

**Elgin Primary Care Network  
Leadership and Decision-Making  
Terms of Reference  
Updated July 2026**

**Vision**

To lead primary care in St. Thomas and Elgin County toward optimal community health and professional well-being, unified by a strong collective voice.

**Mission**

The Elgin Primary Care Network (Elgin PCN) connects, integrates, and empowers family physicians, primary care nurse practitioners, and the other primary care professionals working within St. Thomas and Elgin County to improve the delivery and coordination of care. We are dedicated to advancing the Quintuple Aim of improving individual patient outcomes, population health, system efficiency provider well-being and health equity.

**Objectives**

The Elgin PCN aims to:

1. **Foster connection:** By providing a robust network for primary care clinicians to share knowledge, resources and support across the St. Thomas and Elgin.
2. **Ensure representation:** By acting as the unified voice for primary care clinicians within the Elgin Ontario Health Team (Elgin OHT) and in other system-level opportunities
3. **Drive collaborative design:** By facilitating active engagement and co-design, ensuring the needs of local providers and their patients remain at the forefront.

**Membership**

Membership in the Elgin PCN provides a variety of opportunities to receive information about and provide input into PCN activities, including leadership opportunities. PCN membership is at no cost and entails no obligations.

The following will be automatically considered members:

- Any comprehensive family physicians practicing in St. Thomas or Elgin County.
- Any primary care nurse practitioners practicing in St. Thomas or Elgin County.

Members can withdraw upon request and automatically cease to be members when they cease practicing in St. Thomas or Elgin County.

Other primary care professionals may join the Primary Care Network upon invitation or request:

- Community or primary care team pharmacists
- Primary care nurses

- Other registered health professionals working in primary care teams (e.g, physiotherapists, occupational therapists, social workers, mental health therapists)
- Focused-practice family physicians or specialist physicians providing longitudinal care outside of hospital
- Patient-facing administrative staff of primary care clinics or organizations

## Meetings

Primary Care Rounds will be the regular meeting of all members, usually held monthly. Meetings may include an educational component and information on new or updated programs and services involved in primary care delivery locally, regionally and provincially. Rounds will serve as an opportunity to receive information and provide feedback to and from the Elgin PCN Executive Council, Elgin OHT and health system partners regarding local health system planning.

## Elgin PCN Executive Council

The Elgin PCN Executive Council (EC) is the decision-making body of the Elgin Primary Care Network. The EC will provide advice and strategic direction on the planning, development and implementation of specific primary health care initiatives. The EC will organize the structure and function of the Elgin PCN to ensure effectiveness and responsiveness.

The EC will communicate and engage with PCN members to gather feedback through formal and informal mechanisms, such as meetings, electronic updates, and practice visits to share key messages back and forth between PCN membership and the Elgin OHT and other partners.

All Elgin PCN members are eligible to vote to elect PCN Executive Council Members via simple majority of votes cast. Voting will be done electronically. Members may self-nominate or nominate a colleague for election to the Executive Council for a 2-year term (maximum 3 consecutive terms).

The Executive Council meet monthly or at the call of the Chair and will consist of:

- **3 comprehensive family physicians,**
- **2 primary care nurse practitioners,**
- 1 other primary care **regulated health care professional who is not an MD/NP** (e.g. pharmacist, social worker, physiotherapist, occupational therapist etc.)
- 1 primary care **Team Administrator or Operational Lead** who has a patient-facing and care coordination role at a clinic level (e.g., office manager, clinic administrator, practice manager, or other primary care team operational leader)

- 1 additional **clinician at-large** (MD, NP, SW, PT, RN/RPN, OT etc.) to round out equitable representation of profession, practice and payment models, geography, diversity and skills.
- Elgin OHT Primary Care Clinical Lead (non-voting)
- Elgin OHT administrative and project management supports (non-voting)

Members of the Executive Council will represent the voice of the Primary Care Network membership when interacting with other organizations and partners, not only their own specific constituency or organization.

Working groups consisting of one Executive Council member and appropriate representation from Elgin PCN members and other expertise, as needed.

The PCN Executive Council will select a Chair and Vice-Chair, who are each a family physician or nurse practitioner, annually for 1 year terms. The Chair, with appropriate administrative support, will be responsible for calling PCN and PCN Executive Council meetings, setting the agendas, and leading and facilitating meetings to advance the agenda items, ensuring all voices and perspectives are heard and will be the main point of contact for the PCN and PCNEC. The Vice-Chair will serve as a back up to the Chair.

The Executive Council will select PCN members for other opportunities for representation or engagement, as needed.

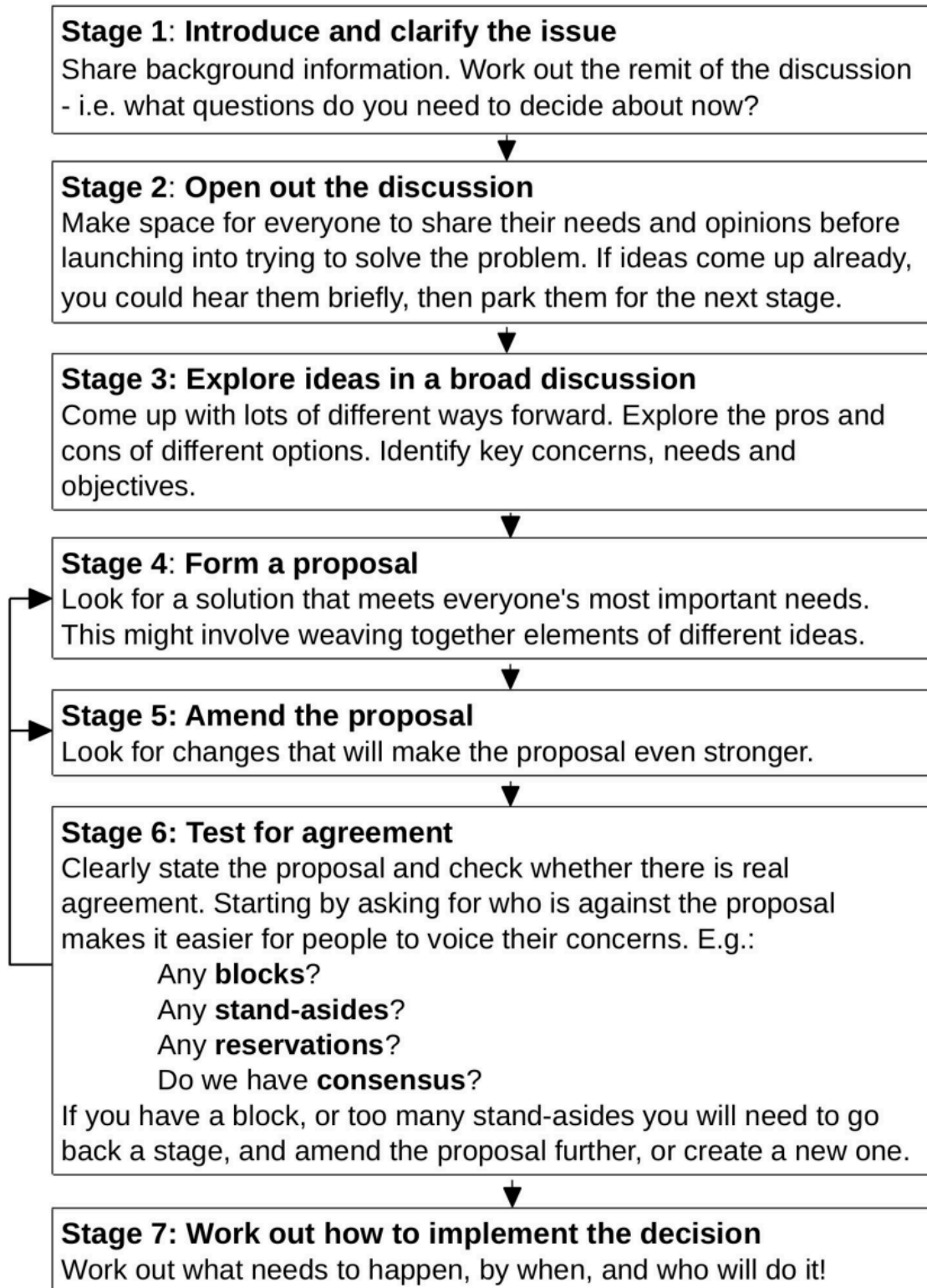
Clinicians participating on the Executive Council or in other selected leadership roles will confirm their participation in an agreement with the Elgin Ontario Health Team and their employer (when applicable).

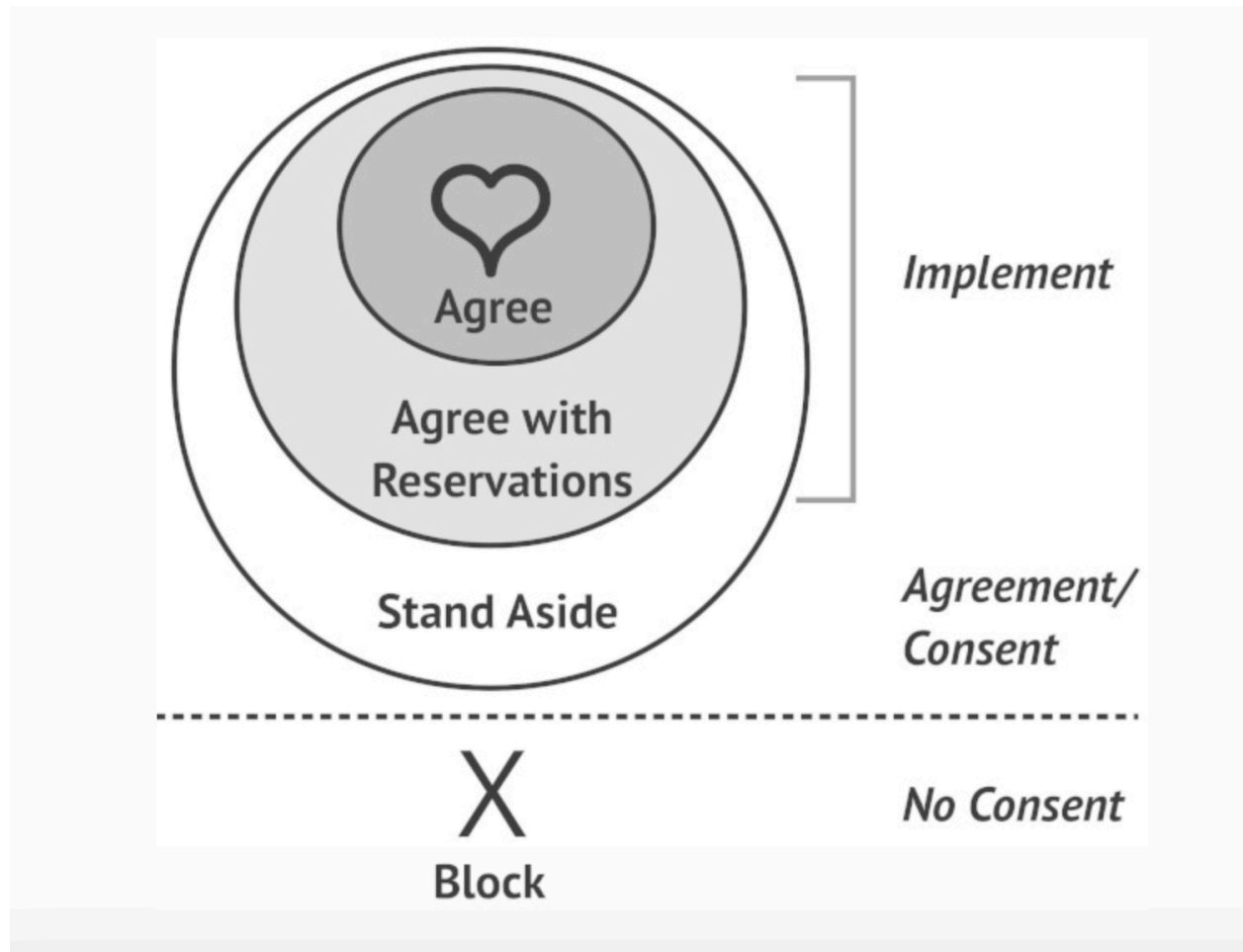
Members of the Elgin PCN Executive Council and other clinicians selected for participation in leadership activities will be eligible for compensation in accordance with the Elgin OHT Clinician Leadership Remuneration Policy.

## **Decision Making**

Decision making by the Executive Council will require a quorum of 50%+1. A collaborative consensus-based decision making process will be employed, as outlined below.

## A consensus flowchart





#### References:

Seeds for Change: A Practical Guide for Consensus Decision Making

<https://www.seedsforchange.org.uk/downloads/shortconsensus.pdf>

Madden (2017) A Practical Guide for Consensus-Based Decision Making

<https://www.tamarackcommunity.ca/hubfs/Resources/Tools/Practical%20Guide%20for%20Consensus-Based%20Decision%20Making.pdf>