



2020

Physician Recruitment Annual Report



Introduction

This report is intended to share the progress made on the strategic goals outlined in the 2020-2023 Physician Recruitment Strategy and identify priorities over the upcoming years. 2020 was an unprecedented year in all respects and the effect of the global pandemic were felt across all facets of life. Like others, our recruitment team and partners had to change our approach to the way we worked, sourced candidates, recruited and welcomed new physicians to practice in our province. It was a year of challenges, adaptation, innovation, hard work, loss, gains, and courage.

Despite the uncertainty, the results speak for themselves. In addition to changing the approach to our work, we focused efforts on building the foundation of our program, enhancing the capacity of our newly established team, established standardized processes and enhanced the way we collect, report and share information. In addition, our team navigated and supported international trained physicians through complex and ambiguous immigration processes and travel bans. On May 25, 2020, we welcomed the first international trained physician and their family to arrive amidst a global travel ban and since that time, we have welcomed 23 international trained physicians across our province as of March 31, 2021. All of this work is the result of collaboration with partners and stakeholders and could not have happened without a collective effort. Relationship building and strengthening was a key theme over the last year and has helped to establish the much needed foundation for this work going forward.



Our Approach & Results

In April 2020, the Physician Recruitment Strategy was well into the development stages and the strategic goals for the next three years had been identified, work had begun to accomplish those goals and was adapted along the way in response to the pandemic and arising consequences.

The strategic goals outlined in our strategy are grounded in 5 strategic pillars and our efforts and accomplishments are organized in this report to align with those pillars and our overall strategy.

The five pillars are foundation, identify, recruit, retain, and continuous improvement.

Foundation

This element of the physician recruitment strategy ensures that the key conditions and supports are in place to support physician recruitment.

Strategic Initiative 1: Develop a Physician Recruitment Charter to establish a common vision, goals and clearly defined roles and responsibilities for physician recruitment for all partners involved

- + This charter was developed in early 2021 by engaging stakeholders from the College of Physicians and Surgeon of NS, Department of Health and Wellness, community partners, physician leadership, Doctors NS, and Nova Scotia Health. This helps to establish a common vision, clarity of roles and responsibilities and foster relationship building among the partners involved.

Outstanding action:

- + Ensure charter is upheld and revisited in alignment with strategy development, or when required.

Strategic initiative 2: Enhance information management for evidence- based decision making, evaluation and planning

- + The recruitment team launched and implemented in November 2020, the use of a new candidate management system, Success Factors. This system allows for more organized and standardized approach for managing physician candidates from the point of sourcing to hire.
- + Developed a new approach to capturing data- significantly expanded data collection, improved reporting and enhanced communication and dissemination of information.
- + Ongoing evaluation of data management and information needs and refining as needed
- + Integration of Need a Family Practice Registry and physician vacancy data with the recruitment data to provide a systems perspective.

Outstanding action:

- + Support Department of Health and Wellness with the renewal of a provincial physician resource plan

Strategic initiative 3- Continue physician recruitment team capacity building

- + Team training events were held throughout the year for immigration, licensing, social media, virtual presentations, leadership, inclusion and diversity, physician support programs, internal processes, Success Factor training.
- + Development and implementation of standard operating procedures for physician recruitment, onboarding and MD replacement.
- + Peer to peer mentorship and sharing successes and challenges.

Outstanding action:

- + Team capacity development is an on-going process
- + Social media and marketing training will be a priority for 2021

Strategic initiative 4: Ensure ongoing engagement and clear communications with all involved stakeholders and partners

- + Attend and present recruitment updates at Provincial Recruitment and Retention Advisory Committee meetings.
- + Share stories, updates and reports in the quarterly physician stakeholder update.
- + Recruitment team developed and launched the [Community Toolkit](#) and [Physician Recruitment Strategy](#) with their committees, groups, and partners.
- + Resident recruitment engagement sessions were held in February 2021 to help inform the development of the Family Medicine Resident Engagement Strategy.
- + Timely responses to information requests- ongoing
- + Responding in a timely fashion to the spread of misinformation and providing accurate information and data to dispel myths and ensure information is based on evidence.

Outstanding action

- + All work listed above is on-going

Identify

This element of the physician recruitment strategy ensures that focuses on continuing to find candidates efficiently and effectively.

Strategic initiative 5: Continue to deepen relationships with Dalhousie University Medical School students and residents. Establish relationship with medical learners outside of the province

- + The Physician Recruitment Consultant (Medical Learners) and the physician recruitment team, has worked to establish positive relationships with program directors, site leads, coordinators, medical students and learners with Dalhousie University and other medical schools in Canada
- + Family Medicine Resident Engagement Strategy and timeline has been developed and implementation has begun
- + Successful recruitment of 29 residents to permanent positions in high needs areas:

- + Coordinated and delivered 20 virtual and 13 in-person resident engagement and information sharing events
- + Launched an [Instagram](#) page for Medical Learners

Outstanding action:

- + Implemented Family Medicine Resident Engagement Strategy
- + Evaluation of strategy, events and presentations
- + Continue to foster relationships with program directors, coordinators, site leads, student and residents

Strategic initiative 6: Expand and enhance engagement with existing Nova Scotian physicians to tap into their networks and connections with others

- + Recruitment Consultants connect potential physician candidates with physicians currently living and practicing in Nova Scotia.
- + Recruitment team have developed and launched [Facebook](#), [Instagram](#) and [LinkedIn](#) pages and are encouraging physician followers to grow our contacts and leverage networks

Outstanding action:

- + Link new physicians with the Doctors Nova Scotia Physician Mentorship program (in development)
- + Enhance the network of physician ambassadors who will champion and support recruitment efforts
- + Explore innovative approaches to expand our physician networks and referrals through social media contest and incentive program

	Family Medicine	Specialists
Western Zone	New Minas (1) Yarmouth (3) Kentville (.5) Middleton (.5)	Kentville Anesthesiology (1) Internal Medicine (2) Emergency Medicine (2) Obstetrics/Gynecology (2)
Eastern Zone	Antigonish (2) Sydney (1)	Sydney Neonatology 1 Antigonish General Surgery (1) Internal Medicine (1) Obstetrics/Gynecology (1)
Northern Zone	Amherst (1)	Amherst: Emergency (1) General Surgery (1) Truro: Emergency (1)
Central Zone	Halifax (1) Windsor (1) Spryfield (1)	Halifax: Emergency (1) Pediatrics(1)



Strategic initiative 7: Continue targeted and enhanced strategic recruitment efforts at physician career fairs, medical conferences and campus tours, as well as finding new avenues being adaptive to changing global realities

- + Attended/hosted 59 recruitment events (including resident events).
- + Hosted 7 targeted webinars for high needs specialties.
- + Hosted 75 virtual site visits which resulted in 34 direct recruits.
- + Developed and implemented high needs plans for each zone

Outstanding action:

- + Develop a robust evaluation plan to ensure ROI for conferences and event planning
- + Have recruiters and attendees (if we are hosting events) complete a post- event evaluation survey
- + Expand our virtual presence and attend and host even more events
- + Host social media and marketing training for recruitment team to ensure we are maximizing our time at virtual events

Strategic initiative 8: Update, evolve and promote the More than Medicine+ brand

- + Ensured consistency in branded materials for all events and presentations
- + Expanded social media and online presence through the establishment of [Facebook](#), [Instagram](#) and [LinkedIn](#) pages
- + Initiated digital marketing campaigns to enhance our networks and brand following.

Outstanding action:

- + Establish communication plan and evaluation process
- + Establish a digital marketing plan specific to our brand

Recruit

This element of the physician recruitment strategy focuses on keeping candidates engaged through the recruitment process

Strategic initiative 9- Develop and implement consistent processes for physician recruitment throughout the province.

- + Developed and implemented physician recruitment standard operating procedure
- + Successfully recruited 127 physicians to Nova Scotia during the 2020/21 FY, despite a global pandemic and international travel ban
- + Adapted site visits to a virtual form. The recruitment team hosted 75 virtual site visits which resulted in 34 successful recruits.

Outstanding action:

- + Continue to research the competitive landscape to ensure incentives are competitive and attractive to potential candidates
- + Refine site visits so they are appealing and showcase practice opportunities and communities to the best of their ability (virtual and in-person)
- +

Strategic initiative 10- enhance the onboarding of physicians.

- + Developed and implemented onboarding standard operating procedure (Nov 2020)
- + Communicated SOP and roles and responsibilities through memos, presentations and other communications
- + Develop and implement follow up surveys to recently recruited physicians to gather feedback about their experience and how we can do better

Outstanding action:

- + Support Doctors Nova Scotia physician mentorship program development and implementation (April 2021- 2022)

Recruitment Results

Year	Family Medicine	Specialists	Total
2018	58	72	130
2019	58	70	128
2020	49	78	127

Retain

This element of the physician recruitment strategy focuses on supporting physicians in their roles and communities to maximize longevity.

Strategic initiative 11- Help new physicians establish roots in their community.

- + Development and launch of [Community Toolkit](#)
- + Enhanced collaboration and communication with communities, committees, community navigators and physicians leaders

Outstanding action:

- + Continue to foster stakeholder relationships and work with partners to welcome physicians and ensure connections are established

Strategic initiative 12- assist physicians with professional development and advancement opportunities

Outstanding action:

- + Connect physicians to leadership skills development offered within Medical Affairs team
- + Support the establishment of medical resident mentoring and elective opportunities in more rural communities, in partnership with Dalhousie University
- + Connect new to NS physicians with mentorship opportunities

RECRUITING DURING A PANDEMIC



A Nova Scotia Welcome

Nova Scotia Health and local community recruitment supports provided a very warm welcome to the many new physicians arriving to the province during the pandemic. One of the key challenges was to find new and creative ways to support the challenge of a 14-day mandatory self-isolation immediately after arrival in the province.

The family pictured on the left arrived from South Africa just before Christmas. Our Northern Zone physician recruitment consultant worked closely with the local community recruitment navigator (Nicole LeBlanc) and volunteers to learn a little about the family and their cultural practices. From there, they provided 12 days

of surprises to help them prepare for their first Canadian Christmas. They were happy to receive all of the decorations for their first Canadian Christmas, a fresh cut Nova Scotia Christmas tree, deliveries of local seafood chowder, letters from their children's future classmates, and some special African cooking ingredients so they could prepare some of their favourite dishes from home.

We are so inspired by these kind and thoughtful ways our community has come together to support our new physicians and their families. This is truly one great example of how Nova Scotia is More than Medicine+.

Continuous Improvement

This element of the physician recruitment strategy ensures a focus on continuous improvement through maintaining a continuous feedback loop.

Strategic initiative 13- Work with the Department of Health and Wellness (DHW) to create a physician resource plan.

Outstanding action

- + Develop metrics to be used across partners for physician resource planning, forecasting and evaluation
- + Support and inform the development of a renewed physician resource plan (DHW)
- + Strategic initiative 14- Understand and continuously evaluate the competitive physician recruitment landscape.

Outstanding work:

- + Conduct a yearly jurisdictional scan nationally and internationally
- + Advocate for incentive programs to meet competitive demands, as required

Strategic initiative 15- Development and implementation of an evaluation framework for the physician recruitment strategy.

Outstanding work:

- + Develop and implement an evaluation plan
- + Informed, evidence- based decision making

Recruitment Events 2020-21

- + Canadian Anesthesia Society (Virtual)
- + Annapolis Valley PGY1 Orientation (Residents)
- + Amherst Meet & Greet (Residents)
- + Pri Med Family Medicine event
- + South West PGY1 Welcome Lunch (Residents)
- + Presentation to Sydney Family Medicine (Residents)
- + Presentation to North Nova Family Medicine (Residents)
- + Presentation to Halifax Family Medicine (Residents)
- + Baddeck Resident Activity (Residents)
- + South West Nova Clinic Crawl (Residents)
- + CACAP: Canadian Child & Adolescent Psychiatry
- + Physician Recruitment Webinar: all specialties
- + Internal Medicine Resident Presentation Resident event- Internal Medicine
- + Resident Event: Apple Picking in Annapolis Valley
- + Dalhousie Family Medicine Job Fair (Residents)
- + Physician Recruitment Webinar: all specialties
- + Canadian Society of Internal Medicine
- + Critical Care Canada Forum
- + Dalhousie General Internal Medicine Presentation (Residents)
- + British Medical Journal
- + Canadian Academy of Geriatric Psychiatry
- + Presentation to PEI Family Medicine (Residents)
- + Presentation to Moncton Family Medicine (Residents)
- + Physician Recruitment Webinar: all specialties
- + 24th Annual Family Medicine Residents of Western Resident event
- + Presentation to Dalhousie Psychiatry (Residents)
- + Presentation to Dalhousie Anesthesiology (Residents)
- + Pri Med Virtual Event
- + Family Medicine Forum
- + Valley Clinic Crawl (Residents)
- + Physician Recruitment Webinar: Family Medicine
- + Presentation in virtual Pri Med event
- + Presentation to Moncton and Sherbrooke (Residents)
- + Rocky Mountain Internal Medicine
- + Emergency Medicine Job Fair
- + North Nova Family Medicine Opportunities (Residents)
- + Society of Obstetricians and Gynecologists of Canada
- + DNS Virtual Dinner- North Nova (Residents)
- + Family Medicine Clinic Crawl Sydney (Residents)
- + Federation des medecins residents du Quebec (Residents)
- + DNS Virtual Dinner- Annapolis (Residents)
- + DNS Virtual Dinner - Cape Breton(Residents)
- + DNS Virtual Dinner - Yarmouth (Residents)
- + DNS Virtual Dinner - Halifax (Residents)
- + Dalhousie CaRMS Information Session (Residents)
- + Canadian Pediatric Review Program
- + Presentation to Cape Breton Family Medicine (Residents)
- + Family Medicine Webinar
- + Department of Family Medicine
- + University of Ottawa Job Fair (Residents)
- + Canadian Obstetrics and Gynecology Review Program
- + University of Alberta Radiology Resident Presentation (Residents)
- + Psychiatry Webinar
- + Royal College of General Practitioners
- + DNS Virtual Dinner- Emergency Medicine (Residents)
- + Presentation to Annapolis Family Medicine (Residents)
- + DNS Virtual Dinner (2) (Residents)
- + South West Nova Resident Event (Clare) (Residents)
- + Family Medicine Webinar (Rural) Family Medicine