The challenge

Physician Resource Planning:

- Requires 100+ replacement physicians per year just to maintain current service levels
- Net investments are needed in primary care
- Increasing national and international competition for physician resources

Changing Physician Demographics:

- Different practice styles
- Better work/life balance
- Family Physicians tend to be less interested in traditional business models of practice
Physician recruitment is a collaborative process. It is important to create a welcoming and attractive practice environment, which requires a number of stakeholders. The NSHA recruitment strategy is directed at supporting the provincial recruitment team.
Our Strategy

The 2017 physician recruitment strategy will focus on:

- continued investment in the NSHA’s recruitment team
- Building on our local/national/international recruitment efforts
- and enhancing practice supports for candidates and newly recruited physicians

2017/2018 Recruitment Themes

- Investment in Capacity
- Environment & Support Programs
- Candidate Sourcing
In 2016, the physician recruitment portfolio was transitioned to NSHA and two new physician recruitment consultant positions were created.

2017 will focus on establishing the processes and staff capacity to deliver a provincial recruitment service.

**Define Roles and Responsibilities**

**Develop Processes and Procedures**

**Deliver Training and Development**

**Goal 1: Continue investment into the provincial approach to physician recruitment**
Metrics and Reporting

The NSHA will expand on the physician recruitment metrics that are tracked and reported, in an overall effort to move towards real time reporting.

There is currently an IT project underway to explore electronic support options.
Modernized, Competitive Marketing

The current NSHA physician recruitment website and marketing materials were developed as interim tools. A sophisticated brand and marketing strategy is required to support recruitment.

Goal 3: Modernize the brand and marketing strategy supporting physician recruitment

Note: This slide has been updated to include new collateral developed in September 2017.
Locum Sourcing

NSHA recognizes that locum physicians often transition to permanent full time practice.

To achieve this the recruitment team will:

• Continue to promote physician registration to the locum database

• Develop communication process for notification and promotion of locum opportunities to registrants

• Explore potential for technology solutions to support this work. Currently, notifications are sent to registered physicians via group email distributions

Did you know?

“Locum Tenens” is a Latin term that roughly translates to “to hold the place of, to substitute for”

Goal 4: Continue investment in the provincial locum database
Local and National Recruitment

NSHA was established in 2015. Investments need to be made to increase visibility and gain market share on a local, and National level.

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<tr>
<th>Focus</th>
<th>NS/NB/PEI (Dal)</th>
<th>NFLD</th>
<th>QUE</th>
<th>ON</th>
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<tr>
<td>Specialty Recruitment</td>
<td>- Dal Job Fair (September)</td>
<td>- Resident Site tours (HFX, St. John’s)</td>
<td>Campus Tours at:</td>
<td>Campus Tours at:</td>
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<td></td>
<td>- Dal Family Medicine Retreat (September)</td>
<td>- Family Medicine Forum (November)</td>
<td>Memorial University (March 2018)</td>
<td>- Northern School of Medicine (March 2018)</td>
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<td></td>
<td>- Family Medicine Forum (November)</td>
<td>- FM Interest Group (all year)</td>
<td>Outside Quebec Career Day (February 2018)</td>
<td>- U of Ottawa (March 2018)</td>
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<td></td>
<td>- Resident Site Tours (Spring)</td>
<td>- Resident Site Tours (Spring)</td>
<td>Outside Quebec Career Day (February 2018)</td>
<td>- McMaster (March 2018)</td>
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Goal 5: Increasing visibility of Nova Scotia physician opportunities locally and nationally
International Recruitment

Under the College of Physicians and Surgeons of Nova Scotia’s Acceptable Alternatives to the LMCC policy, the NSHA has an opportunity to recruit physicians from: UK, Ireland, Australia and the US with fewer challenges in terms of licensing.

In response to this recruitment opportunity, the NSHA will:

- Form partnerships with the NS office of immigration, Citizenship and Immigration Canada
- Establish a recruitment campaign in the UK, Ireland and the US
- Work with the DHW to establish return of service agreements for physicians
- Work with the local settlement association to support any newly recruited international physicians

Goal 6: Invest in international physician recruitment efforts
High Needs Vacancies

The NSHA has specialist vacancies across Nova Scotia that have been historically very challenging to fill.

Additional supports are required to support these localized recruitment needs.

To accomplish this the NSHA will:

• Establish criteria to define “high demand specialty” in the zones

For designated high demand specialty vacancy additional financial allocations to:

• Specialty specific advertising in select journals (print/online)
• Marketing and advertising through specialty associations (exhibiting at conferences and advertising)
• Specialty resident events
• Support for out of province residents choosing to do electives in Nova Scotia

Goal 7: Provide additional supports to recruit for high needs specialties
The physician recruitment market is competitive.

The NSHA needs to look at a return-on-investment on incentive programs and recognize that new graduates have differing requirements.

**Goal 8:** Establish a “Transition to Practice” Program

The Physician Vacancy Program was a good idea but uptake has been challenging.

Opportunity to rethink and reinvest.

**Goal 9:** Expansion and Updating of NSHA Recruitment Programs

To reflect current needs:

- The site visit and relocation programs must be extended within HRM
- The relocation program rates must be adjusted
Specifically, the NSHA will continue work on:

- Supporting the development of the Practice Ready Assessment of FM IMGs
- Expansion of Family Medicine residency training sites
- Exploring Mentorship
- Continuing to work with the DHW to support:
  - DHW Incentive Programs
  - Alternate Payment Plan Agreements
  - Start-up Contracts
  - Master Agreement Programs
  - Collaborative Practice Models
  - International Medical Graduate programs
NSHA Recruitment Dashboard - June 2017

2017 Recruitment Target: 110 Physicians Overall

Estimated Targets by Source:
- 8 Return of Service Positions
- 12 International Physicians
- 90 Physicians - Canadian Recruitment

Recruitment Metrics by Strategic Initiative

Expansion of Nova Scotia Family Medicine Residency Sites

Establishing a direct route to licensure for international physicians