

The City of Greater Sudbury

Strategic Physician Recruitment and Retention Program





New Strategic Program

- Draft created based on results of survey and suggestions from former Mayor and Council's Roundtable on Physician Recruitment and Retention
- Presented to Council in October 2007 which was later approved
- Began implementation in January 2008



Status of Healthcare in CGS

- Approximately 30,000 residents without a Family Physician (FP)
- CGS is approximately 30 FPs short of its designation
- 17 FPs approaching retirement
- Greater Sudbury could experience a shortage of 47 FPs if something isn't done now





Moving Forward

Priority 1 - Northern Ontario School of Medicine

Priority 2 - Homegrown Human Resources

Priority 3 - Providing Accessible Primary Care

Priority 4 – Ensuring Continuity of Care for our Citizens



Northern Ontario School of Medicine

- Valuable resource for the future of healthcare in our community
- Trained for future practice in rural, remote and northern communities
- Important for us to strengthen our relationship with current and future medical learners at NOSM



Northern Ontario School of Medicine

Local NOSM Group

- Forum for communicating and developing new ideas
- Plan, establish and support programs for students/clerks/residents
- Make recommendations on management of local resources



Northern Ontario School of Medicine

Events to Reduce Professional and Social Isolation

- Difficult for students and residents to meet physicians on their own
- Provide forum for open discussion and relationship building
- Physicians RECRUIT physicians



**Coordinate a series of
physician – resident – student
events**



Northern Ontario School of Medicine



Medical Learner Housing

- Rental vacancy rate at all time low (< 1%)
- Forced into undesirable accommodations
- Socially and geographically isolated from peers



Homegrown Human Resources

Greater Sudbury Ambassadors



- Sudbury-based medical students are scattered across Ontario
- Difficult to find who they are and maintain relationships
- Already great ambassadors for the CGS

Five Grants - \$5 K each → One per school



Providing Accessible Primary Care

- “Navigator” of the healthcare system
- Important to ensure that the delivery of primary care medical services is accessible across our City’s boundaries



Providing Accessible Primary Care

Return of Service in Outlying Communities

- Challenge to encourage physicians to practice outside of City core.
- One-time \$15,000 purchase of service payment to open a practice in outlying communities within Greater Sudbury such as Walden.

Purchase of Service - \$15 K → 4 year ROS



Providing Accessible Primary Care

Commitment to the City of Lakes Family Health Teams



- CGS is a partner in the creation of 4 FHT sites
- New practice model
- Improves access to physicians



\$10 K → 4 year ROS with FHT



Ensuring Continuity of Care for our Citizens

- Foundation of primary health care
- Essential for the proper continuity of care
- Important to encourage new physicians to the community to accept hospital privileges



Ensuring Continuity of Care for our Citizens

Hospital Privileges Incentive

- Continuity of care is essential to quality primary care
- Only 40% of current FPs in CGS have privileges
- Need to encourage privileges to ALL new physicians



Hospital Privileges – \$5 K
ALL NEW PHYSICIANS



Return of Service Agreements

1. **Medical Student Bursary**
2. **Family Medicine Resident Return of Service Agreements**

Return of Service Agreements

Medical Student Bursary

- Our students are our most valuable resource
- Trained for practice in rural, remote and northern communities
- High debt load (often \$150 K +)

**Medical Student Bursary →
\$20K – 2 year ROS**



Return of Service Agreements

Family Medicine Residents

- Most make practice decisions during residency
- Financial concerns are paramount
- Return of service agreements can secure commitment for future years

\$40 K – 4 years ROS → \$10 K annually

(Funds available during residency)





Spousal and Family Support Network

- Family and spouse/partner play a very large role in determining where a physician will practice medicine
 - Accommodations
 - Employment Opportunities
 - Social activities
 - General information
- Community Partnerships play a very important role in this support network



Community Partnerships

- Successful physician recruitment is a community endeavor
 - Sudbury Regional Hospital
 - Sudbury and District Medical Society
 - Northern Ontario School of Medicine
 - Greater Sudbury Chamber of Commerce
 - City of Lakes Family Health Team
 - Sudbury Wolves Hockey Organization
 - Science North/Dynamic Earth
 - Sudbury Yacht Club
 - Sudbury Canoe Club



Activities/Events

- Professional Association of Internes and Residents of Ontario (PAIRO) Tour
- Family Medicine Resident Orientation
- Physician and Family Appreciation Day
- Canadian Resident Matching Service Weekends
- NOSM Health Recruitment Fair
- NOSM Interview Weekend
- Sponsorship of the Docs on Greens Golf Tournament
- Sponsorship of the Sudbury and District Medical Society Christmas Party



Results of Program

- Within the last year we have committed 12 future Family Physicians to practice in Greater Sudbury upon completion of their training
 - 1 practice ready in 2009
 - 5 practice ready in 2010
 - 1 practice ready in 2011
 - 5 practice ready in 2012



Results of 2008 Program

- 4 Greater Sudbury Ambassadors
 - University of Ottawa
 - Queen's University
 - University of Toronto
 - McMaster University



Conclusion

Revitalized our approach to physician recruitment

Committed to our new objectives

Planning for the future, now



Thank You

Questions