service commitment. Physicians choosing to visit the Tavistock area to view our practice can have their expenses reimbursed as part of the under serviced program.

Summary of Advantages Offered by Tavistock

- Well-equipped clinical facility
 - Great rural location offering very low crime rates, good schools, diverse recreational opportunities
 - A proven family practice with a unique business model enabling new physicians to begin to eliminate debt load immediately and to generate income; physicians devote their time and talent to providing high-quality health care
 - TCHI's Business Manager and Board manage all operational and administrative issues
 - Contributes to a relaxed, rewarding and enjoyable work environment
 - Affordable variety of housing in either Tavistock or a neighbouring communities (such as Stratford, Woodstock, Hickson, New Hamburg, Kitchener-Waterloo)
 - Quality educational facilities: excellent local public schools, access to private and separate schools, short drive to seven universities and colleges (University of Waterloo, Wilfred Laurier University, McMaster University, University of Guelph, University of Western Ontario, Conestoga College and Fanshawe College)
- New physician is able to take over existing patient load of about 1,000 patients
 - Outstanding community support, evidenced by contributions of \$1.4 million to acquire and revitalize the Tavistock Community Health Centre and a dedicated and involved voluntary Board of Directors
 - Comfortable size of practice (6 physicians)

For more information visit us on the web at www.tchi.ca.

Strengthening Board Governance



“This initiative to strengthen ‘corporate’ governance of the clinic was commissioned by the TCHI Board”

The TCHI volunteer Board recently carried out assessment of its governance capabilities with the aim of learning from its experience over the past 3 years and strengthening these arrangements.

The Board is comprised of 11 volunteers from the community, which owns the physical facilities in which the physicians operate. Fees earned by the physicians are split with the clinic; the Community-run facility is responsible for paying all staff, procuring medical equipment, facilities maintenance and upgrades, and Board support. About 75% of all operating costs are associated with compensation and benefits of nursing and administrative staff.

This initiative to strengthen “corporate” governance of the clinic was commissioned by the TCHI Board. A professional consultant, who is a member of the Board, completed the assignment on a pro bono basis. The assignment was carried out in three stages. First, each Board member was interviewed to obtain their perspective on strengths and weaknesses of current governance arrangements, as well as opportunities for improvement. Second, a thorough review of best practices in governance was carried out through a literature search. Third, a gap analysis was prepared to compare the current governance arrangements of the organization with best practices. The results of this gap analysis were prioritized, leading to the identification of initiatives to strengthen Board governance arrangements.

A framework of governance best practices was developed to guide this

analysis. Six areas of governance make up the framework. These six areas are described below.

Effective Organization Structure

An appropriately structured and balanced governing body

Appropriate meeting and management processes

High performing Board of Directors; Board performance assessed periodically

Effective Board succession practices

Highly qualified Board members are recruited and provided an orientation to the organization and the Board

Well-Defined Roles and Responsibilities

Agreed and understood roles and responsibilities for Board officers and key staff positions

Board Committees with well-defined mandates and appropriate authority

Staff with defined job descriptions and authorities

Effective Planning System

Clear and agreed statement of mission, key objectives and strategic priorities

Board focuses on updating statement of mission/vision for organization and approving the annual operating plan and budget

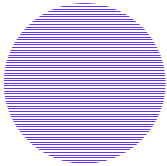
Strengthening Board Governance (cont'd)

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Timely and Thorough Disclosure Communications

Robust and regular performance reporting, monitoring, review and evaluation

Timely financial reporting against plan

Non-confidential deliberations of Board shared with stakeholders

Aligned Culture and Values

Culture and values are supportive of good governance

Appropriate performance-based remuneration of key positions

Incentives for leader of organization and other key staff aligned with mission of organization

Robust Risk Management Processes

An effective framework of internal controls; clear signing authorities in place

Organization is compliant with applicable government regulations

Insurance coverage for Board members is appropriate

Independent financial audit carried out annually and shared with stakeholders

Following the preparation of a gap analysis between these best practices and the current governance capabilities of TCHI, a number of areas for improvement were identified, debated with the Board and agreed upon.

About Tavistock Community Health Inc....

We're on the Web!

See us at:

www.tchi.ca

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Tavistock Community Health Centre News is a publication of the Tavistock Community Health Inc (TCHI). TCHI is a community owned and volunteer-

governed organization whose mission is one of sustaining and enhancing accessible, accountable, high-quality health care services in response to community needs.

For more information, contact Mr. Blain McCutchen, Business Manager, TCHI, at 519-655-2322 or Mr. Erik Rule, Volunteer Member of the TCHI Board and Chairperson of the Physician Recruiting Committee at 519-454-8294.