

To: Corporate and Finance Services Committee

From: Tracy Adams, Chief Administrative Officer,
Office of the C.A.O.

Report Number: CF-26-11

Date of Report: March 25, 2026

Date of Meeting: March 30, 2026

Subject: Physician Incentive Program

Ward: All Wards

File: 03-05

1.0 Purpose

The purpose of this report is to provide an update on the Durham Region Family Physician Recruitment Program and to recommend a strategy to help attract and retain family physicians in Oshawa.

Attachment 1 is the Summary of Physician Incentive Programs across Ontario.

Attachment 2 is the 2025 Durham Physician Recruitment Program Annual Report.

Attachment 3 is the Community Pulse: Oshawa's Primary Care Snapshot.

Attachment 4 is Correspondence from North Oshawa Medical Centre dated March 12, 2026.

2.0 Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

1. That, based on Report CF-26-11 dated March 25, 2026 concerning a Physician Incentive Program, staff be directed to establish a Physician Recruitment Program providing grants of up to \$25,000 per physician, based on matching contributions (cash and/or eligible in-kind) from participating medical clinics subject to a five (5) year Return of Service Agreement, generally in accordance with the terms and conditions as outlined in Section 4.4 of this Report; and,
2. That staff be directed to prepare and execute all required agreements and associated documents, in a form and content satisfactory to the City Solicitor, the Chief Administrative Officer and the Director, Legislative Services/City Clerk.

3.0 Input From Other Sources

- Business and Economic Development Services
- Finance Services
- Legal Services
- Legislative Services
- Docs for Durham (Durham Physician Engagement Team)

4.0 Analysis

4.1 Provincial Update

In January 2026, the Health Minister reported that the Province is on track to connect everyone in the province to a primary care provider by 2029 and is funding: new primary care teams across the province that can accept thousands of patients, new seats at medical schools as well as speeding up the licensing process for out-of-province doctors moving to Ontario to practice. In addition, the Province is also investing funds to support the planning for 16 new and expanded primary care teaching clinics across the province to connect 300,000 more people to primary care, of which Oshawa has been selected as one of the locations, with an anticipated 2027 or 2028 opening.

Despite the various Provincial initiatives, it is uncertain whether these actions have translated into measurable improvements in the number of Oshawa residents being attached to a family doctor. Obtaining accurate and current provincial data on how many Oshawa residents are rostered to a primary care provider is challenging.

The [Ontario Auditor General's 2025 Annual Report](#) found that millions of Ontario residents still cannot find a primary care provider and there is a lack of consistent processes and that the waitlist, Health Care Connect, reflects only 11% of the actual number of Ontario residents without a provider. The report also noted that failure to coordinate physician recruitment provincially has resulted in a fragmented and competitive recruitment environment. This has led municipalities across Ontario to develop their own recruitment programs, which can result in unequal access to a family physician depending on where people live. What is clear is that without provincial intervention or revised local supports, Oshawa could continue to lose physicians to incentive-offering communities.

Communities with fewer primary care providers consistently show poorer population-level health outcomes. This is a concern in Oshawa since Durham Region's Health Neighbourhoods monitoring program identified that five (5) of the seven (7) priority neighbourhoods that require a focus to improve health and well-being are located in Oshawa (Downtown Oshawa, Lakeview, Gibb West, Beatrice North, and Central Park). Additionally, losing primary care physicians risks continuity of care. Continuity of care is strongly linked to improved longevity and lower healthcare costs. It is also important to note that retaining physicians is significantly more cost-effective than recruiting and on-boarding replacements.

Many municipalities across Ontario have implemented incentives to attract and retain physicians, including the Town of Ajax, the Municipality of Clarington, and the Town of

Whitby, as outlined in Attachment 1. Given the competitive nature, absence of a competitive physician incentive program may place Oshawa at a disadvantage in recruitment and increase risk of losing physicians to neighbouring municipalities, especially to those offering incentives. Additionally, staff have been approached by several Oshawa medical clinics inquiring about incentive programs as they are independently and actively working to recruit physicians.

It is important to recognize that municipal initiatives alone cannot fully resolve the family physician shortage; however, local action can play a meaningful role in:

- Attracting physicians choosing between municipal locations;
- Reducing financial barriers to establishing or expanding medical practices; and,
- Enhancing physician retention through structured service agreements.

4.2 Durham Region Family Physician Recruitment Program Update

At its meeting of March 25, 2024, Council endorsed the Region of Durham's request for the City of Oshawa to participate in a cost sharing, Durham Region-wide Family Physician Recruitment Program.

The total annual program cost would be \$225,000 annually, with annual escalation by CPI plus 2 per cent, beginning in 2025 and would be shared on a population-based allocation with Oshawa's share being the highest based on population. As of 2026, Oshawa has contributed \$66,191 to the program.

The City, along with other Durham Region area municipalities, entered a Memorandum of Understanding dated May 24, 2024, with the Region of Durham to create a Region-wide Family Physician Recruitment Program ("Recruitment Program") to attract and retain family medicine trainees and family physicians to Durham Region and to fund the Durham Ontario Health Team ("D.O.H.T.") to hire a full-time permanent family physician recruiter for Docs for Durham. The 2025 Durham Physician Recruitment Program Annual Report is provided as Attachment 2 which summarizes the program to date.

In meeting with the Docs for Durham Executive Director, and reviewing the Recruitment Program's activities to date, opportunities have been identified to strengthen the Recruitment Program's effectiveness. Improved data collection, clear performance measures, and enhanced reporting would support a better understanding of program impact. Strengthening the program's website and social media channels could also improve its visibility and ability to attract candidates. Furthermore, closer collaboration with clinics to understand their operational needs would help avoid duplication of recruitment efforts and contribute to a more coordinated and efficient approach across the system.

4.3 State of Primary Care in Oshawa

4.3.1 Oshawa Family Physician Recruitment

In the early 2000's, in response to a shortage in family physicians across the Province, the City worked with a number of community partners and funded the Oshawa Family

Physician Recruitment Task Force (“Task Force”). The Task Force consisted of healthcare professionals, administrators and a recruiter. The funding was used towards the costs of recruiting and relocating new family physicians including incentives, marketing and attendance at retention events. This Task Force was originally led by the Oshawa Chamber of Commerce and later transitioned to the University of Ontario Institute of Technology. This Task Force ceased operations and the City stopped providing financial support by 2013.

4.3.2 Unattached Residents and Family Physicians in Durham Region

Once again, access to primary care has become a pressing concern across Ontario, including across the Region of Durham and Oshawa. Recent Ministry of Health data estimates that there are approximately 66,000 people living in Durham Region with no family physician or unattached. Local data suggests there are at least another 100,000 Durham Region residents who are attached to a physician outside of the Region of Durham. Furthermore, each year 1,500 babies born in Durham Region leave the hospital without a primary care physician.

In addition, according to the Ontario Medical Association survey 52% of Ontario’s existing family physicians are considering retirement in the next five years. Approximately 27% of Durham Region’s family physicians are over the age of 60 and nearing retirement from clinical practice. This demonstrates a need for meaningful and strategic action to address the widening capacity gap.

4.3.3 Unattached Residents and Family Physicians in Oshawa

As Oshawa’s population ages, with 23% of Oshawa’s population being age 60+, and is expected to grow (Oshawa is one of Ontario’s fastest growing communities experiencing 10% growth between 2016 and 2021) the demand for primary care will increase. Older adults have higher medical needs and chronic conditions, putting greater demand on primary care providers. At the same time many family physicians are aging and retiring or reducing their scope of practice.

The Community Pulse: Oshawa’s Primary Care Snapshot infographic (Attachment 3) provides an at-a-glance summary of population, the number of unattached residents without a family physician, and the distribution of clinics and practicing doctors across each Forward Sortation Area (F.S.A.), which are the areas identified by the first three letters of a postal code. According to the College of Physicians and Surgeons of Ontario registry, there are currently an estimated 59 family physicians who have identified Oshawa as being their primary practice location. This is a baseline and does not imply capacity as this number does not reflect how many are taking new patients, how many are full-time versus part-time, how many have reduced rosters due to complexity or age or how many are planning to retire.

According to the most recent population and primary care attachment data (as of September 2025) provided by Ontario Health through the D.O.H.T., there are an estimated 20,000 residents who are currently ‘unattached,’ meaning they are not formally registered or rostered with any primary care practice. This means that they lack a single, designated healthcare provider for regular check-ups, chronic disease management, and referrals to

specialists. This may only reflect those that are on the Health Care Connect waitlist. In addition, the data has some limitations, as reporting methods and provincial approaches to measuring unattached patients are still evolving. Docs For Durham, the D.O.H.T., and the Primary Care Network continue to work together to stay aligned with these changes and use the best data available for planning.

Based on an average Ontario patient roster (1,187 patients per doctor), the City needs approximately 17 new family physicians. However, the number of family physicians is influenced by several factors including team-based care which sometimes allows for family physicians to take on a larger roster or the complexity of care (e.g. seniors or chronic conditions) which might require a smaller roster. This also does not account for anticipated growth, retirements or physicians relocating their practice outside of Oshawa.

To maintain competitiveness in attracting and retaining primary care providers in Oshawa, through the Mayor's budget, \$250,000 was allocated in 2025 and 2026 to the Physician Recruitment Reserve Fund, for a total of \$500,000. Staff recommend establishing a Physician Recruitment Grant program aimed at improving and stabilizing access to primary care in Oshawa. Attachment 4 is a letter from a local primary care clinic requesting funding to support their efforts to attract and retain physicians. The letter highlights the ongoing challenges in securing primary care providers and reinforces the need for a Physician Recruitment Grant program.

4.4 Proposed Physician Recruitment Grant

Utilizing the Physician Recruitment Reserve ("Reserve"), staff propose the establishment of a Physician Recruitment Grant ("Grant") to attract family physicians to establish community practices in Oshawa. The Grant is meant to ensure Oshawa stays competitive in the ability to attract physicians into our community and to meet the future needs of our growing community.

Under this program, the City would provide a grant of up to \$25,000 per physician, to be matched by a \$25,000 contribution, to be cash and/or in-kind, from the participating clinic, for a total recruitment incentive of \$50,000 per physician. Family physicians who receive the Grant will enter into a formal Return of Service Agreement with the City for a term of five (5) years as outlined below.

If approved, the program would take effect as of January 1, 2025. The program will fund retroactively up to ten (10) physicians that were retained in 2025 and consider those retained in the first half of 2026. If the program funds fewer physicians than the annual cap, any unused allocations will remain in the Reserve available to fund the next program year. The annual cap ensures that the completion of five-year service agreements are staggered so they are not all expiring at the same time.

Beginning in 2027, the continuation of the program at ten (10) physicians per year is contingent on an ongoing annual budget allocation of \$250,000 to the Physician Recruitment Reserve. Program results and funding requirements will be reviewed after three (3) years to determine continuation, adjustment, or expansion. The overall financial investment is expected to expand primary care access by enabling more residents to be

rostered with a family physician. In addition to reducing the number of unattached patients, the program also stabilizes access by supporting succession for retiring physicians.

The following outlines the proposed criteria for the Physician Recruitment Grant. The criteria is intended to provide a framework for program implementation and is aligned with programs in Whitby and Clarington.

Eligible Applicants:

Eligible physicians must meet all of the following criteria:

- Be licensed and in good standing with the College of Physicians and Surgeons of Ontario (“C.P.S.O.”);
- Provide comprehensive primary care (family medicine);
- Meet one of the following:
 1. Establish a new practice in Oshawa
 - Focus on rostering unattached Oshawa residents with a target of 800 where feasible.
 - Build and maintain a roster (patient panel) of 1,200 patients within 18 to 24 months.

OR

2. Assume an existing Oshawa Practice
 - Take over an existing practice from a retiring or relocating physician from within the City of Oshawa, ensuring continuity of care;
 - The clinic must confirm the transfer of the existing patient panel in full to the incoming physician;
 - The existing patient panel must be greater than 400 patients.
- Enter into a formal Return-of-Service Agreement with the City committing to a primary care practice within Oshawa for a minimum period of five (5) years.

Eligible clinics must meet all of the following criteria:

- Be located in the City of Oshawa;
- Participate in the program’s cost-sharing requirements, contributing an equal amount (cash and/or in-kind) to the City’s contribution;

- Be in good standing and demonstrate that it has the physical capacity and admin support necessary to accommodate.

Ineligible Applicants:

The program is not intended for:

- Specialists not providing comprehensive primary care;
- Walk-in, clinic-only models without roster-based attachment;
- Locum-only arrangements (doctors that are filling in temporarily, for example covering vacations or sick leave).

Grant Structure:

- Maximum \$50,000 matching cost-share with the clinic or physician group (\$25,000 municipal contribution and \$25,000 clinic or physician group contribution to be cash and/or in-kind).
- Full funding available for rosters of approximately 1,200 patients or more. Smaller rosters will receive a proportionally adjusted amount for takeovers of existing practices that might be smaller than the target of 1,200 patients funding will be considered:
 - 400 to 799 patients: \$12,500;
 - 800 to 1,199 patients: \$18,750;
 - 1,200 plus patients: \$25,000.
- Paid in phased contributions.
- Subject to a five-year Return-of-Service Agreement.

Eligible In-kind Contributions:

In-kind contributions must have a clear dollar value, be directly tied to and benefit the recruited family physician and be documented in a reasonable manner showing how the in-kind value was calculated. In-kind contributions must be valued based on fair-market cost or actual cost incurred and include the following eligible contributions:

- Rent or common area fee reductions (documentation required).
- Electronic Medical Record-related cost ("E. M. R."), including per physician licensing fees, onboarding costs, setup fees, and dedicated user seats (actual paid invoices, per-physician allocation).
- Medical/office equipment or furnishings such as exam table, laptop, printer, workstation (proof of expenses via invoices).

- Administrative support, such as additional medical office assistant hours, directly tied towards supporting the new physician.
- Relocation expenses directly related to the physician's move (receipts required).

Funding Payment:

- Phased Contributions: contingent on active practice and progress against roster growth milestones.
 - 50% at start (physician begins practicing in Oshawa);
 - 25% at 12 months; and.
 - 25% at 24 months.
- Recoup or reduction if milestones/commitments are not met.
- Roster counts will be verified through a clinic attestation form signed by clinic leadership at each reporting milestone.

Annual Program Caps:

Physician Cap:

- The program will fund retroactively up to ten (10) physicians that were retained in 2025, ten (10) in 2026, and ten (10) per year contingent on continued annual budget allocation of \$250,000.
- If the program funds fewer physicians than the annual cap, any unused allocations will remain in the Reserve available to fund the next program year.
- The annual cap ensures that the completion of five-year service agreements are staggered and not all expiring at the same time.

Clinic Cap:

- Maximum of three (3) physicians per clinic per year.
 - If funding or physician spots remain available after all clinics have had an opportunity to participate, the City may approve additional physicians at clinics that have reached their cap.

Retroactive applications will be considered for physicians on or after January 1, 2025, meeting all requirements of the program and will count towards the 2025 annual cap.

Performance Requirements:

- Maintain full-time comprehensive primary care practice in Oshawa.
- Build a 1,200 patient roster within 18-24 months (new practices).
- Prioritize unattached Oshawa residents (target of 800).
- For takeovers of existing practice, physician must maintain the transferred roster.
- Deliver care from a permanent clinic in Oshawa and maintain regular clinic hours.
- Remain in good standing with the C.P.S.O.

Application Prioritization Criteria:

Applications will be reviewed on a first-come, first-serve basis, within each program year subject to eligibility requirements. Where demand exceeds available funding, priority may be given to applications that demonstrate the following:

- Clinics accessing program for the first time;
- Clinics located in underserved areas based on F.S.A.;
- Clinics demonstrating team-based care models including collaboration with nurse practitioners;
- Clinics providing after-hours or urgent care access; and,
- Clinics that demonstrate a commitment to accepting unattached residents as new patients.

4.5 Legislative Authority

Section 106 of the Municipal Act, 2001 prohibits municipalities from providing “bonusing” to commercial enterprises. The proposed program has been structured to comply with Section 107 of the Municipal Act, 2001, which, instead, allows municipalities to give grants through either financial or in-kind assistance that Council considers to be in the “interests of the municipality”, in particular, since these grants serve a clear public purpose by supporting access to primary care and advancing the health, safety, and well-being of residents. It is not a general business subsidy; rather, it is intended to secure the delivery of essential community health and medical services.

The grant is provided through a legally binding Return-of-Service Agreements with defined performance requirements, ensuring measurable public benefit and service commitments in exchange for municipal support. Similar physician recruitment programs have been implemented by Ontario municipalities, including Ajax, Clarington and Whitby. Given the number of municipalities offering physician incentives across the province, the absence of a competitive physician incentive program may place Oshawa at a disadvantage in recruitment and retention as there is a greater risk of losing physicians to neighbouring municipalities, especially to those offering incentives.

5.0 Financial Implications

The Physician Recruitment Grant Program will be funded through the existing Physician Recruitment Reserve, which currently has \$500,000 available. Under the program, the City will provide a Grant of \$25,000 per physician, matched by a \$25,000 contribution from participating clinics, for a total incentive of \$50,000 per physician.

The program will be retroactive, taking effect January 1, 2025 when the Reserve was established. Beginning in 2027, continuation of the program at ten (10) physicians per year is contingent on an ongoing annual allocation of \$250,000 to the Physician Recruitment Reserve. With continued annual budget allocation of \$250,000 the City can fund 10 physicians per year.

6.0 Relationship to the Oshawa Strategic Plan

This report responds to the Oshawa Strategic Plan Priority Area “Care: Safe and Sustainable Environment” with the goal to collaborate and advocate for effective services, programs, and community safety and well-being support.



Hailey Wright, Director,
Business and Economic Development Services



Enez Perkins, Director,
Corporate Performance and Strategic Initiatives



Tracy Adams, Chief Administrative Officer,
Office of the C.A.O.

Municipal Comparison Table

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
Clarington	Up to \$50,000 per physician (cost-shared with clinics);	Payments up front, however optional phased depending on clinic; clinic contribution can include in-kind support (such as discounted overhead, e.g. rent reductions, software licenses, admin staff); marketing, Docs for Durham	Municipality; local clinics; Durham Ontario Health Team	Roster 1,000 patients; repayment if leaving <5 years	Based on legacy 2007–2017 program (25 doctors recruited); renewed 2024–25
Whitby	Pilot Program: \$50,000 over 5 years (cost-shared with clinic operator) at the Whitby Health Centre	Recruitment marketing; job fairs; onboarding; support via Docs for Durham	Town; Oshawa Clinic Group; Durham Ontario Health Team	35 hrs/week; Roster 400 patients (Yr 1), 1,000 (Yr 3); 5-year ROS	Pilot launched 2023; tied to Whitby Health Centre
Bay of Quinte / Quinte West / Brighton	\$100,000 over five years to new family doctors who establish a practice and roster a specified number of patients in the area.	Medical Services Agreement; tours; newcomer supports City of Quinte West purchased medical	Docs by the Bay; Brighton; Trenton Memorial Hospital Foundation	5-year ROS; Canadian-trained or International	Effective long-running program (since 2017)

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
	Students may receive funds early	building (2022) and will work with partners to update and make the medical facility available as a leased clinic and office space for physicians serving residents in Quinte West. Acquiring this facility, which includes a selection of recently purchased medical equipment, allows the City to support new doctors with well-equipped spaces in which they can build long-term medical practices serving Quinte West.		Medical Graduates	
Belleville	Family Physician: \$150,000 for medical students, resident, or locum. \$25,000/year for six years or \$30,000/year for five years;	Onboarding support; practice setup assistance	City; local clinics	In most cases requires a 5-year ROS	Simple, high-value incentive

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
	<p>applicants are eligible from their first day of medical school right up until they establish their own practice in another location. No fixed roster requirement.</p> <p>Family Medicine Physician/Emergency Medicine: \$75,000 incentive (\$15,000 or \$25,000 annually); available for existing physicians relocating from outside Ontario or for specialists deemed to be in critical need.</p> <p>Specialist Physicians: \$75,000 payable in \$15,000 annual installments; incentive for a medical student, resident or recently graduated. List of high need specialists including Anesthesia, Pediatrics, etc.</p>				

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
	<p>International Medical Graduates: can be up to \$150,000 paid in \$25,000 installments</p> <p>Established Family Physicians from outside Ontario: \$75,000 to be paid in \$15,000 or \$25,000 installments. To be eligible, must be relocating from outside of Ontario, fully licensed to practice in Ontario, and is in good standing. Must open a clinic-based practice and roster their own patients. May consider Ontario based physician, must be proven that they would otherwise leave existing practice regardless of incentive.</p> <p>Nurse Practitioners: \$10,000 incentive; \$5,000 when the Practitioner starts a position</p>				

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
	and another \$5,000 after six months, 2-year ROS				
<u>Hamilton / Haldimand County</u>	Does not provide financial incentives, instead provides various supports through the Ontario Health Team.	<p>Major multi-year recruitment & retention strategy; National and International Recruitment; Marketing</p> <p>Local Physicians: Support with succession planning, leaving a practice, and securing locum coverage.</p> <p>New/Prospective Physicians: Support to find locum or permanent positions, support with taking over a practice and the licensing and immigration process.</p> <p>All Family Physicians: Connect physicians</p>	<p>Greater Hamilton Health Network Ontario Health Team (Lead); City of Hamilton; Haldimand County; Hamilton Health Sciences; McMaster University; Rural Ontario Medical Program</p>		<p>Hamilton's recruitment program transitioned to the OHT in 2023, expanded to include Haldimand County in 2024.</p>

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
		<p>with various resources (lawyers, realtors, clinic owners, accounting firms, billing optimization providers etc.)</p> <p>Provide information on the local family medicine landscape (average locum rates, timelines to take over a practice, typical overhead etc.).</p>			
<u>Huntsville</u>	<p>\$60,000 (take over practice); \$70,000 (expand an existing practice); \$80,000 (new practice) + access to Provincial NRRI grant (\$107,166)</p>	<p>Municipal 1/yr skate/swim membership; community incentive bundle; 1-yr car lease; golf and ski membership; retail/service discounts and restaurant</p>	<p>Muskoka Almaguin Ontario Health Team ; Almaguin Highlands Family Health Team; community businesses; Huntsville</p>	<p>5-year ROS; must take 200+ patients off waitlist for takeovers</p>	<p>Launched 2024; 6 physicians recruited to date; 4 additional in pipeline</p>

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
		vouchers (business contributions)	Healthcare Advisory Panel* *Panel to be established in March 2026, will include reps from local health organizations and input from physicians.		
Kingston	\$100,000 Primary Care Clinic Expansion Grant (Closed in 2024) : up to \$100,000 to support 6 existing clinics to expand their rosters and broaden their services (expand teams/tech/admin)	Offers relocation and career support for incoming physicians and their families through the NEST program; Health Homes Pilot (a new model of primary care to attach unattached patients).	Queen's University; Ontario Health Team; KCHC; OMA; KEYS Employment	5-year ROS; New practice or takeover; usually multi-year installments	33 physicians recruited since 2022; 4 net new in 2025; program under review
Loyalist Township	\$100,000 per physician relocating to Loyalist	Pro-rated based on the number of patients		5-year ROS; Roster patients	

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
	Township or taking over a practice in Loyalist Township.	rostered, with physicians rostering 1,200 or more patients receiving the full incentive of \$20,000 per year for five years. Partners of physicians may also access Dual Career Support Program offered by Kingston as part of the NEST program.		from Loyalist Township;	
Orillia	\$500,000 contribution to regional recruitment program. Regional program offers may include: Financial incentives including stipends, overhead assistance, relocation	Established Working Group; explored city-run clinic; expanded recruitment infrastructure	City; Couchiching Ontario Health Team; Orillia & Lake Country Recruitment	N/A – funds go to regional recruitment efforts	15–17 FPs needed; 21% nearing retirement

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
	<p>assistance, and interest free loans.</p> <p>Community Referral Bonus: Financial recognition to any community member who provides a physician referral and commences practice in Orillia.</p> <p>Mentorship Stipend Support: Appreciation and recognition to existing physicians who are providing formal mentorship support to incoming recruits for their first year of practice</p> <p>Medical education and professional development, licensing support.</p>				
Peterborough	\$15,000 (paid over 3 years)	Comprehensive onboarding; EMR training; recruitment concierge; “Whole Town Village”;	City; Peterborough Ontario Health Team; local clinics	Roster increase (up to 650); return incentives for	Strong international recruitment; at least 10

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
		"Hometown Proud" bonuses		local-origin physicians	new doctors since 2024
St. Thomas / Elgin County	<p>Health Recruitment Partnership: \$33,000 forgivable loan</p> <p>Med-student scholarships (\$1,000/year to 10 students) emphasis on those pursuing a career as a family doctor locally</p>	<p>Loan is for office/medical equipment expense coverage and is forgivable on condition the doctor provides at least four years of service in the county</p> <p>Scholarships; physician-community integration</p> <p>Home Builders Association offers a Discount to Build Program (new builds of homes or clinics, upgrades, rental homes). Hardware store offers discounts on furniture/appliances.</p>	<p>Municipality; hospital; Home Builders Association; Local Retailer</p>	4-year ROS	Longstanding combined recruitment + education pipeline

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
<p>Wasaga Beach</p>	<p>Financial support of up to \$100,000 per new physician, subject to an MOU. Applicable to new practices or takeover arrangements.</p> <p>Offers use of the municipally operated Wasaga Beach Medical Clinic rent-free for a five-year period, after which the physician would assume a portion of the overhead costs (to be shared with other physicians in the practice).</p>	<p>The clinic, which opened in 2023, is municipally funded through the Town's OLG casino revenue and is a fully equipped, turn-key facility that serves to reduce barriers for physicians establishing a practice in Wasaga Beach. The South Georgian Bay Ontario Health Team received provincial funding to help increase the number of nurse practitioners working at the Town-operated facility and introduce new, expanded services including social worker services, occupational therapy, and physiotherapy.</p>	<p>South Georgian Bay Ontario Health Team, Georgian Bay Family Health Team and South Georgian Bay Community Health Centre</p>	<p>5 year ROS; Must roster predominantly Wasaga Beach patients; Must be in good standing with the College of Physicians and Surgeons of Ontario.. Receive half the signing bonus up front and the rest paid over five years.</p>	<p>Have recruited three physicians since implementing current incentives in August 2023.</p>

Municipality / Region	Financial Incentive(s)	Other Program Components	Key Partners	Eligibility / Criteria	Notes / Outcomes
<p>Welland <u>(Niagara Region's Physician Recruitment Specialist)</u></p>	<p>\$100,000 per physician to start or take over a practice</p>	<p>Full recruitment support; relocation services; focus on international recruitment UK</p>	<p>Niagara Region; Public Health; Economic Development</p>	<p>5-year ROS</p>	<p>Program is temporarily on pause due to influx of physicians. To be determined if they will relaunch the program.</p> <p>19 physicians recruited since 2024; at least 7 from UK</p>



2025

Durham Physician Recruitment Program Annual Report



Table of Contents

Message from the Executive Director	1
Executive Summary	4
Program Structure and Governance	5
Inaugural Board of Directors	
Key Achievements – 2025	7
Medical Education Programs	7
Queen’s Lakeridge Health MD Family Medicine (QLH MDFM) Program	7
Medical Residents – Queen’s Bowmanville Oshawa Lakeridge (QBOL) Residency Program	9
Leveraging Visiting Medical Learners from across Ontario	11
Domestic Recruitment Initiatives	12
Developing Locum Opportunities	12
External Recruitment Initiatives	12
Healthdaq	12
Stakeholder Engagement	14
Memberships and Industry Partners	14
Performance Metrics	15
Medical Student Engagement	15
Resident Support	15
External Recruitment	15
Other Recruitment	15
Marketing Performance	16
Community Events	17
Financial Overview	18
Challenges and Lessons Learned	18
Program Coordination	18
Resource Optimization	18
Information Management	19
Looking Ahead: 2026 Priorities	19
Program Growth	19
Operational Excellence	19
Community Integration	20
Conclusion	20
Key Performance Indicators	21

Message from the Executive Director

It is with great pleasure that I present our 2025 Annual Report for the Durham Physician Recruitment Program. This report reflects continued progress and evolution throughout the year, as well as our collective commitment to addressing Durham Region's critical shortage of family physicians.

2025 was a year of reflection, learning, and purpose, as we worked to identify the most effective organizational model to ensure our program could fulfill its mandate with greater flexibility and autonomy. At our inception, the Clarington Board of Trade generously hosted the program, providing administrative support and managing funds while enabling committee leadership to guide programming decisions and oversee expenditures.

In March 2025, the program transitioned to the Durham Ontario Health Team. While this structure fostered strong collaboration, operational processes limited the flexibility required to efficiently deliver our programming. Working collaboratively, we identified the need for a new organizational path that would better support our objectives while maintaining strong partnerships.

In October 2025, the Durham Physician Recruitment Program took the necessary steps to incorporate as a legally registered not-for-profit organization in Ontario. This transition was undertaken in close collaboration with Durham Region to ensure a seamless transfer and to allow the program to continue its important work without interruption.

Recent Ministry of Health data estimates that there are approximately 66,000 people living in Durham with no family physician. In addition to this, local data suggests there are another 100,000+ Durham residents who are attached to a physician outside of Durham. For many of these, the distance required to visit their family physician makes it very challenging for them to get effective access to their primary care provider. It is important to note that a number of family physician retirements are expected over the next 5 years.

It is also important to recognize the efforts being made by the provincial government to try to attach all Ontarians to a primary care provider or team over the next 3 years. This work is being led by Dr. Jane Philpott and her Primary Care Action Team. This involves creating or expanding new Interprofessional Care Teams to enable existing family physicians to increase their roster size by using a team-based approach to care delivery. While this may reduce the total requirement for new family doctors in Durham, this approach will not, by itself, resolve the shortage of family physicians.

Thus, there remains a need to recruit over 100 family physicians over the next few years by our estimates. And this need will continue to grow as the population of Durham grows rapidly. To achieve this goal, partnerships must remain at the forefront. We have continued to strengthen our partnership with Lakeridge Health, Queens University, and our local communities and community clinics. Durham Region hosts over 40 medical clinics with evolving needs and our ability to maintain meaningful outreach is reliant on these partnerships.

It is important to note, that given the program's organizational transitions, some delays in programming and limitations in external attraction initiatives were unavoidable. Where possible we engaged in creative and collaborative means to ensure outreach was maintained.

Key Achievements

- Welcomed 20 new medical students to the third cohort of the Queen's Lakeridge Health MD Family Medicine Program, strengthening retention efforts and fostering continuity between cohorts.
- Engaged Queen's family medicine residents studying in Durham through targeted support in the QBOL Residency Program, improving local retention rates and ensuring greater integration into the community.
- Established a regular communication path to Resident learners from outside the QBOL program.

- Expanded external outreach, including national and international recruitment events, to attract Canadian-trained physicians looking to return home and serve their communities. Our target area this year was Ireland and the UK
- Strengthened partnerships with Durham’s healthcare institutions, clinics, and primary care networks to create a seamless transition for new recruits. Along with a better understanding of vacancies and opportunities.

Looking Ahead

We are excited to move into 2026, our priorities remain clear: strengthening community engagement, enhancing recruitment efforts to remain competitive with other municipalities, and further integrating our efforts within the Durham Primary Care Network. Additionally, refining our data tracking methods and expanding training and support programs will be crucial to long-term retention.

Physician Recruitment is not simply about filling vacancies – it is about building a sustainable healthcare ecosystem that supports both providers and patients. I extend my deepest gratitude to all our partners, stakeholders, and community members for their ongoing dedication and collaboration. Together, we are building a stronger, healthier Durham for generations to come.

Sheila Hall
Executive Director, Docs For Durham



Executive Summary

The Durham Physician Recruitment Working Group has completed another year with remarkable progress in establishing foundational structures, fostering key partnerships, and achieving early successes in physician recruitment. This year yielded important lessons that have helped position the program on a strong and sustainable growth trajectory. This report highlights key accomplishments achieved in 2025, summarizes performance across strategic pillars, and outlines priorities for 2026.

We also would like to take this opportunity to extend our sincere gratitude to our stakeholders and contributors who have played a vital role in the success of this initiative. **The Region of Durham** provided crucial funding and policy support; **Lakeridge Health** contributed in-kind support, including dedicated office space for the Executive Director of Physician Recruitment; **Durham Ontario Health Team (DOHT)** provided the administrative framework and access to Primary Care that enables program growth; **Queen's University** facilitated medical student and resident engagement and event partnerships; and the volunteer **Durham Physician Recruitment Committee** donated their time and offered strategic guidance and governance support.

Additionally, we thank our external partners, including the **Durham Medical Clinics Network, Durham Primary Care Network, Lakeridge Health Department of Family and Community Medicine, Queen's University Medical School, financial institutions, and professional services firms**, for their contributions to the medical learners in Durham Region. Their collective efforts have been instrumental in ensuring the program's success and long-term sustainability.



Program Structure and Governance

The program has been designed with a collaborative governance framework to ensure long-term sustainability and success. Key partners have played an integral role in this initiative:

- **Region of Durham and the 8 area Municipalities:** Secured stable funding through a collaboration with Durham Regional and the municipalities of Ajax, Brock, Clarington, Oshawa, Pickering, Scugog, Uxbridge and Whitby.
- **Lakeridge Health:** Provided in-kind support, including dedicated shared office space in the LHEARN Centre at Lakeridge Health Oshawa Site for the Executive Director of Physician Recruitment, ensuring direct engagement with learners and faculty.
- **Durham Ontario Health Team (DOHT):** Provided a temporary administrative home for the program, offering access to the Primary Care Network and supporting alignment with provincial policy changes during a critical transition period.
- **Queen's University:** Facilitates access to medical students and residents, partnering on key events such as Orientation Week, graduation ceremonies, and ongoing academic engagement.
- **Durham Physician Recruitment Committee:** A volunteer group representing key stakeholders, providing strategic oversight and guidance, developing governance documentation (Terms of Reference, KPIs), and supporting recruitment initiatives and physician tours.
- **DocsForDurham:** formally incorporated as a new Not-For-Profit organization, enabling full operational autonomy and flexibility and establishing its inaugural Board of Directors.

INAUGURAL BOARD OF DIRECTORS:



President/Chair
Dr. Anthony Stone



Secretary
Arun Bala



Treasurer
Laura Wilson, CPA



Regional Advisor
Simon Gill



Executive Director
Sheila Hall



Key Achievements – 2025

MEDICAL EDUCATION PROGRAMS

Queen’s Lakeridge Health MD Family Medicine (QLH MDFM) Program

The Queen’s-Lakeridge Health MD Family Medicine Program is an innovative new six year program offering medical school and family medicine residency in Durham Region. It is designed to address the shortage of family physicians in Ontario. Launched in September 2023, the program welcomed its inaugural class of 20 students.

Currently, the campus hosts 20 first-year medical students (Class of 2029) and 20 second-year medical students (Class of 2028) and 20 third year medical students, also known as clinical clerks (Class of 2027). The program emphasizes early and continuous community engagement, offering students immersive clinical experiences from their first year in various family medicine settings. These students will transition to the two year family medicine residency after their four years of medical school with the first cohort ready to start family practice in 2029.



2029 Cohort taking their Physicians’ Pledge (Hippocratic Oath)



Class of 2027 begins clerkship

To foster a sense of community and support among students in the Durham Region, the Durham Physician Recruitment Program organizes activities during Orientation Week, Graduation, and throughout the semesters, including events that build bonds between all classes and the community. Regular communication is maintained through email and social media to keep students informed and connected. In addition, the Executive Director has a designated office in LHEARN Centre where all learners continue to share and rotate through this space allowing for weekly casual and continuous interaction with DocsForDurham. This approach supports the development of practice-ready, community-focused physicians equipped to provide comprehensive care and establish long-term roots in Durham Region.

- Participate in Orientation Week welcoming ceremonies, host a Welcome Mixer, maintain regular engagement with students at the LHEARN Centre, and organize seasonal activities including winter gatherings and a spring networking event, resulting in **150+ learner interactions** that strengthen connections with future physicians.
- In addition to our strategic and planned activities and touchpoints, all classes collectively organize their own activities, for social events like trivia, sports, running clubs, skiing and on farm experiences just to name a few. The learners routinely reach out to DocsForDurham for support in finding interesting activities and recommendations for locations across the Region. We are their trusted source for community engagement.



Family Medicine Residents – Queen’s Bowmanville Oshawa Lakeridge (QBOL) Residency Program

Historical data reveals that **21%** of QBOL graduates stayed in Durham Region to practice medicine (2012–2023 data).

Since then, enhanced community engagement and coordinated partner involvement have contributed to a significant upward trend in local retention. This improvement aligns with the establishment of the **Queen’s–Lakeridge Health Campus** and strengthened community-learner integration, increasing awareness of professional and lifestyle opportunities available in Durham Region.



Class of 2026



Class of 2027

Period	Graduates Remained	Total Graduates	Retention Rate
2012–2023 Baseline*	–	–	21%
2024	5	9	55.6%
2025	5	8	62.5%

*Baseline retention reflects program outcomes prior to program redesign; 2024–2025 results reflect enhanced recruitment and retention supports.



- Maintained contact with the full complement of 18 residents (9 PGY1, 9 PGY2)
- Implemented a comprehensive support program, including:
 - Orientation Week activities
 - Regular academic and wellness support
 - Graduation transition assistance

NOTE: A significant expansion of the QBOL Family Medicine Residency Program will occur over the next two years. The program will increase from 9 residents per cohort in the two-year residency program to 25 residents per cohort in 2027. This expansion will train 25 residents per cohort in 2028 expanding the Family Medicine Program capacity to 50 residents combined. This means that starting in 2029, 45 family physicians will be graduating each year from Queen’s School of Medicine training programs within Durham Region! We will continue to enhance our recruitment efforts with these trainees.

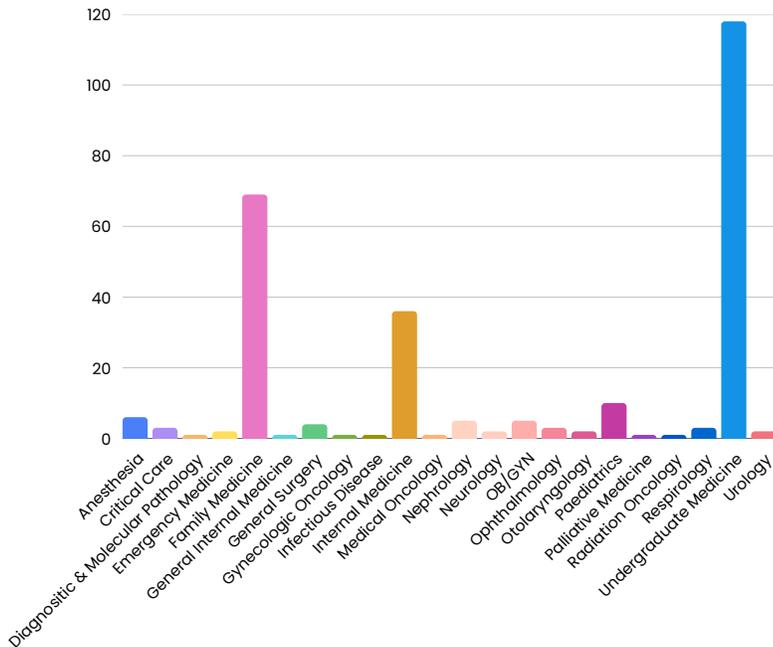
LEVERAGING VISITING MEDICAL LEARNERS FROM ACROSS ONTARIO

In addition, Durham Region welcomes a continued stream of learners from our partnering residency programs for clinical/community rotations. These learners are in our community for up to 14 weeks. With our strong partnership with Lakeridge Academic Affairs, we have established a point of entry opportunity to introduce DocsForDurham to these learners.

These groups come in from 6 universities across Ontario and work front line in our hospitals, emergency departments, clinics and urgent care centres.

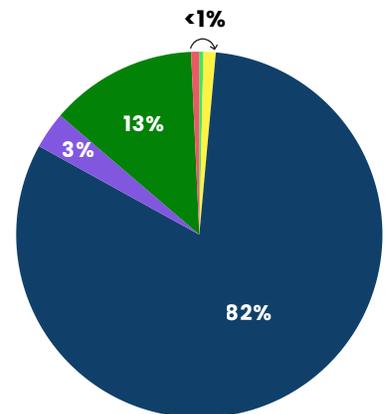
For example, in 2024/2025 Lakeridge Health Academic Affairs and community partners supported **277 individual residents** across participating programs. Many of these learners completed multiple rotations within Durham Region, further deepening their connection to the community and strengthening long-term recruitment potential.

Focus of Learning



Medical Trainees by Institution

- Queens University (Non-Durham Sites)
- University of Toronto
- University of Ottawa
- McMaster University
- Western University
- McGill University



DOMESTIC RECRUITMENT INITIATIVES

Developing Locum Opportunities

For graduating residents who have not yet identified a preferred destination to establish their permanent practice, many are choosing to pursue locum opportunities. A medical locum is a physician who temporarily fills in for another physician or works in a healthcare setting on a short-term or contract basis.

Aligning these new graduate physicians interested in providing locum coverage with family physicians seeking locum support presents a valuable opportunity to build relationships, introduce physicians to the community, and foster long-term recruitment and community attachment.

As a result of ongoing relationship development and engagement, the program currently has **11 graduating residents** who have expressed interest in covering physician leaves through locum practice.

EXTERNAL RECRUITMENT INITIATIVES

We developed a relationship with a Clarington resident attending medical school in Ireland, and were able to employ her to represent us at the Healthdaq recruitment events in Dublin and London in November, 2025.

Healthdaq

In November we partnered with Healthdaq – Doctor’s Job Fair, a global Healthcare Recruitment Management service that hosts several events across North America and Europe per year. DocsForDurham was well represented at their Dublin and London locations.



The Docs For Durham booth at the 2025 Dublin Healthdaq Event

Dublin Doctor's Job Fair

Saturday, November 8, 2025

Exhibitors: 16; Registration: 561; Attendance: 130

This event was not as well attended as expected and not well represented by family medicine. We did however connect with 10 candidates from various disciplines and have connected them with Lakeridge Health Medical affairs to explore opportunities in their field.



2025 London Healthdaq Career Event



2025 Dublin Healthdaq Career Event

London Doctor's Job Fair

Saturday, November 15, 2025

Exhibitors: 22; Registration: 1239; Attendance: 331

This event was far busier and more focused on family medicine. Due to limited on-site staffing, precise lead counts were difficult to capture; however, engagement exceeded 100 physician conversations. Of these hundred we actively spoke with 7 and are working through credentialing and immigration processes. They are still looking at the broader Ontario search however, have identified Durham for their short lists. We are currently in discussions for tours with 2 candidates.

As this event was this past November, conversations are still in very early stages.

Stakeholder Engagement Achievements

Established partnerships with key organizations to enhance recruitment efforts, including:

- Durham Medical Clinics Network
- Primary Care Transformation Team/Primary Care Network Durham
- Lakeridge Health Department of Family Medicine
- Queen's University Medical School
- Financial institutions and professional services firms

Memberships and Industry Partners

Established partnerships with key organizations to enhance recruitment efforts, including:

- Canadian Association of Physician Recruiter (CASPR)
- Eastern Ontario Physician Recruitment Alliance (EOPRA)
- Ontario Health



Performance Metrics

Medical Student Engagement

- Total Students Engaged: 60
- Average Touchpoints per Student: 12
- Student Satisfaction Rating: 4.2/5
- Community Event Participation Rate: 87%



Resident Support

- Total Residents Supported: 18
- Average Touchpoints per Resident: 8
- Program Satisfaction Rating: 4/5
- Local Practice Interest Rate: Class of 2024-55.6%; Class of 2025 – 62.5%

External Recruitment

- Total Qualified Leads Generated: 110
- Lead Conversion Rate: Not Available
- Site Visit Conversion Rate: 10%



Other Recruitment

In 2025, we actively worked with 9 external leads. Of these:

- 3 went to Guelph
- 1 went to Markham
- 1 went to Niagara
- 1 is in process of planning visit to Durham
- 4 still in early decision research

Marketing Performance

Docs For Durham maintains an active presence across Instagram and LinkedIn, with expanding engagement on Facebook, helping increase awareness of Durham Region as a place to train, practise, and live. Through these channels, we continue to connect with learners, physicians, and healthcare stakeholders while sharing the Region’s opportunities and community strengths.

Platform: Instagram		January 1, 2025 - December 31, 2025
Views The number of times your content was played or displayed. Content includes reels, posts, stories and ads.	14.7k	
New Follows The number of times accounts followed you in the selected time period.	129	
Profile Visits The number of times your profile was visited.	498	
Content Interactions The number of likes or reactions, saves, comments, shares and replies on your content, including ads.	467	

Platform: LinkedIn		January 1, 2025 - December 31, 2025
Impressions The number of times your post, video, update, or article appears on someone's LinkedIn feed.	5.3k	
Members Reached The number of unique individuals and pages who saw your content at least once.	2.9k	
Reactions The number of people who reacted to your post. LinkedIn reactions include Like, Celebrate, Support, Funny, Love, Insightful and Curious.	261	

Community Events

Community Events Hosted in 2025: 13

Total Attendees: 371

Events Include:

- Orientation Week activities
- Regular academic and wellness support
- Graduation transition assistance
- Day at the Track - 10 attendees
- Oshawa Generals Games (includes partners of students & residents) - 54 attendees
- Orientation Reception - 120 attendees (includes parents of new students)
- Clarington Green Gaels - 4 attendees
- QBOL Holiday social - 18 attendees
- Med students Holiday social - 60 attendees
- QBOL PGY2 Graduation Dinner - 9 attendees



Financial Overview

The program has remained within budget across key expense categories:

- Medical student support initiatives
- Resident engagement programs
- External recruitment activities
- Marketing and promotional materials
- Administrative operations

Challenges and Lessons Learned

Program Coordination

- Balancing academic schedules with community engagement activities
- Identifying best structure to allow flexible programming
- Coordinating across multiple stakeholder groups
- Strengthening communication path with Medical Clinics
- Managing competing priorities

Resource Optimization

- Improving private sector engagement
- Optimizing marketing resource allocation
- Managing staff capacity effectively

Information Management

- Standardizing clinic profiles.
- Strengthening data collection processes.
- Enhancing reporting mechanisms.

Looking Ahead: 2026 Priorities

Program Growth

- Refine and expand student and resident support initiatives
- Expand external recruitment activities, through regional organizations
- Determine individual clinic needs present and forecasted
- Develop a Locum Strategy
- Strengthen stakeholder partnerships
- Our strategy to broaden our international engagement is to join the Eastern Ontario Physician Recruitment Alliance. This collective of communities will collaborate to expand our ability to promote in more regions with limited resources

Operational Excellence

- Streamline administrative processes
- Optimize resource allocation
- Enhance data management and reporting systems
- Develop CRM program

Community Integration

- Deepen private sector partnerships
- Expand community engagement initiatives
- Strengthen regional collaboration

Conclusion

DocsForDurham has successfully laid the foundation for a robust and sustainable recruitment program by setting up a stand-alone Not-For-Profit Corporation. Through strategic partnerships, targeted recruitment efforts, and comprehensive support programs, the initiative has demonstrated early success in attracting and retaining medical professionals. While challenges remain, our structured approach and measurable achievements provide a solid platform for continued growth.

Moving into 2026, our focus will be on expanding program impact, refining operational efficiencies, and enhancing integration within the broader healthcare landscape of Durham Region. We will use our participation in the Eastern Ontario Physician Recruitment Alliance to strategically participate in attraction events across North America, the UK and Ireland.

We will strategically develop an approach to engage learners as they approach graduation and career decision points.

Together, we are building a healthier future for our communities.

Key Performance Indicators – 2025

Connections with Learners and Prospective Physicians

Target: For 2025, DocsForDurham established a target of approximately 200 touchpoints (includes emails, virtual calls, individual and group meetings) with learners and prospective physicians through outreach activities, communications, and relationship-building initiatives.

Actual: In 2025, the number of connections significantly exceeded expectations, with an estimated **900 touchpoints** achieved. This increase reflects several factors including a higher number of learners rotating through Durham Region, expanded engagement with the **Queen’s Bowmanville Oshawa Lakeridge (QBOL)** and **MD Family Medicine (MDFM)** programs, and increased interest from residents outside the Queen’s network. Strengthened partnerships and external initiatives have also contributed to this growth. These results suggest that DocsForDurham’s outreach and communication strategies are effectively reaching the intended audience and building awareness of Durham Region as a practice destination.

Digital Marketing Impressions

Target: The target for digital marketing impressions in 2025 was 1,000 impressions across DocsForDurham’s digital platforms.

Actual: DocsForDurham maintains an active presence across **Instagram** and **LinkedIn**, with expanding engagement on **Facebook**. Through these channels, we are increasing awareness of Durham Region as a place to train, practice, and live. Combined impressions across these platforms reached approximately **20,000** impressions/views demonstrating growing digital engagement with learners, physicians, and healthcare stakeholders.

Learners Remaining in Durham Region

Target: In 2025, the target for learner retention in Durham Region was **one graduating resident** establishing practice locally. This target was based primarily on the **QBOL Family Medicine Residency Program**, which graduates approximately **nine residents per year**.

Actual: In 2025, **five graduating residents** chose to remain in Durham Region to practice family medicine, significantly exceeding the target. This outcome reflects increased community engagement by DocsForDurham, strong mentorship from local teaching physicians, and the positive experiences learners are having while training in the region.

Physician Recruitment from Outside Durham Region

Target: The recruitment target for 2025 was **one new physician** relocating to Durham Region from outside the region.

Actual: In 2025, DocsForDurham hosted **three family physicians from the United Kingdom** exploring practice opportunities in Durham Region. In addition, the organization has been in communication with **four additional physicians** who have expressed interest but have not yet visited Ontario. While some physicians have ultimately chosen to locate in other parts of the Greater Toronto Area for personal or professional reasons, ongoing discussions continue regarding potential opportunities in Durham.

Additionally, prospective physicians are increasingly connecting directly with local clinics. As DocsForDurham continues to strengthen communication and coordination with clinics across the region, we will be better positioned to ensure these physicians are welcomed and supported as they integrate into the community, thereby strengthening long-term retention.

Physician Retention

Target: During the first three years, program activity focused on establishing and operationalizing the physician recruitment strategy. Retention outcomes from recruited physicians therefore remain unmeasured during this initial period. Meaningful retention measurement requires a **longer-term view, typically over a five-year period**, to assess whether newly recruited physicians and local graduates continue to practice within the region.

Activity: Establishing clear retention metrics is an important priority for the Board and relevant committees. Over the coming year, work will focus on defining appropriate indicators and developing methods to track retention over time.

Physician Satisfaction

Target: During the first three years, program activity focuses on establishing and operationalizing the physician recruitment strategy. Satisfaction measurements from recruited physicians therefore remain unmeasured during this initial period. The target physician satisfaction rate for 2025 was **80%**.

Activity: At present, a formal mechanism for measuring physician satisfaction has not yet been implemented. Developing a structured process for collecting feedback from physicians practicing in Durham Region will be an important focus area for the Board and committees. This work will help inform future recruitment and retention strategies.



COMMUNITY PULSE: Oshawa's Primary Care Snapshot

Item: CF-26-11
Attachment 3

Region of Durham / Oshawa Population of Unattached Residents

Healthcare Numbers	Oshawa	Region of Durham
Total Population	199,056	772,737
Unattached Residents (no primary care physician)	19,276 (9.7%)	65,146 (8.4%)

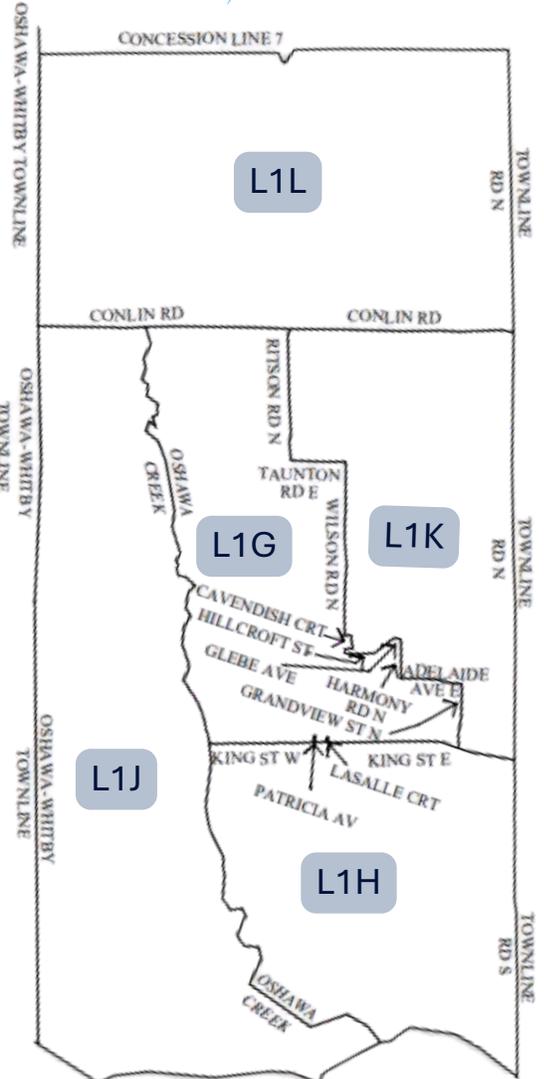
Unattached Residents, Clinics, and Family Physicians by Postal Code

L1L	
Population	17,647
Unattached Residents	2,612
Medical Clinics	1
Est. Family Physicians	2

L1G	
Population	47,145
Unattached Residents	4,427
Medical Clinics	3
Est. Family Physicians	6

L1K	
Population	50,399
Unattached Residents	4,131
Medical Clinics	1
Est. Family Physicians	4

L1J	
Population	47,830
Unattached Residents	4,521
Medical Clinics	5
Est. Family Physicians	20



L1H	
Population	36,035
Unattached Residents	3,585
Medical Clinics	6
Est. Family Physicians	27

DATA SOURCE

F.S.A.-level population and primary care attachment data were sourced from Ontario Health's Primary Care Action Table data (September 2025). Clinic counts and Family Physicians who identified their primary practice locations to be in Oshawa were obtained from the College of Physicians and Surgeons of Ontario public register.

As these sources rely on administrative reporting and self-identified practice information, the data may not represent a complete picture of service availability.

North Oshawa Medical Centre

550 Bond Street West, Oshawa Ontario L1J 0E4

Dear Mayor and Members of Oshawa City Council,

March 12/26

I am writing to you on behalf of our clinic, North Oshawa Medial Centre, to respectfully request the City of Oshawa's support and funding assistance for physician recruitment.

Our clinic has proudly served the Oshawa community for over 30years. We currently have 10 family physicians and provide primary care to over 20,000 patients. Despite our longstanding commitment to Oshawa, we are increasingly struggling to compete with larger clinics that are supported by municipal recruitment incentives.

Recently, the Oshawa Clinic relocated to Whitby, leaving hundreds of Oshawa residents without primary care. Many of these patients are vulnerable individuals who rely on stable, continuous access to primary care. At the same time, we lost one of our own physicians to that clinic. This resulted in approximately \$100,000 of lost income to our clinic and further strains our ability to serve our patient population. The Oshawa Clinic offered a \$50,000 signing bonus to new doctors. This was funded 50% by the clinic and 50% by the Town of Whitby. This type of municipal support places us at an obvious disadvantage when it comes to recruitment and retention of physicians.

When we began our most recent recruiting efforts, we contacted the City of Oshawa to inquire about funding assistance. While no formal commitment was made, we were encouraged that this was a reasonable request and we were directed to seek further support through Docs for Durham. When I spoke with Doc for Durham, I was informed that they only offer "in kind" assistance. Unfortunately, this was not helpful.

Despite these challenges, we were successful in recruiting two new family physicians to replace retiring physicians. To solidify these agreements, we were required to offer a signing bonus in addition to incurring extremely high recruitment expenses. These offers were made in good faith prior to the city declining funding support, leaving our clinic to absorb the full financial burden.

It is also important to note that we recently relocated to a new building and, at that time, had the option of moving our practice to either Whitby or Courtice. We made a conscious decision to remain in Oshawa because of our deep roots in the community and our commitment to continuing to serve Oshawa residence.

Dr. A. Adeyanju
Dr. N. Alingary-Akbari
Dr. D. Bhimani
Dr. B. Bastiampillai

Dr. K. Corless
Dr. J. Darlington
Dr. M. Hailu
Dr. J. Jegathesan

Dr. W. Mar
Dr. A. Nathoo
Dr. A. Shizas
Dr. A. Sorensen

We are asking the City of Oshawa to consider providing financial support for physician recruitment. Without municipal assistance we are at risk of losing more physicians. Our physicians are burned out managing the current patient loads. Supporting our clinic would help retain our current physicians, recruit new family physicians and ensure that Oshawa residents have continued access to essential primary care services.

Thank you for your time and consideration. We would welcome the opportunity to discuss this further and discuss how we can work together to strengthen primary care in Oshawa.

Sincerely,

A handwritten signature in black ink that reads "Lainey Mason". The signature is written in a cursive style with a small dot at the end.

Lainey Mason

Administrator,

North Oshawa Medical Centre (905-433-4284)