

BUSINESS PLAN

2022-23



**Healthcare Professionals
Recruitment**



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Office of Healthcare Professionals Recruitment Business Plan 2022-23

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Message from the Minister/Deputy Minister

The cornerstone of a strong healthcare system is the thousands of healthcare professionals in various disciplines who provide care for our residents. Recruiting and retaining the right mix of different healthcare professionals to serve Nova Scotians is a key priority for government and our partners.

On August 31, 2021, government established the Office of Healthcare Professionals Recruitment to put a laser focus on the collective efforts of government and other organizations that help bring healthcare professionals to Nova Scotia and encourage them to put down roots in our communities.

This work is significant in terms of both importance and scope. It is not work that can be achieved by any one organization alone. That is why the mandate of this Office is to engage with communities, partners, and stakeholders, both within and outside government, to understand what is working well and to identify gaps, challenges, and opportunities to boost our recruitment and retention efforts. This collaborative approach is critical to our success.

Together, we are working to keep our existing qualified and committed healthcare professionals and to grow this workforce further with professionals who will share the values of our healthcare system, build a home and career around our east coast lifestyle, and support the healthcare needs of Nova Scotians for years to come. While we need professionals in many disciplines, our initial focus is on those in highest demand – physicians, nurses, paramedics and continuing care assistants.

We've already taken bold steps to propel this work in the right direction. We're already being recognized as a leader in taking fresh, innovative approaches to the recruitment and retention of healthcare professionals. For example, government has streamlined incentive programs for physicians, we have promised a job for every nurse graduate who wants to work in Nova Scotia, we have increased wages for CCAs, and we have launched a new temporary license so graduating paramedics can get to work sooner. Working in collaboration on comprehensive strategies and out-of-the box solutions, we will secure the healthcare professionals we need to care for Nova Scotians now and well into the future.

Honourable Michelle Thompson
Minister Responsible for the Office of Health Care Professional Recruitment

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Section 1: Mandate, Vision, Strategic Approach

Mandate

The Office of Healthcare Professionals Recruitment (OHPR) was established to focus on creating and leading a culture and environment that supports the successful recruitment and retention of healthcare professionals in Nova Scotia.

Vision

Nova Scotia is the *place to be* where healthcare professionals choose to live and work.

Strategic Approach

Our role in healthcare will be both strategic and action-focused, with decisions rooted in evidence and impact.

The Office will undertake a systems approach to the recruitment and retention of healthcare professionals. In some cases, the Office will lead and implement, while in other cases it will leverage partnerships with the Department of Health and Wellness (DHW), as well as the Nova Scotia Health Authority (NSHA), and the Izaak Walton Killam Health Centre (IWK), and key stakeholders both in and outside of government, including:

- Seniors and Long-term Care; Office of Addictions and Mental Health; Labour, Skills, and Immigration; Communities, Culture, Tourism, and Heritage; African Nova Scotian Affairs, L'nu Affairs; Municipal Affairs and Housing; and the Office of Regulatory Affairs and Service Effectiveness.
- Current healthcare professionals.
- Health system employers.
- Health system recruiters.
- Academic institutions.
- Health professions' regulating bodies (e.g. College of Physicians and Surgeons of Nova Scotia (CPNS), Nova Scotia College of Nursing).
- Professional associations (e.g. Doctors Nova Scotia, Nova Scotia Nurses Union).

Section 2: Responding to and Living with COVID-19

The ongoing pressures of the pandemic has presented additional challenges to recruitment and the impact of provider burnout has led to increases in leaves, resignments and retirements. As we move to a living with COVID-19 phase of the pandemic, the Office will continue to work with communities, key partners, and stakeholders, both within and outside government, to boost recruitment and retention efforts for healthcare professionals in the province.

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Specific actions will include:

- Working with health system partners to enhance, develop, and expand programs, that support the recruitment and retention of healthcare professionals in Nova Scotia.

Section 3: 2022-23 Priority Actions to Transform Healthcare

In 2022-23, the Office will collaborate with key partners and stakeholders on the following priorities for the year.

Position the Role of the Office

- Collaborate with internal and external partners and stakeholders to develop effective strategic policy, legislative and planning frameworks to ensure the Office is appropriately and strategically leveraging partnerships with key stakeholders, and decisions are grounded in evidence.
- Provide leadership and oversight of research, analysis, and options for consideration on policy and program initiatives related to the recruitment and retention of healthcare professionals.
- Facilitate joint planning efforts among the Office, DHW, NSH, IWK and key internal and external stakeholders to ensure alignment with the provincial health system planning and identify barriers to recruitment and solutions to remove them.
- Develop and implement recruitment plans for healthcare professionals in collaboration with partners in and outside of government including market development, and attraction and engagement strategies.

Recognize the Need for More Local Involvement and Work with Communities to Give Them the Tools for Successful Recruitment

- Consult with communities and entities that have engaged in recruitment to understand what works, the gaps, challenges, and opportunities and approaches to date.
- Consult with Communities, Culture, Tourism, and Heritage, and communities on profiling the province and specific communities as attractive places to live and work as a recruitment tool.
- Collaborate with communities and healthcare professionals to identify and develop tools, and resources to support linkages and collaboration between recruiters and communities.
- Support the development of a recruitment database and tracking tool.

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Assist Health Regions in Their Local Recruitment Efforts and Strategy

- Consult with health system leaders on their experience with recruitment/retention efforts and approaches.
- Implement “Local Matters” funding to assist health regions in their local recruitment efforts and strategy.
- Identify and undertake solutions-focused approaches in “hard to recruit” areas.

Support Physicians and/or Other Relevant Health Professionals Participating in Recruitment Efforts

- Work with DHW, NSH, IWK, and health system leaders and individual healthcare professionals to identify opportunities where healthcare professionals can participate in recruitment efforts.
- Identify supports required for healthcare professionals to participate in recruitment efforts and pursue them.
- Ensure that regional recruitment efforts reflect opportunities for healthcare professionals to participate in recruitment activities.

Work with the College of Physicians and Surgeons of Nova Scotia and the Nova Scotia Health Authority to Expand a Clinical Assistant Program

- Through clinical services planning, build a robust health human resource framework and identify opportunities where more clinical assistants may play a role in the provision of health services.

Expand Opportunities for Foreign-Trained Physicians Wishing to Practice Medicine in Nova Scotia

- Explore potential to expand the Practice Ready Assessment (PRA) program or the International Medical Graduates (IMGs) clerkship, including working with NSHA and CPNS to determine constraints and additional resources required.
- Undertake analysis of capacity/potential to add a stream for Nova Scotia-born IMGs to have annual residency seat allocation.

Focus Efforts on Retention of Our Current Healthcare Professionals

- Consult with health system leaders and regional health teams regarding experience with retention efforts and approaches to date.
- Consult with healthcare providers in NS on factors influencing retention.
- Support mentorship planning for healthcare professionals, including a supportive onboarding and practice establishment process.
- Develop or enhance existing policies, strategies, and initiative through the lens of retention.

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Section 4: Accountability and Performance

The Office is working in collaboration with our health system partners to activate a Multi-Year Health System Accountability Framework. This framework will guide planning and action, as the basis for the measurement of success against intended results. It will have both a long-term and short-term focus, reflecting not only current government priorities, but also broader health system and population outcomes.

Moving forward, the planning and reporting for the health system will be based upon improving the overall Population Health Outcomes, and making progress against the following six Health System Outcomes:

The Health System will work to be:

1. Available and Timely
2. People-Centred and Inclusive
3. Safe and Effective
4. Affordable, Sustainable, and with Value
5. Equitable
6. Efficient and Integrated

We will also publicly report on a series of Key Performance Indicators (KPIs) that will track the immediate effects of changes to the health system. These KPIs will be aligned against the Population and Health System Outcomes above, guiding results-based transformation.

The Office will continue to work with the Health Authorities on their annual Accountability Framework Agreements and produce our own annual Accountability Report.

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Section 5: 2022-23 Budget

**Office of Healthcare Professionals Recruitment Budget
2022-23**

Departmental Expenses Summary (\$ thousands)

Programs and Services	2021-22 Estimate	2021-22 Forecast	2022-23 Estimate
General Administration	---	289	543
Strategic Direction and Accountability	---	723	9,296
Total - Office of Healthcare Professionals Recruitment	---	1,012	9,839
Ordinary Recoveries	---	---	---
Funded Staff (# of FTEs)	-	4.6	33.0
Less: Staff Funded by External Agencies	---	---	---
Total - Funded Staff	---	4.6	33.0

Note:

For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2

For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1