

connection

PARTNERING WITH ONTARIO'S HEALTH CARE STAKEHOLDERS

Welcome back to Connection, a status update from HealthForceOntario Marketing and Recruitment Agency for today's Ontario health care stakeholders. This is our second in a series of updates.

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Brad Sinclair
Executive Director, HFO MRA

Changing the physician recruitment game

Barack Obama often uses the phrase "game-changer" to describe something that redefines the landscape of an issue. A perfect example is his drive to reform the US health care system.

And game-changer, I believe, best illustrates the behind-the-scenes work and impact HealthForceOntario Marketing and Recruitment Agency (HFO MRA) has had on healthcare recruitment and retention in Ontario.

Since 2007, working directly with communities, we have helped recruit more than 220 practice-ready physicians to Ontario. Most are from the United States, and are immediately qualified to meet Ontario's stringent medical licensing standards.

We're also working one-on-one with more than 500 practice-ready physicians, offering support in the licensing and job-opportunity process; in regular contact with over 4,200 others who have expressed an interest in learning more about Ontario; and, achieved great success in preparing international medical graduates for residency in Ontario.

Just as critical to our work outside the province, we've made inroads with you, our stakeholders inside Ontario. HFO MRA is now part of the fabric in communities, through our:

- Community Partnership Program, in which HFO MRA staff are situated in each LHIN to provide support with physician recruitment and retention, health human resource planning and best practices to community recruiters, health care organizations and health-care providers;
- HFOJobs, our online job portal for physicians and nurses, which is more and more becoming the go-to place for both employers and job seekers;
- Outreach to Ontario medical residents and students at universities, conferences and career fairs, to let them know about the jobs available to them in Ontario;
- Ontario Physician Locum Programs, which are a critical component of the physician workforce and that help reduce physician burnout;
- Recruitment of Physician Assistants, Ontario's newest role in health care, for Demonstration Projects;
- And, the Access Centre, a one-stop shop that provides programs and information for internationally educated health professionals who are living in Ontario—primarily those who are pursuing licensure in one of Ontario's 23 regulated health professions—and which works one-on-one with practice-ready physicians from outside the province who want to relocate to Ontario.

Through our people, our programs and services, and with the support of our Corporate Affairs team, the Agency really has become a game-changer in the province. As we near our three-year anniversary, we will continue to partner with you to address your community's health human resource needs...after all, we're stronger together.



Meet the Community Partnership Coordinators. **Top row, from left to right:** Jay Orchard, Manager, Community Partnership Program; Abby Leavitt, CPC, South East Region; Charlotte Kirby, CPC, Central Region; Laurie Nash, CPC, Erie St. Clair Region; Laurie Roberts, CPC, South West Region. **Middle row, from left to right:** Michael Churm, CPC, Central West Region; Amanda English, CPC, Central East Region; Patrick Doherty, CPC, Mississauga Halton Region; Johanne Labonté, CPC, North East Region; Chris Farley Ratcliffe, CPC, Champlain Region. **Bottom row, from left to right:** Shannon Boulton, CPC, North West Region; Jill Cappa, CPC, Hamilton Niagara Haldimand Brant Region; Alison Braun, CPC, North Simcoe Muskoka Region; Nancy Gingerich, Waterloo Wellington Region.

Introducing the Community Partnership Program

Ontario is hardly alone in its mandate to attract more physicians to the province. In helping to tackle this global issue, HFO MRA has created the Community Partnership Program to link Agency and provincial initiatives, programs and services with local regions and individual communities.

Community partnership coordinators—Agency employees—are located in each Local Health Integration Network (LHIN) to work with local health care stakeholders and encourage collaborative action between LHINs.

CPCs have direct access to the Agency's extensive recruitment resources, including marketing expertise, the HFOJobs online recruitment portal, Ontario physician locum coordination and community promotion, as well as licensing information, guidance and physician CV review.

What your community partnership coordinator can do for you:

- Offer on-the-ground physician recruitment and best practice support to community recruiters, health care organizations and health care providers within LHINs across Ontario;

- Help medical residents and physicians learn more about regional job opportunities and explore communities of interest;
- Connect physicians, nurses, communities and health care organizations to other programs and resources of the Agency. (In all interactions, community partnership coordinators recognize "your recruits are your recruits.");
- Work with Ontario's medical schools to promote and support their community-based outreach activities;
- Link health care organizations with provincial nursing recruitment and retention initiatives;
- Listen to community stakeholders and bring their concerns to the appropriate professional bodies;
- Support LHIN-based, physician health human resource planning.

For more information on how the Community Partnership Program can help you, visit www.HealthForceOntario.ca/communitypartnership



Ontario

HealthForceOntario Marketing
and Recruitment Agency

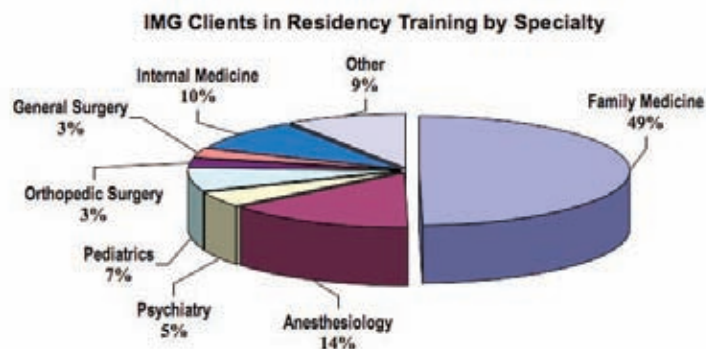


Fashion accessory: The co-chief residents in family medicine at the University of Western Ontario made it a goal this year to better integrate the rural/regional residents at social and academic events. This photo was taken at an event in the Windsor/Pelee region, where UWO residents met with their counterparts from the University of Windsor. HFO MRA provided small financial sponsorship to help cover the cost for food for the day as well as the blue-coloured bags.

"The NorWest CHCs-Longlac site in the small community of Longlac has been put on the radar for physicians looking for employment opportunities and is successfully competing with larger NW Ontario communities for physicians. This is due to HFO MRA's marketing success in making family medicine residents aware to register with HFOJobs as the best one-stop location to look for work in the province."

Debbie Inman
Human Resources Manager
NorWest Community Health Centres and
Chair, Thunder Bay Physician Recruitment
and Retention Council

Assisting health professionals on their path to practise in Ontario



Over 10,000 served may not impress McDonald's, but it's a number the HFO MRA Access Centre is very proud of coming up on three years in operation.

The milestone represents the number of internationally educated health professionals (IEHPs) who have registered with the Access Centre to become practice-ready in the province.

The Access Centre's popularity stems from its reputation as a one-stop shop that provides information, counselling, referrals, support and programs, primarily to those pursuing licensing or registration in one of Ontario's 23 regulated health professions.

Its clients come from more than 150 different countries, and over 75% of its registered clients are international medical graduates (IMGs) or foreign-trained physicians. In addition to working with IMG clients who don't currently meet the licensing requirements of the College of Physicians and Surgeons of Ontario, the Access Centre also works one-on-one with practice-ready physicians from outside the province who want to relocate to Ontario. The Centre's physician recruitment advisors work with the doctors on licensing, certification and immigration.

As you might expect a large percentage of its IEHP clients come from the Greater Toronto Area (GTA); however, word is spreading and people from across the province are connecting with the Centre. In addition to its Toronto location, the Access Centre has an office in Hamilton one day each week and has offered a variety of workshops in other Ontario cities, including London, Windsor and Niagara.

The Access Centre offers the following services:

- Information about licensing and registration;
- Ongoing support in-person, through e-mail and by phone;
- On-site reference materials and resources;
- Referral to other organizations (e.g. language skills, bridge training and assessment programs);
- Alternative professional career development based on the IEHP's skills and interests.

By May 2010, the Access Centre anticipates more than 450 of its clients will either be in practice or in residency to prepare for practice. The Centre also works closely with HFO MRA colleagues across the province to assist physicians currently in residency to find out more

about various communities and employment opportunities as they approach completion of their residency training.

Hundreds of its other clients from the regulated health professions are already well on their way to becoming pharmacists, nurses and medical laboratory technologists, just to name a few.

The Access Centre is also supporting the IEHP community with the launch of *IEHP Network*, a quarterly newsletter designed to build partnerships with stakeholders across the province. Each of these stakeholders is playing a pivotal role in strengthening health human resources in Ontario and helping IEHPs make a meaningful contribution. In addition, the Access Centre hosts a Stakeholder Conference annually where the network of organizations serving IEHPs share best practices, lessons learned, new initiatives, and proposals for coordination and collaboration.

If you know an internationally educated health professional who might benefit from the services offered by the Access Centre, please encourage them to visit www.HealthForceOntario.ca/AccessCentre or call 1-800-596-4046.



Promoting the development of interprofessional care

A more interprofessional, team-based approach to health care is another way HealthForceOntario is trying to address Ontario's health human resource challenges. An interprofessional care (IPC) team, for example, involves multiple regulated and non-regulated health professionals collaborating within and across health care settings to deliver optimum care.

The Agency's new Interprofessional Care Initiatives Group (IPCIG) is working behind the scenes to promote interprofessional health care and education initiatives in Ontario.

IPCIG administers two funding programs that were created jointly by the Ministry of Health and Long-Term Care and the Ministry of Training, Colleges and Universities.

The Interprofessional Care/Education Fund supports innovative health education and health care delivery projects that educate, foster and build IPC teams across health care delivery settings; and develop initiatives that help to integrate the practice of IPC in Ontario. A 2008/09 call for proposals resulted in 41 projects.

The Optimizing Use of Health Providers' Competencies Fund supports current health care providers in fully applying their knowledge and skills to meet existing or emerging care needs and improve patient-centred care. A 2008/09 call for proposals resulted in 36 projects.

The IPCIG also supports the work of the Interprofessional Care Strategic Implementation Committee (IPCSIC). Committee members are experts in the fields of policy, education, practice, regulation and organizational structure who have demonstrated leadership and experience in interprofessional care. The IPCSIC advises the government on implementation of IPC and establishes partnerships to assist practice, knowledge transfer and networking.

The IPCIG supports the IPCSIC through committee administration, IPC-related project development and developing relevant content and materials pertinent to advancing IPCSIC decision-making.

For a list of approved IPC-funding projects, visit www.HealthForceOntario.ca.

"HFO MRA has opened up new recruitment avenues for our rural hospitals to explore. The Agency is able to not only provide potential physician candidates to our hospitals, but also to screen these candidates to ensure a good fit."

Alison Armstrong
Recruiter, Healthcare Professionals
Wellington Healthcare Alliance

Providing locum relief for physicians and communities



Since its inception in October 2006, the Emergency Department Coverage Demonstration Project (EDCDP) has helped ensure that no emergency department (ED) in Ontario has closed.

Created by the Ontario Medical Association and the Ministry of Health and Long-Term Care, EDCDP is one of three locum programs—the Rural Family Medicine Locum Program (RFMLP) and the Northern Specialist Locum Programs (NSLP) are the others—operated by HFO MRA's Ontario Physician Locum Programs (OPLP).

EDCDP engages physicians from Ontario EDs to assist high-need hospitals in the province to cover physician shifts in their Emergency Departments. The program is intended as a short-term solution for hospitals until permanent ED physicians have been recruited or a local solution has been determined.

At any given time, there are approximately 20 designated hospitals across the province. In close to three years, EDCDP has provided assistance to 91 hospitals; 40 received locum coverage assistance and 51 advice and/or limited assistance. To date, 19 hospitals have successfully recruited and are no longer with EDCDP.

When family physicians in rural Ontario take time off from their practice—for vacation, parental leave or continuing medical education, for example—they would seek the services of the RFMLP. This program provides short-term locum coverage to eligible communities and ensures ongoing medical care for the residents of those communities.

And, the NSLP provides short-term, specialist locum coverage in eligible northern Ontario communities. Under the NSLP, specialist physicians, primarily from Ontario, provide locum coverage while hospitals are recruiting for specialists and/or when specialists take time off from practice.

For more information about the Ontario Physician Locum Programs and the eligibility criteria for each, visit www.HealthForceOntario.ca/locums.

Ontario Physician Locum Program Statistics			
From program inception to September 30, 2009			
	Total number of participating communities	Total number of participating locum physicians	Total coverage provided
RFMLP April 2008 inception	80	218	6,264 assignment days
NSLP Oct 2008 inception	13 (and 36 eligible specialties)	402	8,949 assignment days
EDCDP Oct 2006 inception	40	123	42,579 hours

HFOJobs is changing to serve you better

The Agency is focused on making Ontario's only free, online employment portal dedicated to physician and nurse postings even better.

HFOJobs is undergoing a technical review to determine how the portal can be even faster and friendlier for users. During the review period, if you wish, the HFOJobs Support Office will post your jobs for you from start to finish.

One of the Agency's chief marketing tools, HFOJobs is viewed by a global audience. In fact, Agency employees travel across North America year-round promoting Ontario and HFOJobs to practice-ready health professionals. And, HFOJobs continues to offer you exceptional opportunity to market your community and organization to thousands of prospective nurses and physicians.

Contact the HFOJobs Support Office today.

Telephone: 416-862-2200 (press 6)

Toll-free: 1-800-463-1270 (press 6)

E-mail: hfojobs@hfojobs.ca



HFOJobs Fast Facts
(as of mid-October 2009)

- More than 1,475 physician positions
- More than 1,175 nurse positions
- Approximately 1,885 employers from 301 communities across Ontario are registered

Recruiting for Ontario's newest role in health care

HFO MRA continues to achieve great success in recruiting physician assistants (PAs), Ontario's newest role in health care.

Co-led by the Ministry of Health and Long-Term Care and the Ontario Medical Association, the Ontario Physician Assistant Initiative was announced in 2006.

In just over two years the Agency has recruited about 65% of the more than 75 PAs working in demonstration projects in hospitals, community health centres and physician-employed diabetes and long-term care management settings. Included is the recruitment of 16 physician assistants (and counting) for the latest initiative that will see 20 PAs join 20 Emergency Departments. HFO MRA is also expecting to recruit an additional 20 PAs for Family Health Teams in the near future.

At their completion, the demonstration projects will help evaluate whether PAs will have the expected positive impact on health care delivery, including shortening wait times and easing the burden of overworked doctors and nurses.

While physician assistants are new to Ontario, the role has existed for many years in the United States and the Canadian Armed Forces. Under the supervision of a physician, a PA can conduct patient interviews, take medical histories, perform physical examinations and counsel patients on preventive health care.

The Agency's PA recruiter provides a number of services, for example:

- Works with employers (medical directors, Chiefs of Staff, HR departments) to facilitate a match for their vacancy;
- Assists candidates in navigating the application process
- Screens candidate credentials;
- Offers immigration assistance to US-based PAs as well as to employers that are hiring them;
- Works with the Agency's Community Partnership Coordinators in relocation matters;
- Implements marketing retention strategies to ensure continuous interaction with PAs currently working in the project; and
- Reports to Physician Assistant Implementation Steering Committee and provides recruitment updates at bi-monthly meetings and monthly meetings at a sub-committee.

To find more about the Ontario Physician Assistant Initiative, visit www.HealthForceOntario.ca/pa.

"Over nine months in 2007, our 34-bed hospital site at Campbellford Memorial benefited from over 649 hours of locum coverage through HFO MRA's Emergency Department Coverage Demonstration Project. As a result, we were successful in recruiting an emergency physician to our hospital. In 2008, the community of Trent Hills also qualified for HFO MRA's Rural Family Medicine Locum Program. The RFMLP is another extremely valuable program, because it fosters both recruitment and retention. To date, we have secured an incredible 167 days of locum physician coverage for the physicians working in our community."

Laurie Smith, Physician Liaison
Campbellford Memorial Hospital/
Trent Hills Physician Recruitment &
Retention Committee

On the road with HFO MRA

The Agency is travelling across North America throughout the year to recruit and retain health care professionals.

The following is a list of conferences, career fairs and annual meetings the Agency has attended up to October 2009:

In Ontario

Association Française des Municipalités de l'Ontario
Annual Conference – *Cochrane*

Association of Municipalities of Ontario – *Ottawa*

Association of Ontario Health Centres Annual Conference – *Toronto*

Celebrating Innovations in Healthcare Expo – *Toronto*

Docs on Ice – *Niagara Falls*

Economic Developers Council of Ontario – *Toronto*

Family Medicine Resident Scholarly Project Day – *Ottawa*

Health Careers Interaction Tour – *Toronto*

Health Professionals Recruitment Tour – *Hamilton, Kingston, London
Ottawa, Sudbury, Thunder Bay, Toronto*

McMaster Family Medicine Resident Research Day – *Hamilton*

Northwestern Ontario Municipal Association – *Thunder Bay*

Northwestern Ontario Municipal Association Regional Conference –
Thunder Bay

Ontario Association of Non-Profit Homes & Services for Seniors –
Toronto

Ontario College of Family Physicians Annual Scientific Assembly –
Toronto

Ontario East Municipal Conference – *Kingston*

Ontario Health Association HealthAchieve – *Toronto*

Ontario Health Association Region 1: Critical Healthcare Issues –
North Bay

Ontario Small Urban Municipalities Conference – *Cornwall*

Primary Care Today – *Mississauga*

Registered Practical Nurses Association of Ontario Annual

General Meeting – *Mississauga*

Rural Ontario Medical Program Spring Workshop – *Orangeville*

The Federation of Northern Ontario Municipalities – *Sudbury*

The Ontario Rural Council Rural Health Forum – *Stratford*

University of Toronto: Practice Management Core Day – *Toronto*

University of Toronto: New Resident Orientation Day – *Toronto*

University of Western Ontario: New Resident Orientation – *London*

Outside Ontario

American Academy of Physician Assistants – *San Diego*

American Association of Family Physicians National Conference –
Kansas City

American Association of Family Physicians Scientific Assembly – *Boston*

American College of Emergency Physicians – *Boston*

American Psychiatric Association – *San Francisco*

Canadian Association of Physician Assistants – *Winnipeg*

CareerMD Fairs and Receptions – *Boston, Chicago, Cleveland, Detroit,
Iowa City, Milwaukee, Minneapolis, New York, Philadelphia, Washington*

Emergency Medicine Residents' Association – *Boston*

Emergency Medicine Residents Career Day – *New York*

Gay and Lesbian Medical Association – *Washington*

HFO MRA CASPR Reception – *Halifax*

HFO MRA Receptions – *Boston, Buffalo, Chicago, Detroit, Montreal, New York*

Michigan Emergency Medicine Assembly – *Mackinac Island*

Midwest Emergency Winter Symposium – *Bozeman (Michigan)*

Society of Teachers of Family Medicine – *New York*

The College of Family Physicians of Canada's Family Medicine Forum – *Calgary*

**To view upcoming events, please visit
www.HealthForceOntario.ca/events**



Ontario East Municipal Conference, Kingston, ON, September 2009



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