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SUMA Convention  
January 31, 2012



# Physician Recruitment & Retention

## Presentation Outline

saskdocs (Physician Recruitment Agency of Saskatchewan)

- Our Challenges (Current Situation)
- Our Goals
- Our Efforts

Recruitment & Retention - Incentives Framework

- Incentives
- Relocation and Stabilization Assistance
- Long Term Strategies



# Our Challenges

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# We are not alone

*Revolving door of doctors?*



February 1, 2011

*As doctors age, small towns face critical shortage*

*San Francisco Chronicle*

January 2, 2011

*Wakaw Hospital's future unclear as doctor leaves*

*The StarPhoenix*

January 8, 2011

*Doctor Shortage a Real Problem*

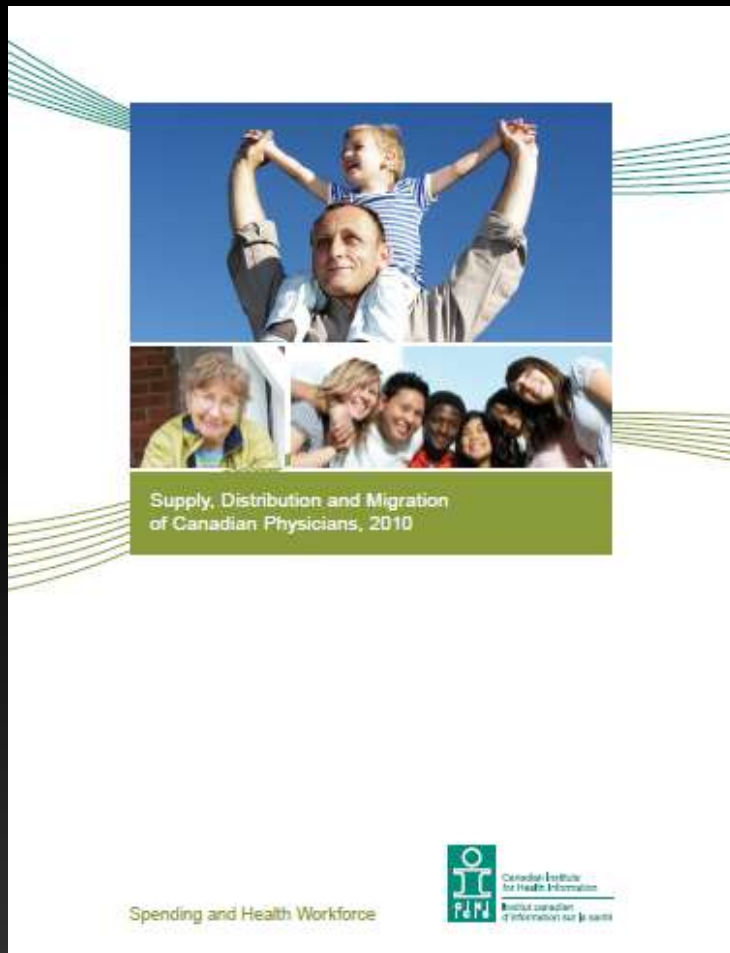


June 28, 2011

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# Current Situation



- December 2011 CIHI Report
- Number of practicing doctors at all time high
  - Canada – 69,699
  - Saskatchewan - 1778
- While specialist resources may be adequate overall, still short of family physicians, especially in rural areas

# Current Situation (continued)

- 2<sup>nd</sup> fastest growth in number of physicians in Canada from 2009 to 2010 at double the rate of population growth
- Now 169 physicians/100K population – ranked 9<sup>th</sup> among Canadian provinces (national average 203/100K)
- Highest percentage of IMGs in the country at 47%
  - Rural - almost 75% IMGs
  - 95% from developing countries
- Contrary to the national trend, SK experienced a greater percentage increase in Canadian trained physicians than IMGs. In fact, SK had fewer IMGs in 2010 than in 2006 and that trend continues.

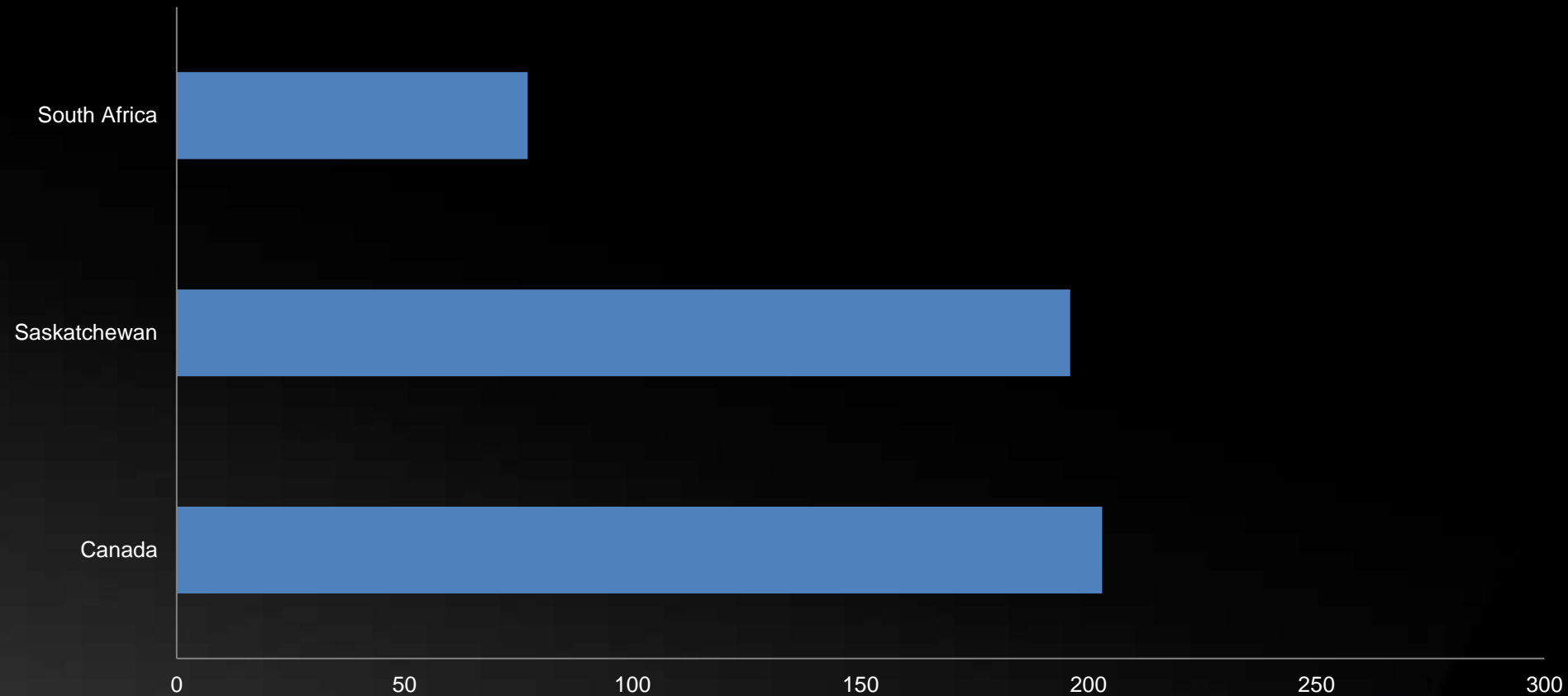
*Source: CIHI: Supply, Distribution and Migration of Canadian Physicians, 2010*

# Current Situation (continued)

- U of S graduate retention rate lowest in Canada
  - 44% at 6 months
  - 45 % at 5 years
  - 32% at 10 years
- High turnover rate overall – though improving
  - Canadian trained retention at 10 years 40.1%
  - IMG retention at 10 years 28.1%
  - About 85% of those leaving to elsewhere in Canada

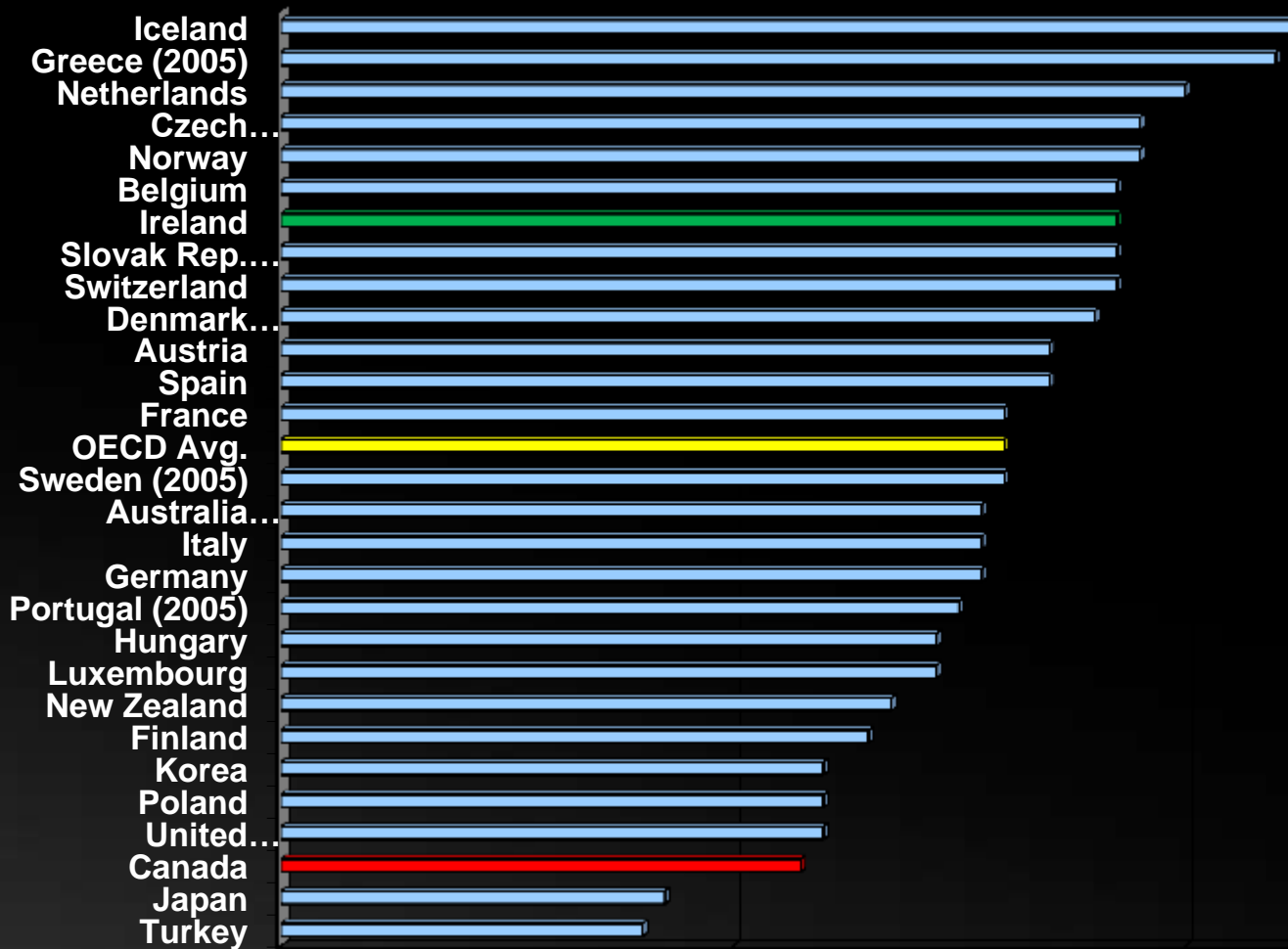
# Current Situation (continued)

**Physicians per 100,000 population**





# Current Situation (continued)



Doctors per population (Age Adjusted, 2006)



# Our Goals

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# saskdocs' Role

- Mission: Promote and support an environment that attracts and retains the physicians SK needs:
  - Create and deliver programs and services to **ENHANCE** recruitment and retention of physicians throughout the Saskatchewan health care system.
  - **ENGAGE** organizations and communities in a collaborative network that optimizes the recruitment and retention of physicians.
  - **DEVELOP**, recommend and promote policies and practices that are conducive to the recruitment and retention of physicians.
  - **COMMUNICATE** openly and effectively with the public.

# Our Goals for 2013



U of S medical graduates establishing SK practice by 10%



Annual turnover of physicians to less than 8% (revised)



Percentage of Canadian-trained doctors by 10%



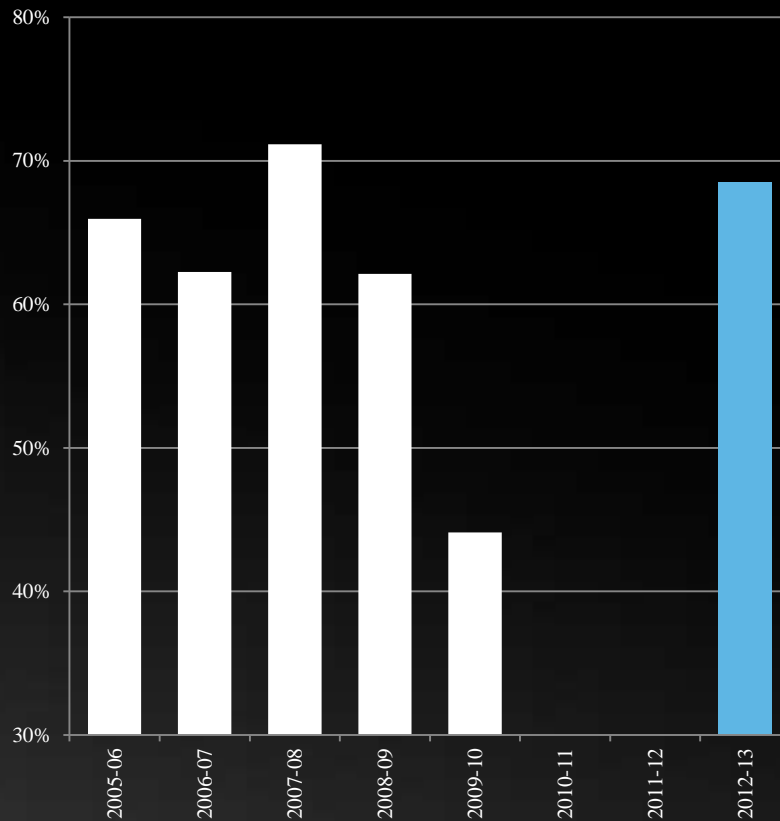
Student and resident exposure to opportunities outside Saskatoon by 25%



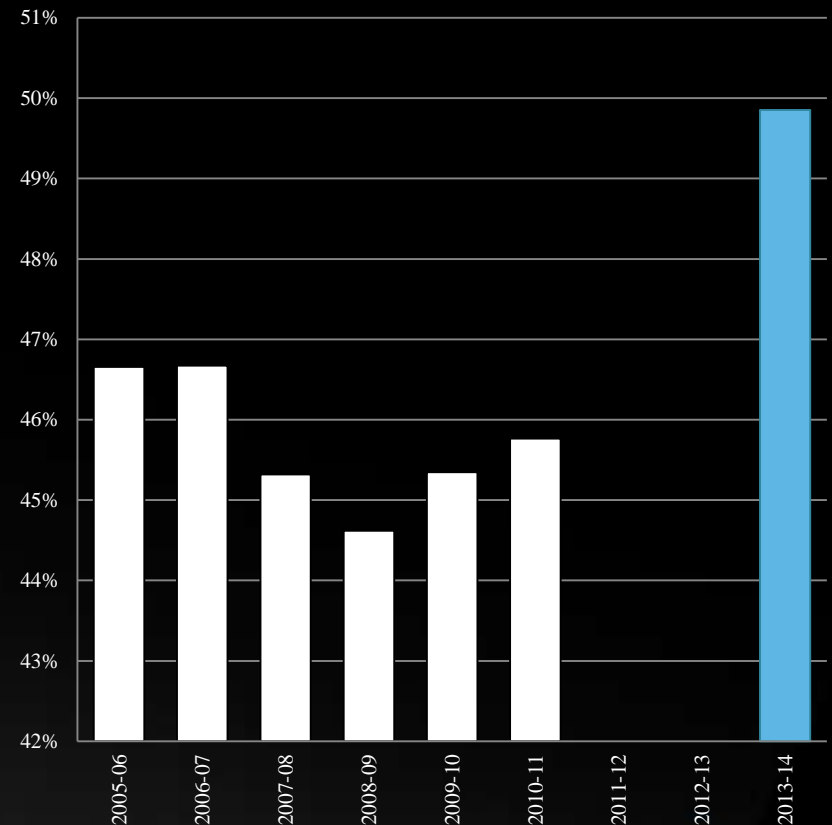
Practicing physicians in Saskatchewan by 4% (new)

# Reaching Our Goals

U of S Graduate Retention Rate

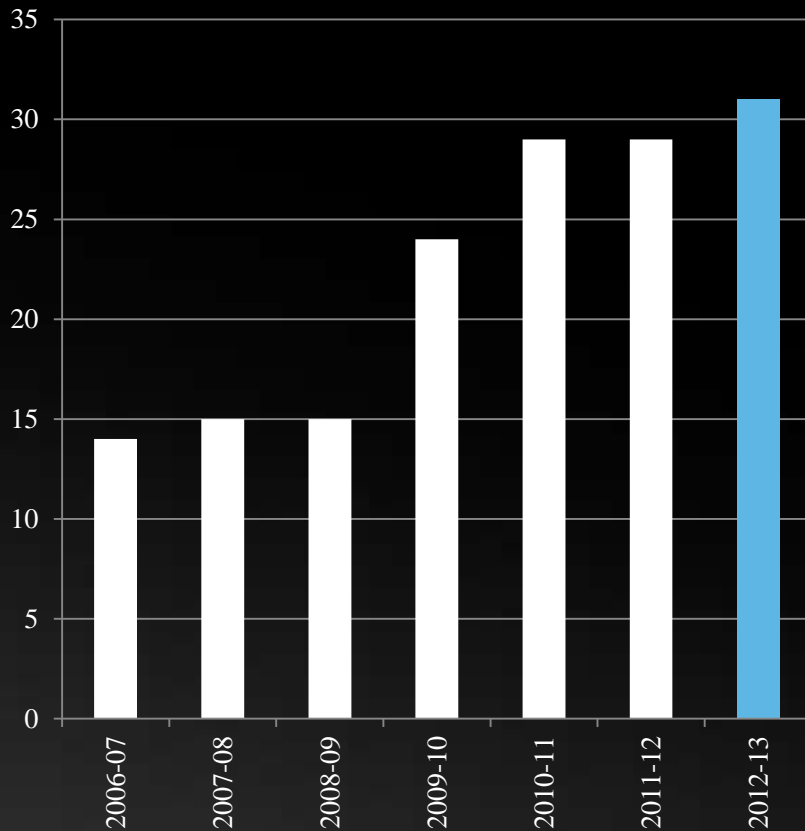


Canadian Trained Physicians

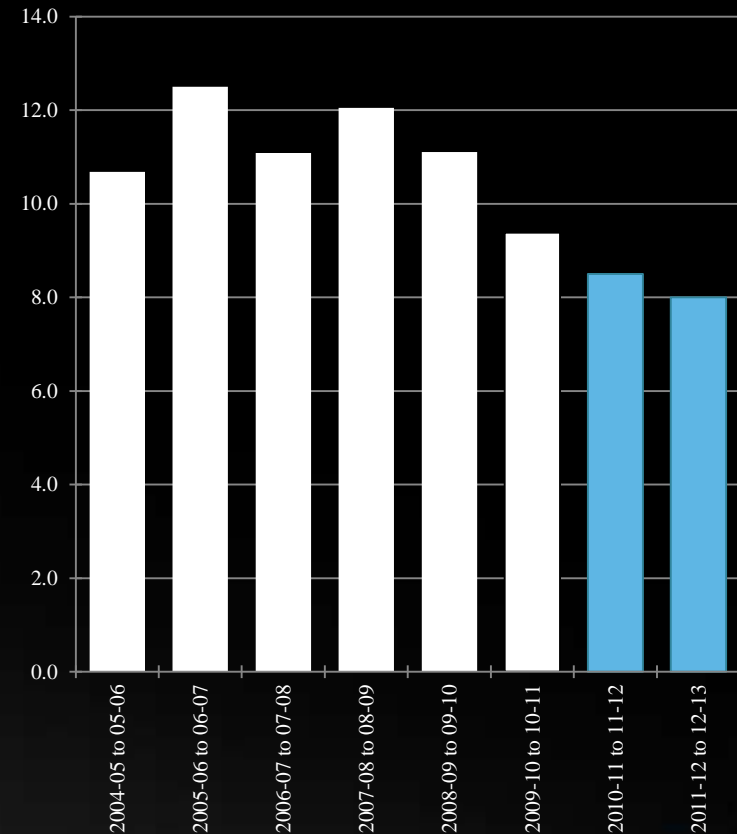


# Reaching Our Goals (continued)

Medical Residents Outside of Saskatoon

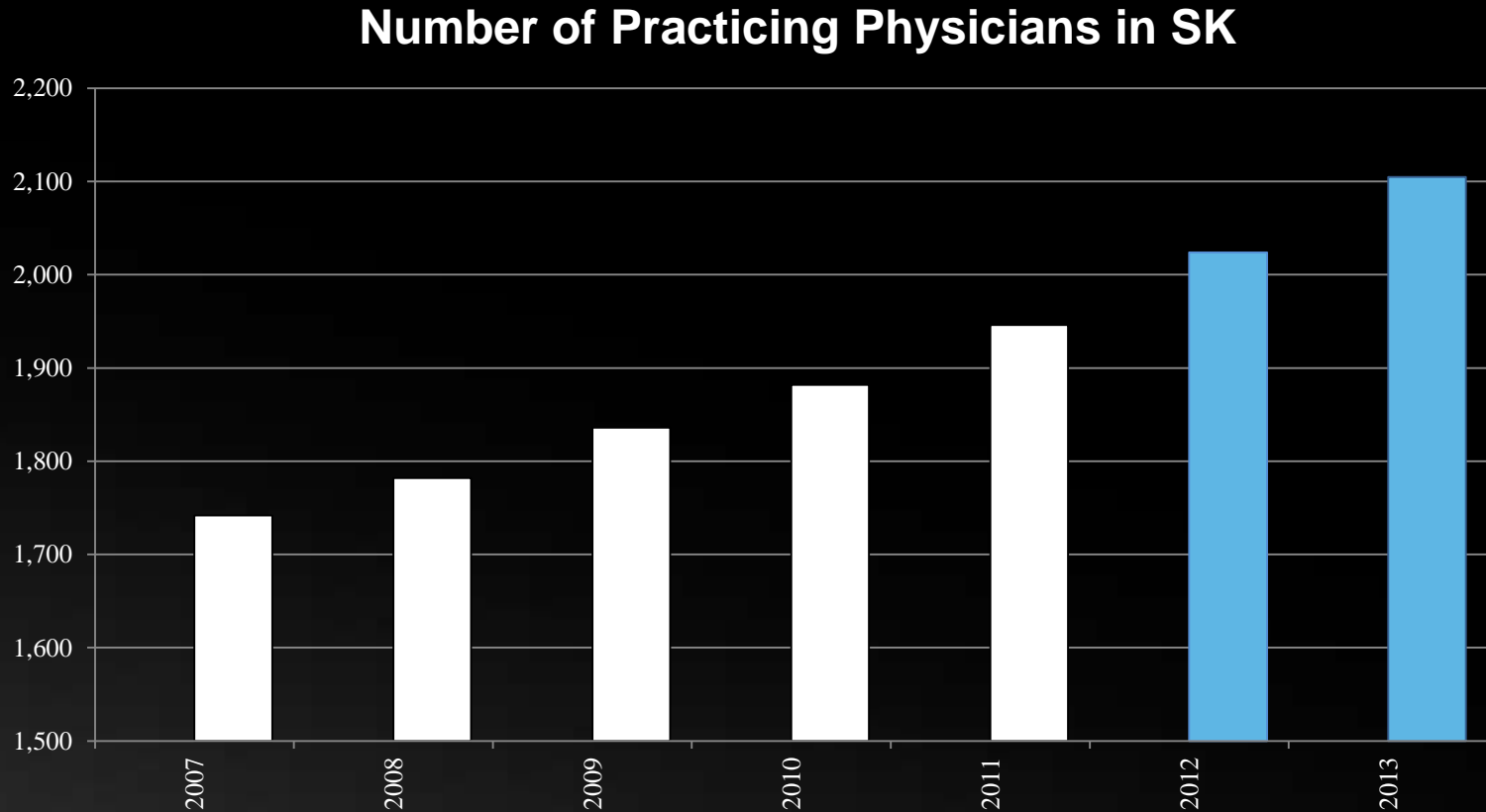


Physician Turnover





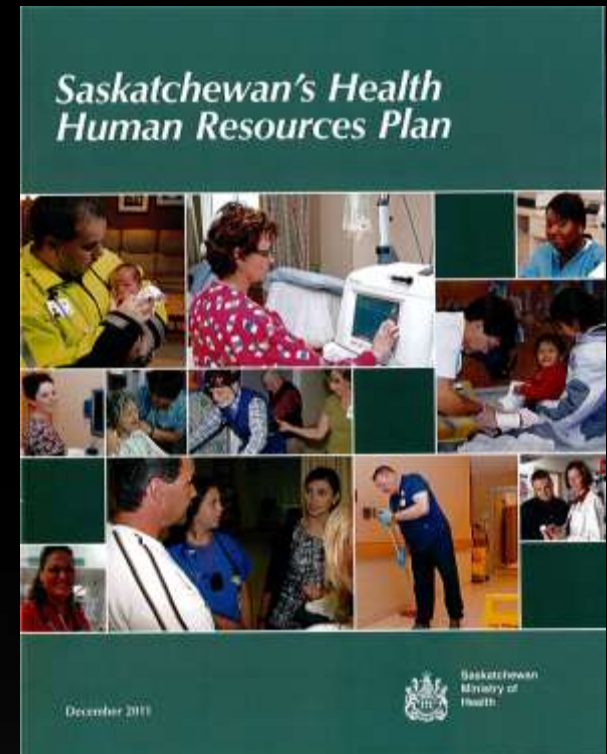
# Reaching Our Goals (continued)



# Recruitment Needs to 2020

## Family Physicians

Add: To keep up with population demand	79 <sup>1</sup>
Add: Equalize access	17 <sup>1</sup>
Add: Unmet need adjustment	45 <sup>1</sup>
Add: Projected retirements	74 <sup>1</sup>
Turnover from, less retirements	<u>734</u> <sup>2</sup>
Total recruitment needed	949
Source: U of S medical residents	<u>332</u> <sup>3</sup>
Out of province recruitment needed	617
Annual out of province recruitment needed	56
Annual contacts needed to meet target	561 <sup>4</sup>



<sup>1</sup> Ministry of Health, (December 2010), Health Human Resource Plan.

<sup>2</sup> Total turnover is projected to be 8% per year. Retirements are subtracted as they have already been counted.

<sup>3</sup> Assuming a retention rate of 67% in 2012 and subsequent years. 100% would be 466 family physicians.

<sup>4</sup> Assuming 10% of all out of province contacts result in a new recruit to Saskatchewan.



# Our Efforts

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**Create and deliver  
programs and services  
to enhance recruitment  
and retention of  
physicians throughout  
the Saskatchewan  
health care system**

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# U of S Students and Residents



Janessa Grosenick, PREP 2010  
Sun Country Health Region

- Engaging medical trainees through:
  - SMSS and PAIRS executive meetings
  - PREP – PRAS Rural Externship Program
  - Rural bus tours
  - *Medical Practice in Saskatchewan* research project
  - Student loan reimbursement
  - Retreat and event sponsorship



# Horizons Career Fair



- In partnership with SMA and SMSS
- Saskdocs, RHA & community booths
- 160 U of S students



# Canadians Studying Abroad

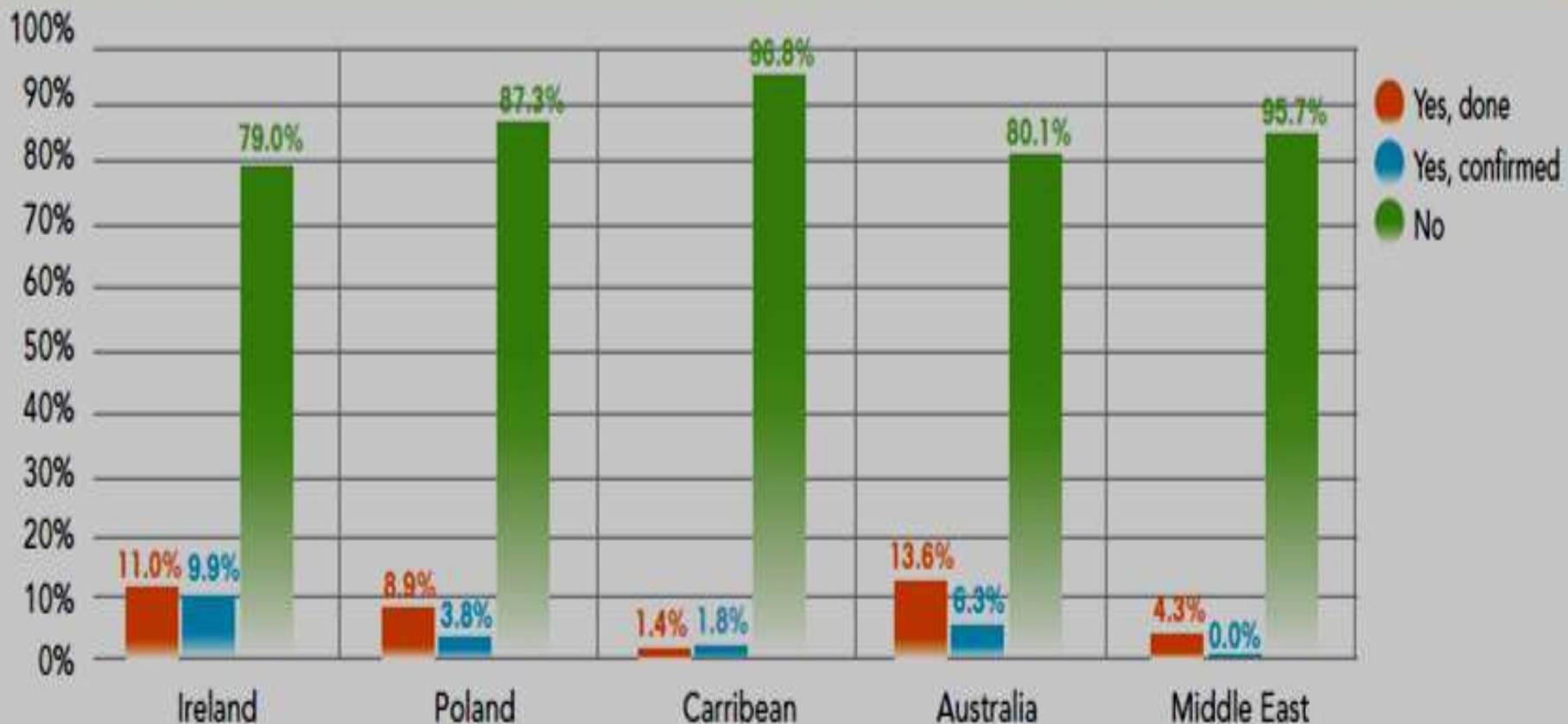
- 3/4 of highly qualified candidates are not accepted to Canadian medical schools
- 3,500 Canadians study medicine outside Canada
- 80 schools in 30 countries have Canadian students enrolled in medicine
- 90% want to return to Canada to practice ... very few do!!



CSAs at Ross University, St. Maarten – “by show of hands, how many of you hope to practice medicine in Canada?”

# CSA Clinical Rotations in Canada

NUMBER OF CLERKSHIP ROTATIONS DONE OR CONFIRMED IN CANADA BY MEDICAL SCHOOL REGION



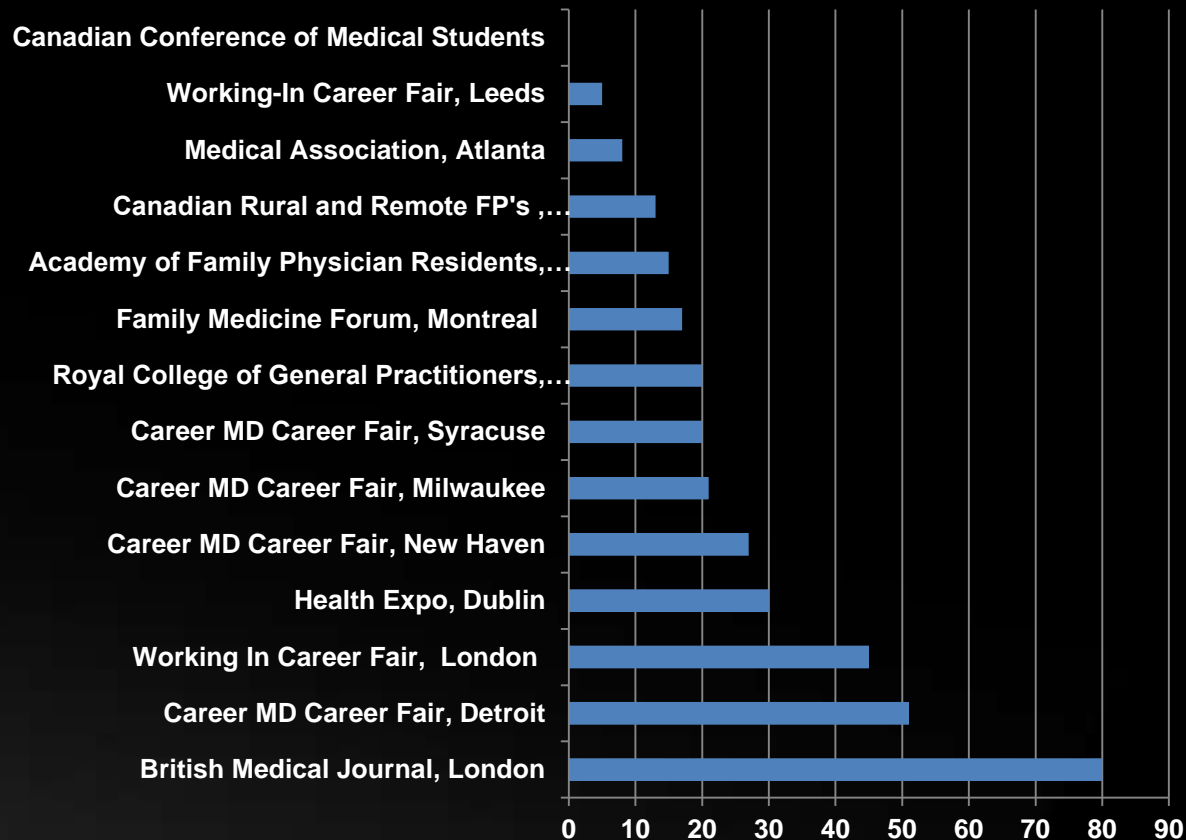
# CSA Pilot Project

- Previous 4 students matched to Saskatchewan
- Nurtured U of S relationship and affiliation with international schools
- Expanded clinical rotation opportunities for CSAs
  - process change;
  - now available year round;
  - no maximum number of weeks.
- CSAs join JURSI in January
- Eligible for family medicine in 1<sup>st</sup> CaRMS iteration

# 2011-12 Career Events

- Canada
- England and Ireland
- Select United States
- Events are on our website and Facebook page

## Number of Contacts



# Our Contacts – 2011

## Enquiries:

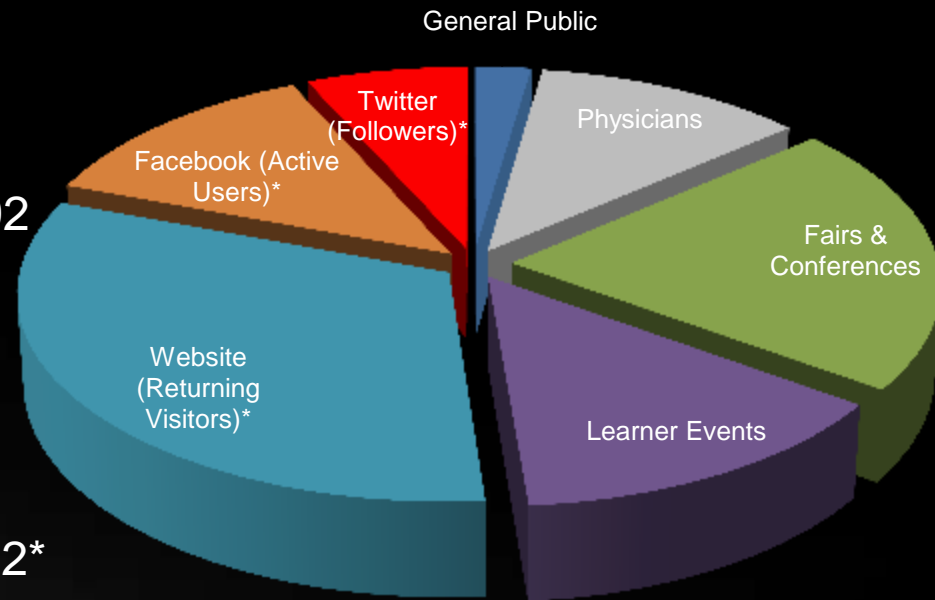
- General Public – 65
- Physicians – 317

## Contacts Made

- Career Fairs & Conferences – 592
- Medical Learner Events- 392
  - U of S – 213
  - International (CSA) – 179

## Web/Social Media

- Website (Returning Visitors) – 892\*
- Facebook (Active Users) – 350\*
- Twitter (Followers) – 152\*



*\*Interactive statistics, not all physician inquiries*

# Sask International Physician Practice Assessment

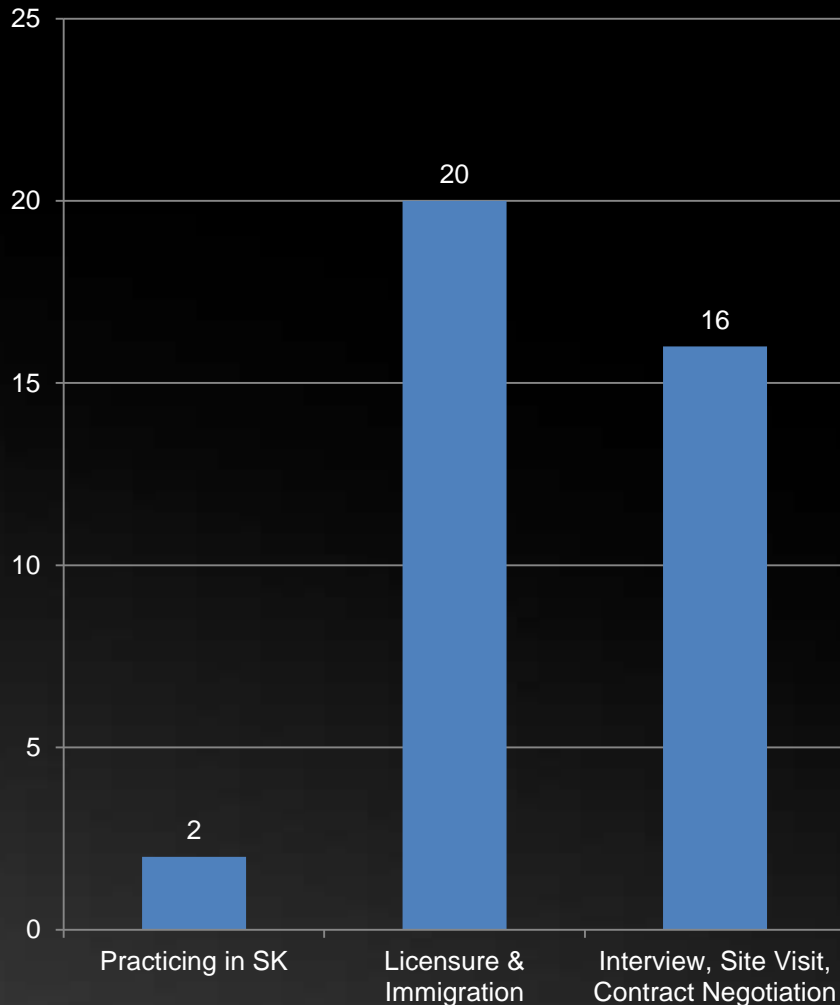
## 23 SIPPA candidates:

- 18 successful and practicing in Saskatchewan
- eight in January 2012 intake
- Saskdocs role in arrival and settling
- Planning for post-pilot expansion of candidate pool





# Global Medics/Calian



- Private international recruitment firm with Canadian partnership
- Office locations worldwide with extensive contact list
- Fixed fee for specified placements
- High priority communities
- Process clarification
- Locum to permanent



**Communicate openly  
and effectively with the  
public**

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# saskdocs in the News

- December saskdocs Newsletter
  - 1700 distribution
- December COM Communiqué Magazine
  - 6500 distribution
- November SARM Rural Councillor Magazine (possible inclusion in *Urban Voice* future issues)
- Quotes in rural weeklies
- Formal operational communications plan underway





## Live. Work. Play.

"Medical training in Saskatchewan has many advantages, one of which is a professional and easy going college that allows you enough time to balance work and lifestyle."

Jonathan Bastian, Physician



### New Opportunities

Saskatchewan has many opportunities for physicians including general practice positions in urban, rural and remote locations and specialized positions in our larger centres.

View current opportunities for physicians throughout Saskatchewan

### Events Calendar

We'll be attending a number of Career Fairs, Conferences and student engagement events over the next 12 months. We look forward to talking with you about the many opportunities for you and your family in Saskatchewan.

Click [HERE](#) to view our Events Calendar

## Connect with your perfect opportunity

LIVE, WORK AND PLAY in Saskatchewan! Create your profile, fill in your credentials and tell us what you're looking for. We connect doctors with communities.



### Love where you live



There's lots to love about life in Saskatchewan.

Schools for your children  
Employment opportunities for your family  
Access to international airports  
Close-knit communities  
Great quality of life



### Connecting the Docs



Saskdocs.ca is a one stop shop for physicians and their families want to live and work in Saskatchewan, Canada. We work with international medical graduates, medical students, physicians, communities, health facilities and other partners to help find the right physician for the right community.

We look forward to talking with you about the many opportunities available for you and your family in Saskatchewan. Read more about the Physician Recruitment Agency.

### saskdocs on Twitter



WOW! What a busy couple of months we have rearing! Check it out...  
<http://t.co/uZWPOM85> Sep 7 (2 days ago)

<http://t.co/56KSLd85> Sep 1 (8 days ago)

saskdocs is attending the Family Medicine Review Conference in Regina September 15-17, 2011. See you there!  
<http://t.co/TjH0Zb8Aug> Sep 31 (9 days ago)

EIGHT new doctors in the province starting SIPPAs at the College of Medicine today Aug 31 (9 days ago)

amednews: Med schools seek right fit for rural practice : Aug 8, 2011 ...  
American Medical News:  
<http://t.co/5ARyB1v1a> @AddThisAug

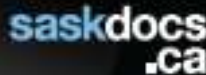
www.saskdocs.ca

# Newsletter

August 2011 (Inaugural)

December 2011

March 2012 (next issue)



## Live. Work. Play.

### AUGUST 2011

A Message from CEO  
Ed Mantler

We Have a New Name  
and Look – saskdocs


saskdocs Connecting with  
Canadian Medical Students  
Studying Abroad

Rural Externship Program  
an Ongoing Success

Settlement a Key  
to Retention of Doctors

Interest in saskdocs  
High at Career Fairs


### A Message from CEO Ed Mantler



Welcome to the inaugural newsletter of the Physician Recruitment Agency of Saskatchewan. This newsletter will provide you with a few of the success stories the agency has to share as it continues to work hard at enhancing physician recruitment and retention efforts across the province.

For example, find out about how the agency planned, consulted and developed its new brand – saskdocs – read about how our recruiters are connecting doctors with communities and helping them settle into their practices here in Saskatchewan; find out what medical trainees think of the rural externship program, a program that offers medical students an opportunity to shadow physicians in rural practices throughout the province; and, learn more about how we are making inroads into the international medical community to get medical students born and raised here to come home to do their residencies.

I hope you enjoy reading about a few of our accomplishments since our creation less than a year ago. We will have many more success stories to share with you in the future.



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**Engage organizations  
and communities in a  
collaborative network  
that optimizes the  
recruitment and  
retention of physicians**

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# Engaging Stakeholders

- Provincial Recruiter Network quarterly meeting
- Stakeholder education day
- CEO Tour
  - Individual CEOs and SMOs
  - Council of CEOs
  - Ministry of Health Senior Leadership Team
- Regular liaison – SMA, COM, CPSS
- Western Canadian collaboration
- Community consultation



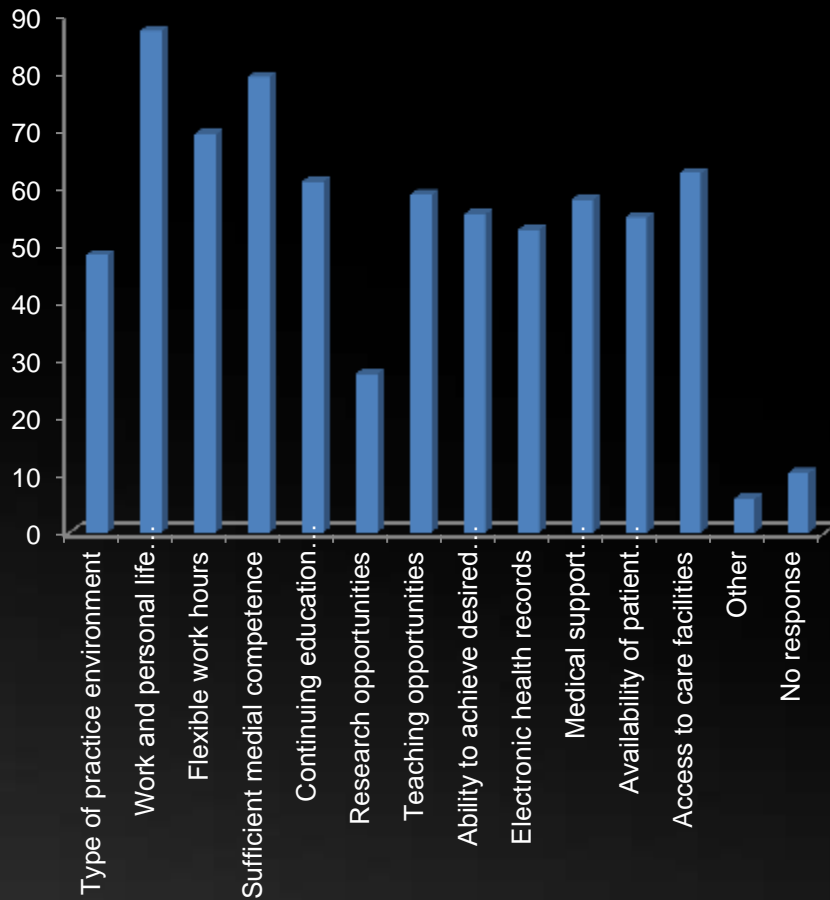
**Develop, recommend  
and promote policies  
and practices that are  
conducive to the  
recruitment and  
retention of physicians**

# *Medical Research in Saskatchewan Project*

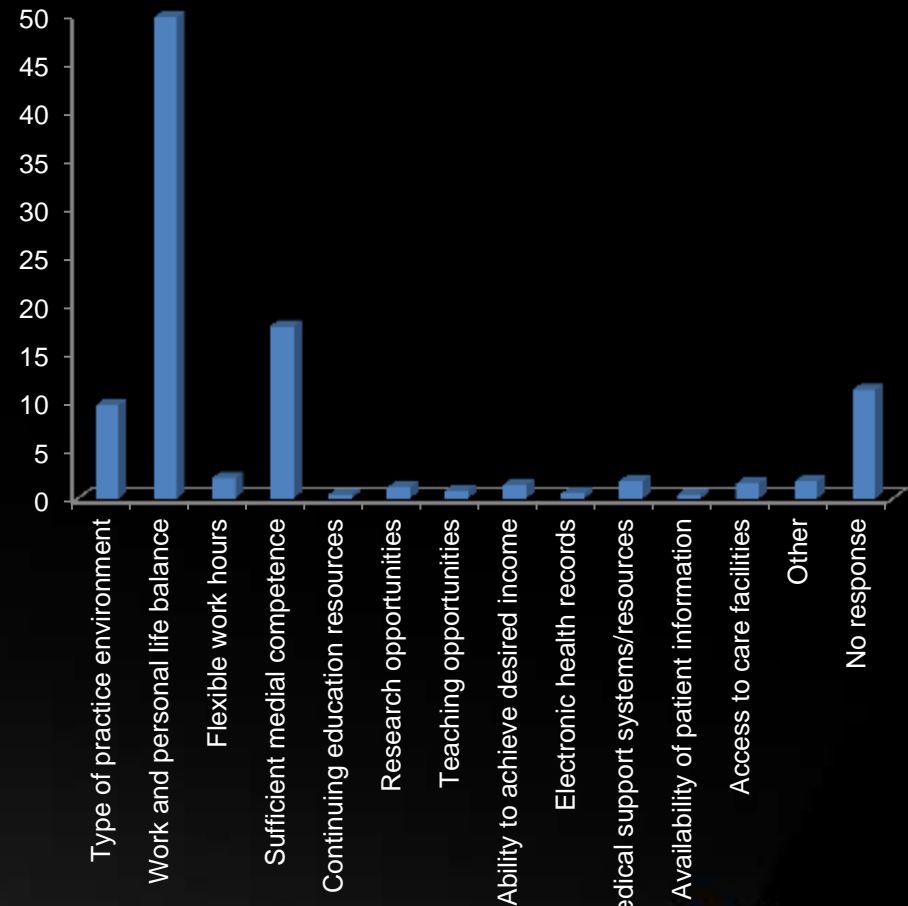
- Builds on 1976 study
- Partnership with COM Social Accountability Committee
- Data collection complete
- 100 Communities
- 25 Students, 3 Residents
- Editing of profiles for print

# 2010 National Physician Survey

Residents' factors influencing having a satisfying and successful practice



Single most important factor

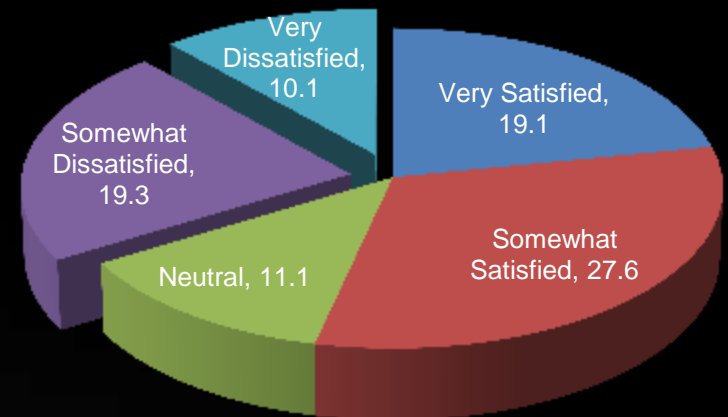


# 2010 National Physician Survey

Saskatchewan Family Physicians



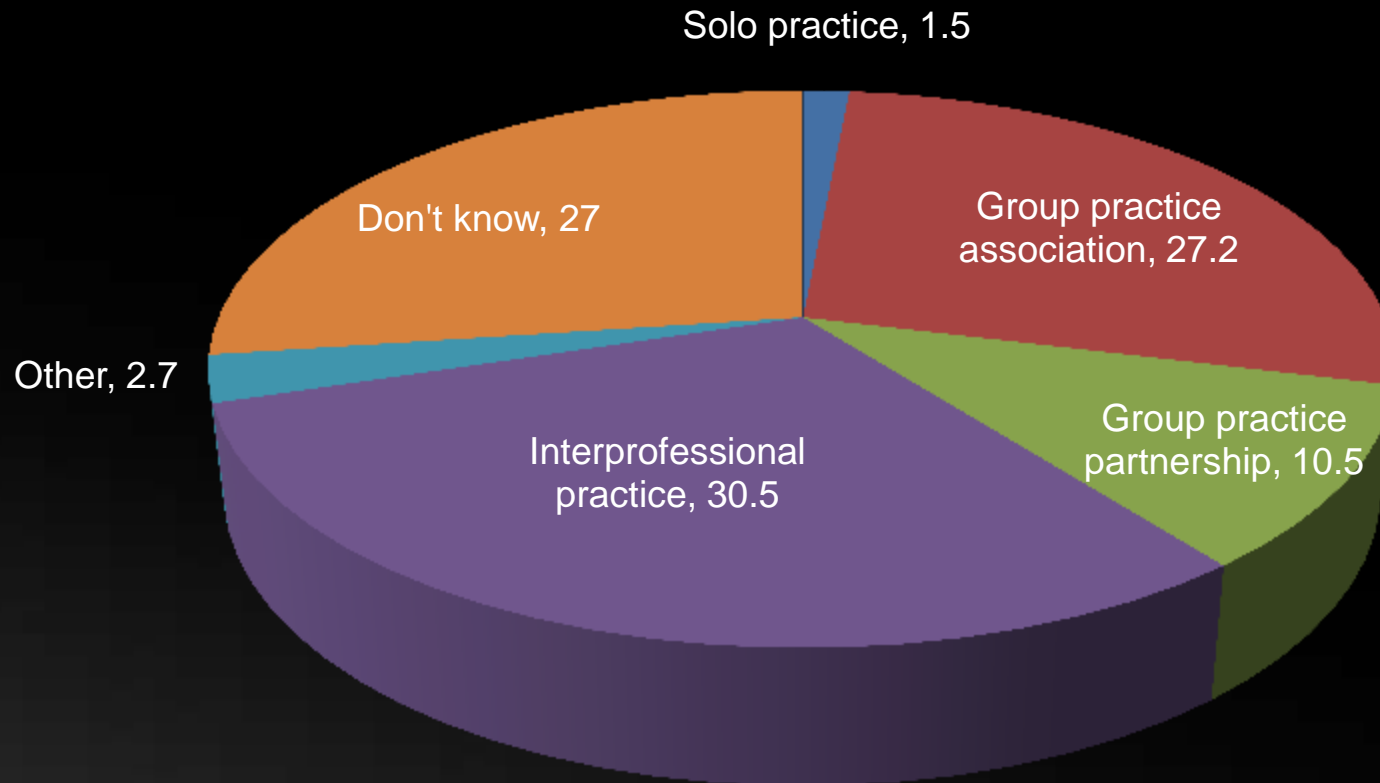
Saskatchewan Specialist Physicians





# 2010 National Physician Survey

## Family Medicine Residents preferred practice type



# Recruitment & Retention

Incentives Framework



# Incentives

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# Incentives

In accordance with our Mission to:

- Create a more efficient recruitment environment that lessens competition among recruiting organizations;
- Develop, recommend and promote policies and practices that are conducive to the recruitment and retention of physicians.

# Recruitment and Retention Incentives – Research

BC, Alberta and Manitoba and Ontario were reviewed

- BC, Alberta and Ontario use a points system to assess medical isolation of rural communities
- Alberta offers a variable premium for health services provided and a flat fee payment of up to \$60K per year
- Ontario offer \$80K to \$117K over four years
- BC offers \$100K to establish practice in high need area

RHA's

- Range \$0 to \$55K
- Average \$20K

Communities

- Range \$6K to \$145K
- Average \$42K

# Recruitment and Retention Incentives – Research

	Recruitment	Retention
Financial Incentives		
Practice Establishment/Relocation Assistance		
Student / Resident Bursaries		
Rural Experience		
Work – Life Balance		
Family Engagement		
Collegial Relationships		



# Recruitment and Retention Incentives – Consultation

- Consultation between April 18, 2011 and May 26, 2011
  - RHAs and with Northern Medical Services representatives
  - Municipal officials
  - Ministry of Health staff
  - SMA board members
  - Saskatchewan Urban Municipalities Association
  - Saskatchewan Association of Rural Municipalities
  - Student Medical Society of Saskatchewan
  - Professional Association of Internes and Residents of Saskatchewan
- Approximately 180 participants



# Relocation & Stabilization Assistance

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# Establishment Supports

- Financial assistance that is designed to support the physician in relocation and establishing a new medical practice.
  - supports that facilitated transition, specifically, assistance with site visits and relocation expenses.
  - stabilization package that would allow the physician and their families to settle into the community and stabilize their medical practice.
- Stakeholders strongly believe that the level of the supports offered must recognize the rurality of the community and the critical need of the situation.

# Establishment Supports

## ***RECOMMENDATIONS***

- Develop a provincial points system that can be used to assess the medical isolation of a rural community and thereby guide the distribution of supports within the parameters as described

Type of Support	Maximum	Ownership
Site Visit	\$5K	RHA
Relocation	\$20K	RHA
Housing and Vehicle	\$8K – 6 months	Community
Salary Stabilization	\$25K	SMA Rural /Regional Practice Establishment Grant
Total supports	\$58K	

# Incentives

Stakeholders agreed that:

- Recruitment and retention strategies that rely solely on \$ will not be successful.
- Competitive remuneration, and strategically placed financial incentives are critical recruitment tools.
- Non-financial factors are the most critical to increase physician retention.

We discussed:

- Return for service bursaries
  - Local youth
  - Medical Learners who have worked in the community
- Fair and adequate compensation



- Medical learners with positive experiences in a community will be more inclined to practice in that community.

## ***RECOMMENDATIONS***

- Ensure that regions and communities are aware of all the opportunities when medical learners are in the community.
- *Handbook* to guide the supports that could be offered to medical learners.
- Stakeholders work together to develop forecasting strategies to address the accommodation requirements.





# Long Term Strategies

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# Investment Opportunities and Strategies

Recruitment is competitive and expensive – therefore strategies that address all of the motivations of physicians will have a much stronger impact.

- **Professional Issues**
- **Practice Environment**
- **Lifestyle**

# Professional Issues

## *Collegiality, Mentorship and Leadership*

- Collegial relationships, mentorship and leadership are not necessarily inherent.
- Many stakeholder groups are working to provide opportunities for learning and exposure.

### ***RECOMMENDATION***

- Stakeholders continue to work collaboratively on physician mentorship and leadership.

# Practice Environment

## *Overhead / Turnkey / Electronic Medical Records and Telehealth*

- Many communities and regions have invested heavily in clinic modernization.
- Stakeholders have expressed resistance to further invest.

### **RECOMMENDATIONS**

- saskdocs continue to work with the Ministry of Health and stakeholders to bring the Primary Care Reform Plan,
- saskdocs develop a survey that will solicit feedback from medical learners to determine the practice needs of our new medical graduates. This feedback can then be shared with our communities, RHAs and NMS.

# Lifestyle

## *Reasonable Working Conditions and Family Supports*

- Workload and flexible work arrangements are critical to retaining physician. Within our own group of medical learners - there is a fear of rural practice because of the current inability to balance work, on call and free time.
- Stakeholders agree that support to the family of rural doctors is critical. When recruiting a physician we are also recruiting the physician's spouse or partner and family.
- When a community is in crisis – workload increases and pressure is added.

# Lifestyle

## *Reasonable Working Conditions and Family Supports*

### **RECOMMENDATIONS**

- saskdocs continue to work stakeholders to ensure physicians are part of a sustainable practice.
- saskdocs continue to work with the Ministry of Health and stakeholders to develop a provincial locum strategy.
- saskdocs develop a survey that will solicit feedback from physicians who have recently established medical practice in Saskatchewan.
- saskdocs develop a *Handbook* for utilization by all stakeholders to facilitate settlement and retention.



# Conclusion

- Focus on Canadian trainees at home, across Canada and internationally
- Direct recruitment
  - Canada and select international locations
  - Ethical recruitment
  - Web and social media
- Influence others
  - College of Medicine programs
  - RHA and SMA recruitment and retention programs
  - Community involvement
  - Physician practice and experience

# Thank you

309 4<sup>th</sup> Avenue North

Saskatoon, SK

933-5000

1-888-415-3627

[Edward.Mantler@saskdocs.ca](mailto:Edward.Mantler@saskdocs.ca)

[Brenda.Taylor@saskdocs.ca](mailto:Brenda.Taylor@saskdocs.ca)