

All Hands

A community resource for
physician recruitment in
Nova Scotia



We have done our best to name all of the community groups who assisted us in this work and those that are doing great work across the province. New groups are starting up in areas across the province regularly and it is not our intention to omit great work. In some cases, the names of groups may change or include different areas. If you would like your group's name included or revised in a future version of this document, please email physicianrecruit@nshealth.ca

CONTENTS

Acknowledgements 3

Introduction 4

Why Create a Toolkit? 5

What is the purpose of a Toolkit? 6

How Recruitment Works 7

What Can Communities Do? 9

Promoting Your Community 16

Events and Site Visits 21

Community Role in Retention 25

Diversity 26

Medical Learners 27

More than Medicine+: Our Brand 29

Stronger Together 32

Additional Resources & Further Reading 33



Acknowledgements

This toolkit is a project completed by Nova Scotia Health (NSH) at the request of the Nova Scotia Provincial Physician Recruitment and Retention Advisory Committee. This work would not be possible without the support of the many individuals and communities who met with the project team to share their feedback.

We gratefully acknowledge the tireless physicians who support health care in our province and take on many other roles in the health system, including hosting community events, joining missions to help recruit their peers, and participating in all elements of the recruitment process.

Thank you to NSH's physician recruitment team, a group that is growing in size and subject matter expertise. This hardworking team travels far and wide to promote our province in a highly competitive race for physician resources. These dedicated and passionate individuals are committed to long hours, travel, and a constant focus on learning and process improvement.

NSH's project team includes employees from the following departments: Public Engagement and Communications, Project Management, and Physician Recruitment and Retention.



Introduction

Physician recruitment is important to every Nova Scotian.

Every community in our province is impacted by the changing health care system. It's an uphill journey as more health care professionals are currently retiring from the workforce than those entering.

The nature of medical practice is changing with advances in care delivery, an increased focus on collaborative multidisciplinary teams, and a focus on physician work-life balance. In Nova Scotia, like many other areas of the world, recruitment of professionals across many disciplines is particularly challenging in rural areas. Uniquely, physician recruitment has also presented a challenge in urban centres across the province.

To learn more about the health care environment in Nova Scotia, see the FAQ in the resources section of our toolkit page:

<https://recruitment.nshealth.ca/toolkit>



We are encouraged by the many examples of great work taking place in communities across the province. Recruitment presents a shared need and a shared opportunity to work together. Local communities are an essential element for successful recruitment and retention of physicians across Nova Scotia.

When NSH received accountability for physician recruitment in 2016, we received feedback from physicians and communities that—while they have been doing this work for many years—they felt left out of the process. This work is impossible to do by any one organization, we need all hands on deck!

In NSH's efforts to increase resources to support physician recruitment, it became apparent that there were already local experts who understand the importance of this work and that we all have something to contribute. The opportunity with one provincial health authority is that we are now better able to coordinate and communicate our provincial efforts, and support each other to build upon each other's success.

In 2018 and early 2019, NSH met with communities and physicians across the province who had experience or interest in supporting local physician recruitment. Some groups had long-standing recruitment committees while others were just getting started.

The following is a list of recruitment committees across Nova Scotia that are already pioneering this opportunity:

- Bay It Forward In Cape Breton
- Port Hawkesbury Health Care Recruitment
- West Colchester Medical Society
- Digby Stakeholder Recruitment Committee
- Weymouth Doctor Recruiting Committee
- Clare Doctor Recruiting and Retention Committee
- The Municipality of East Hants Recruitment Committee
- Canso and Area Working Group
- Healthy Pictou County
- Berwick Physician Recruitment Committee
- NOW Lunenburg County
- Sheet Harbour Recruitment Committee
- Victoria County Community Recruitment and Retention Committee
- Shelburne County Health Care Professional Recruitment and Retention Committee Meeting
- Chester Our Health Centre Doctor Attraction and Retention group
- Pugwash Village Committee
- Middleton Physician Recruitment Committee
- Guysborough Memorial Hospital Foundation and Guysborough and Area Working Group
- Strait Area Community Group
- Annapolis Valley
- Doctor Recruitment and Retention Committee (includes Municipalities of Yarmouth, Argyle and Barrington)
- Cumberland Physician Recruitment Committee
- Colchester East Hants Recruitment and Retention Committee
- Antigonish Physician Recruitment Committee



There are other committees that also support physician recruitment in their region. Does your community currently have a recruitment and retention committee and want to be added to this list?

Please email:

physicianrecruit@nshealth.ca

The information gathered from these focus groups and their collective community wisdom formed the base material used in the creation of this community toolkit.

Review of the Literature

In parallel with focus groups, NSH conducted a literature review of physician recruitment to help understand how Nova Scotia's challenges and efforts compare with other areas. We found a great amount of evidence that engaged communities have a critical role in supporting physician recruitment and retention efforts.

For a complete list of the literature reviewed, click on the link for Literature Review and Stakeholder Feedback on our toolkit page at <https://recruitment.nshealth.ca/toolkit>

Why Create a Toolkit?

Long before NSH was established in 2015, communities across the province were working to help recruit and retain physicians. This work is unique to each group. Sometimes it is local physicians working their professional networks and inviting their peers to relocate to Nova Scotia. Other times, community groups and physicians establish committees with broader representation from many areas.

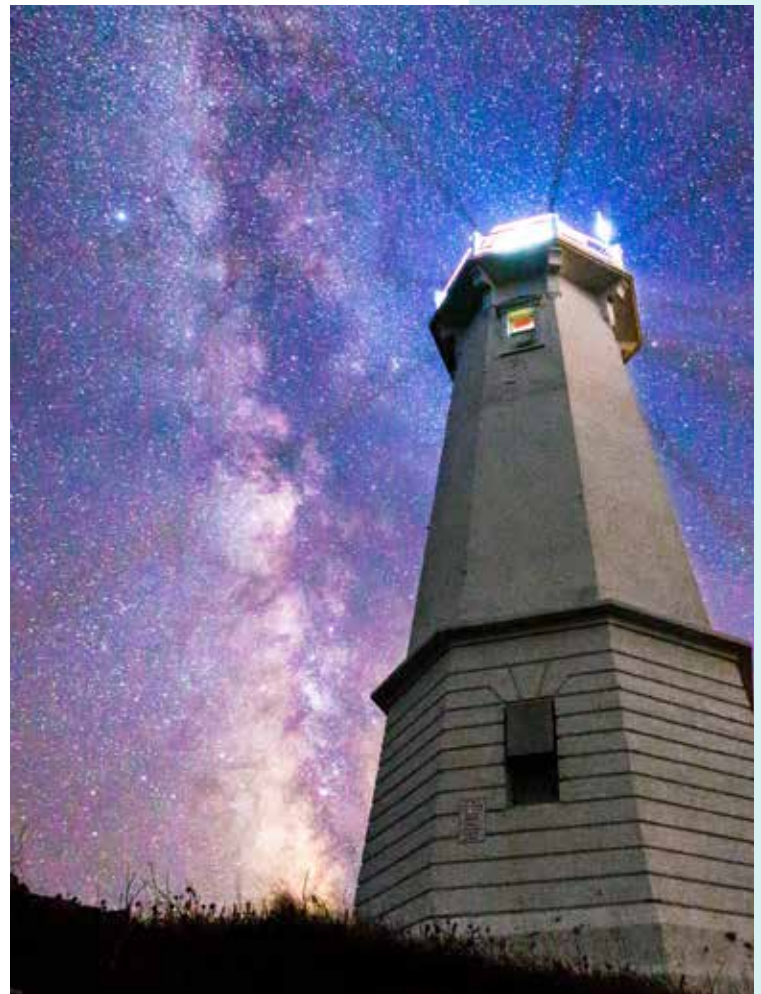
The intent of the toolkit is to draw from the diverse experiences and perspectives of these groups across Nova Scotia and share the tools and practices that work. To be as successful as possible, we need a variety of contributors because each brings a unique strength!

This toolkit is our first effort to share knowledge and resources about:

- potential roles for communities and other partners who want to get involved in physician recruitment and retention process
- potential immigration and settlement requirements
- things that are working in different areas of the province
- an opportunity to work together to showcase physician opportunities consistently
- an opportunity to work independently but with a collaborative spirit

The feedback for this project came from many areas across the province. Community representatives were invited to participate in focus groups about physician recruitment and to voice what they felt worked—and didn't work—for them. Participants were asked to share recruitment stories, ideas, and activities that might be of interest to others.

The single most common theme that emerged from focus groups was that recruitment and retention can't be successful without community support. No one knows a community like the people who live there. Community members agree that they can best offer working knowledge of their region, the local network, and the ability to act quickly. They can also provide the best assessment about if a potential hire is a good match for long term retention to their community.



What is the Purpose of a Toolkit?

Just Getting Started

This resource is intended to be a starting point for our work together. If your community decides to implement this important work, remember that collaboration is key. Our philosophy is that a rising tide floats all boats, recruitment to Nova Scotia is not about competing with other areas of the province, it's about collectively putting our best version of the province out to the perfect match. In this work, we all have something valuable to contribute and to learn.

We want to offer support and keep the conversation going. If you have materials that you believe will enhance this resource, please share by sending an email to physicianrecruit@nshealth.ca

This toolkit is to support community members interested or involved with physician recruitment and retention.

“The provision of health care involves putting together a considerable number of resource inputs to deliver an extraordinary array of different service outputs.”

- World Health Organization

In this toolkit you will find best practices, case studies, profiles, and fact sheets to support those hoping to attract, recruit, and retain physicians to our province.

Communities perform active roles in supporting physician recruitment and retention. From providing assistance with employment for a physician's spouse or partner, helping them find the best school for their children, connecting them to a local religious group, helping find



a local sport and recreation activity, and so much more. Your role is invaluable and key to our success!

This toolkit is designed as a resource and is not intended to be prescriptive or instructional. The content comes from a variety of sources and is owned by everyone. We hope that with a unified voice and approach, we can celebrate our differences and maximize our success as a destination for physicians at all career stages.





How Recruitment Works

There are many partners who are involved in physician recruitment. NSH is responsible for the administrative end of recruitment and has a growing team of physician recruitment consultants who work to fill vacancies and showcase the province to physicians. There are other stakeholders who have key roles in their region.

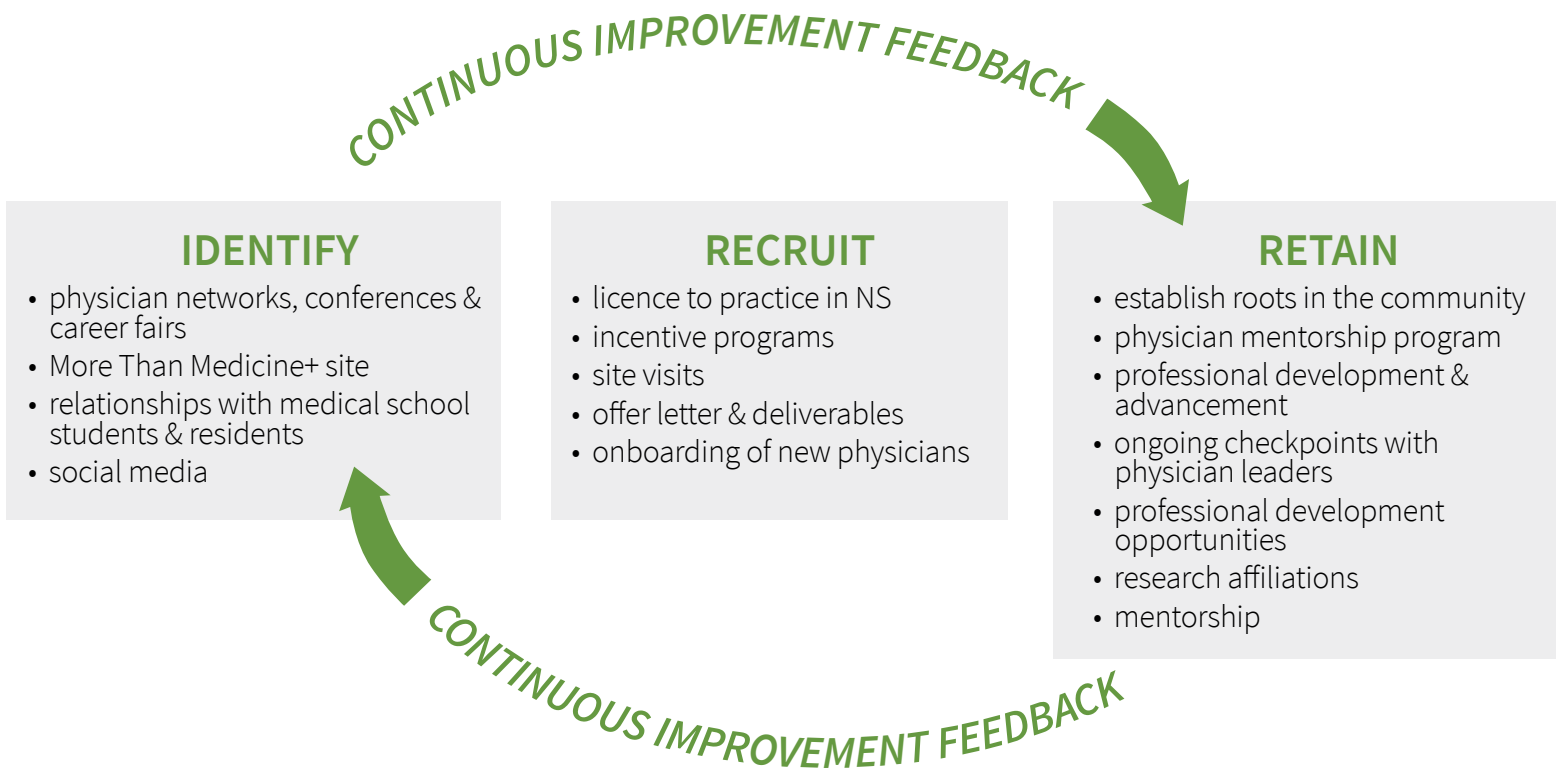
Many communities across the province have already established local recruitment committees to champion recruitment efforts in their region. Physicians already working in Nova Scotia also participate, and represent Nova Scotia at recruitment events as ambassadors.

<http://recruitment.nshealth.ca/ambassador>



Ambassadors are important because no one can tell a potential candidate what it is like to live and work here better than someone who has been in their shoes!

There are five major pillars supporting the process of recruitment: **Foundation, Identify, Recruit, Retain, and Continuous Improvement Feedback.**



FOUNDATION

- coordinate focus with clear roles and responsibilities with our partners
- communicate policies, procedures and processes
- proactive management of issues across partners
- positive relationships and teamwork
- support from information technology to include data-driven multi-year planning and evaluation
- understand competitive market and landscape
- communication and feedback

Recruitment Stakeholders



Recruitment Stakeholders

Nova Scotia Health

NSH works with physicians and communities to identify potential candidates and recruit family doctors and specialists to live and work in the province. We recruit provincially, nationally, and internationally using a wide range of strategies including advertising and marketing, attendance at recruitment events, outreach at medical schools, coordination of site visits, and incentives.

Nova Scotia Department of Health and Wellness

DHW is responsible for funding health care spending in the province. They fund physician contracts, set remuneration (payment) rates and recruitment incentives. DHW is responsible for provincial physician resource planning and also funds Dalhousie medical school undergraduate and residency seats and incentive programs. NSH works with DHW and the Province of Nova Scotia to contribute to physician resource planning and inform the appropriate allocation of opportunities in the province.

Maritime Resident Doctors

Maritime Resident Doctors (MarDocs) negotiates and enforces the collective agreement and benefits for medical residents. They are dedicated to improving working conditions and have a strong focus on resident well-being. MarDocs also partners with various stakeholders to advocate on behalf of residents.

College of Physicians and Surgeons of Nova Scotia

College of Physicians and Surgeons of Nova Scotia is the regulating body for the province's physicians and surgeons. They work in accordance with the medical act and its regulations. Their duties include: licensing physicians, investigating and resolving physician related complaints, monitoring and maintaining practice standards through peer assessment, and developing professional standards and guidelines to support medical practice and code of conduct. All physicians must be licensed with the college to practice in the province.

Nova Scotia College of Family Physicians

The Nova Scotia College of Family Physicians strives to improve the health of Canadians by promoting high standards of medical education and care in family practice, by contributing to public understanding of healthful living, by supporting ready access to family physician services, and by encouraging research and disseminating knowledge about family medicine.

Dalhousie University

Dalhousie University is the province's medical training body and manages the province's medical training programs and residency sites. Dalhousie works closely with NSH to ensure opportunities for medical students to work with physician preceptors who supervise medical students and residents. Dalhousie also manages the new Practice Ready Assessment Program which provides a pathway to licensing for International Medical Graduates.

Nova Scotia Office of Immigration

Nova Scotia Office of Immigration (NSOI) is a provincial office of government that seeks to attract and retain newcomers to Nova Scotia. They are responsible for provincial immigration programs, including specific immigration pathways for physicians, and support settlement services for newcomers.

Doctors Nova Scotia

Doctors Nova Scotia negotiates physician remuneration with the provincial government, and represents the collective voice of the medical profession on issues that affect physicians.

Nova Scotia Department of Communities, Culture and Heritage

The Department of Communities, Culture and Heritage is responsible for contributing to the well-being and prosperity of Nova Scotia's diverse and creative communities. The department encourages community leaders and innovators who are at the core of embracing physicians and their families in the towns and communities of Nova Scotia to apply to the Culture Innovation Fund: Healthy Communities Stream for retention-focused activities.

What Can Communities Do?

For a community to be most effective, it is important that they understand the way recruitment works and the many opportunities to add value to the established processes.

In 2017, NSH developed a Provincial Recruitment Strategy wherein community involvement with physician recruitment was recognized as key to the province's success. Many communities have taken an active role in supporting physician recruitment and retention by showcasing their home as a great place to live, providing a warm welcome to health care providers and their families, and ensuring these physicians and their families integrate well into the community by providing support with housing, employment, social, and cultural connections.

This role extends from recruitment to retention. We want to ensure that, as a province, we are doing everything to make physicians and their families choose to live here – and, more importantly, stay for the long term!

It is helpful to have a dedicated group of individuals from your community that are focused on physician recruitment and retention. A community recruitment and retention committee can create tailored marketing content, host or help with local recruitment events, offer personalized tours,

and provide local contacts for physicians and their families. Take an organized approach and ensure all those in your community with an interest in this work can participate.

“Our local people have the knowledge to best promote their community to prospective physician recruits.”

- Pugwash, NS Community Recruitment & Retention Committee

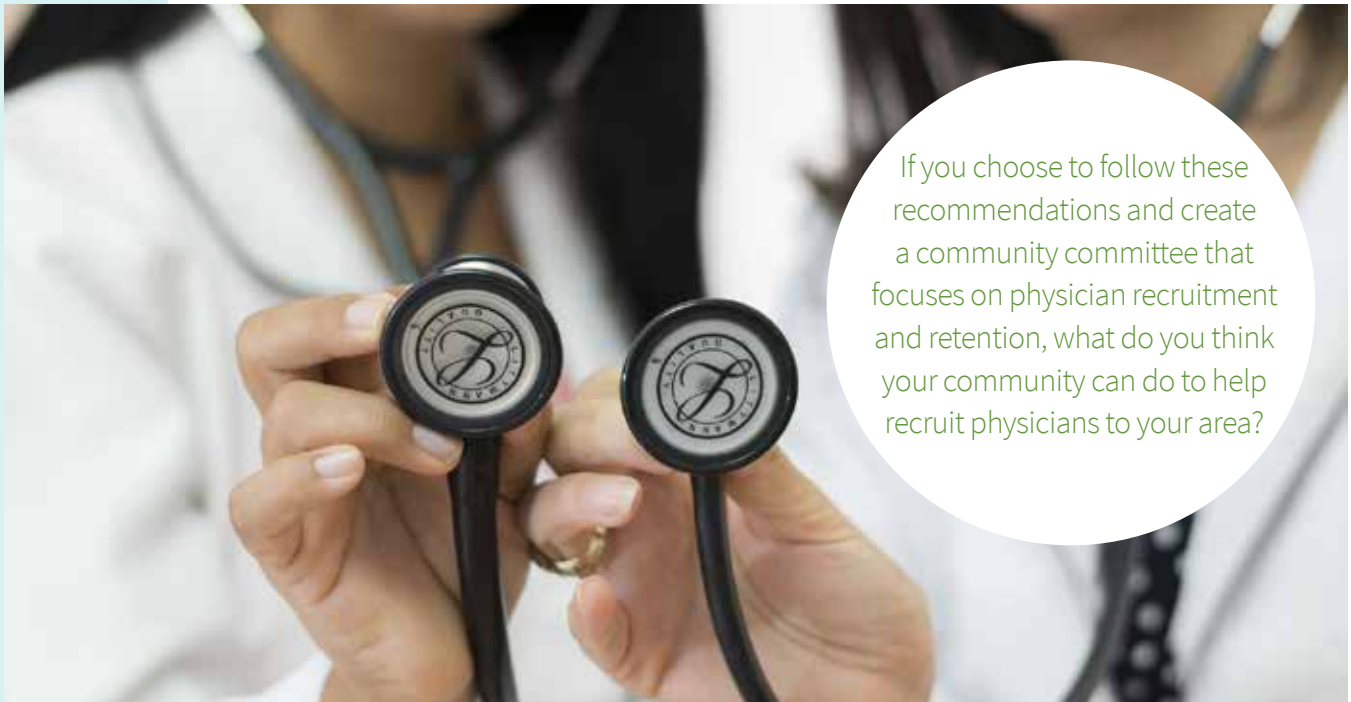


Collaboration is key.

Include other rural services such as police and fire services, schools, Chamber of Commerce, as they may be able to assist in identifying recruitment challenges for the community as well as some opportunities to work together and remove some barriers.

Once you have established your committee, you can decide on how your meetings will be run, how decisions will be made, and if your group would like to appoint or elect a Chair. A Chair helps ensure your meetings run smoothly and maximize the use of volunteer's time.

Some groups find having a Terms of Reference helpful. [For the Colchester/Truro Recruitment and Retention Committee Terms of Reference visit https://morethanmedicine.ca/toolkit](https://morethanmedicine.ca/toolkit)



If you choose to follow these recommendations and create a community committee that focuses on physician recruitment and retention, what do you think your community can do to help recruit physicians to your area?

Communities are encouraged to form their local recruitment committee whichever way they choose. **Based on conversations with other communities, the following recommendations for membership can help in setting up your committee.**

- Diverse residents of the community (3-5)
- First Nation communities (1-2)
- Health Foundation and auxiliary members (2-4)
- Municipal units (1-2)
- Chamber of Commerce (1-2)
- Service groups like community centres, recreation centres, etc. (1-2)
- Physicians and health care providers (3-5)
- NSH representatives (*physician recruitment consultant, facility/site manager, primary health manager, etc.*)

Healthy Pictou County Case Study

Physicians in Pictou County became more involved in recruitment to improve access to high-quality health care in their community. Together, in collaboration with community members and other professionals, they formed a Community Recruitment and Retention Committee.

The committee complements NSH's physician recruitment efforts by focusing on attraction, retention, and medical learner relationships. The group began by organizing their committee, obtaining funding through community and private partnerships, and hiring a community navigator. Next, they oversaw the creation of a website that is regularly maintained and updated by their community navigator.

The website is a fresh online tool that showcases the many benefits of starting a medical practice in Pictou County and connects candidates directly to opportunities on NSH's More than Medicine+ website.

To ensure success, the committee requested area municipalities contribute to a local recruitment fund. Recruiting costs money—from renting booths, to paying travelling costs to fairs, and designing and printing materials. This fund was established to cover costs for the development of job fair materials and recruitment packages for locum physicians and medical learners who visit the area.

Welcome packages include a letter, free passes to the YMCA and the Golf Course, and visitor shopping and activity guides. These packages regularly receive positive feedback.

Resource: healthypictoucounty.ca/



Healthy Pictou County.ca



Cape Breton: Recruitment and Retention Case Study



Recruitment efforts are paying off in Cape Breton. Site visits are regularly scheduled and the number of doctors who express interest in Cape Breton continues to grow. Cape Breton has aligned with NSH's provincial recruitment strategy in a coordinated effort to match and retain doctors to local communities. With a strong and diverse team of specialists, a well-supported regional hospital, and a growing team of young doctors—physicians can thrive in Cape Breton.

Members of the Cape Breton Community Recruitment and Retention Committee attribute their recruitment success to help received from the local business community and the Cape Breton Regional Hospital Foundation. They received funding for initiatives such as a website and video featuring stunning Cape Breton landmarks and testimonials from local doctors who love their island lifestyle.

The committee and members of the community also help recruitment by welcoming visitors, helping arrange new physician's travel, and sharing promotional content across Canada and internationally.

Resource: doctorscapebreton.com/work/



Community Navigator

Some committees have created a paid or volunteer position for a community navigator. The navigator acts as the primary touch point between the community groups and physicians.

A community navigator is an important asset to the community and to NSH's physician recruitment consultant in that area of the province. The navigator is the local expert and provides connection to the local community and its resources.

An ideal fit for this role is a local community member who has extensive knowledge about the region and its amenities, as well as the social and professional networks to help connect the physician and their family to the community. You may also want to consider a recent graduate as a community navigator. Recent graduates are eligible for part of their salary to be funded through Nova Scotia's Labour and Advanced Education's Graduate to Opportunity program.



Some activities that a community navigator can lead, include:

- Sending welcome letters to new physicians and their family
- Serve as a greeter or help organize a community tour with NSH's physician recruitment consultant
- Organize a casual or formal community welcome dinner with a potential recruit or new physician and their family
- Create opportunities for a physician to meet other families within the community that have like interests or children of similar age ranges
- Invite a new or potential recruit and their family to community events and activities
- Participate in physician recognition events
- Maintain regular contact with the physician and their family
- Help organize special events and tours for visiting medical learners when they are in town; take them biking, hiking or out on the water
- Organize and create promotional material, facility profiles and community profiles for your area
- Attend recruitment events and conferences to source potential candidates
- Survey all physicians on a yearly basis— based on recommendations, take action and follow-up.



Funding

Many communities consulted in this toolkit highlighted the challenge that this work, even though often taken on by volunteers, can be costly. NSH receives limited funding for recruitment staff, event attendance, marketing and advertising.

Some community groups receive funding from their local municipality or in a partnership between health care foundation, their municipality, Chamber of Commerce, other community groups, or through private contributors.

For example, the Culture Innovation Fund: Healthy Communities Stream is focused on the ways your community's assets can be used to embrace physicians and their families. The fund does not support salaries, brochures, conferences/parties, rental accommodations, or professional development. In order to be successful, applicants must demonstrate how their project or program will break down barriers to newcomers in their community and retain physicians who choose to settle in Nova Scotian communities. See details here

<https://novascotia.ca/culture-innovation-fund-healthy-communities/>

Each community we spoke with have found unique and innovative solutions to funding like:

- Approaching local health care foundations for project based or operational funding
- Holding fundraising events in their community
- Applying for grants through;
 - Doctors Nova Scotia
www.doctorsns.com
 - Community Organizations
 - Corporate funds like the Aviva Community Fund
www.aviva.ca/en/tools/acf/aviva-community-fund/



Culture Innovation Fund: Healthy Communities Stream



Culture in Nova Scotia is more than just a “way of life.” It’s also a tool for change. Recognizing the power of culture innovation to address social issues and opportunities, the Culture Innovation Fund’s Healthy Communities Stream is for community leaders and innovators who are at the core of embracing physicians and their families in the towns and communities of Nova Scotia.

Recent successful applicants include:

Annapolis Valley Chamber of Commerce

Annapolis Valley Chamber of Commerce intends to focus on medical residents who come to the area each year. Their program will include the creation of a video and targeted retention efforts based on the residents’ interests.

NOW Lunenburg County

NOW Lunenburg County is planning a six-episode online webinar which will take physicians from considering starting a life and practice in Lunenburg County to the specifics of finding a home, school for their kids, job for their spouse or partner, as well as exploring what the county has to offer.

Town of Middleton

Working with Kingston, Canadian Forces Base Greenwood, Kings County, and Lawrencetown, the Town of Middleton held facilitated strategy sessions to map regional assets and examine what they can do to build a community of support for physicians and their families.

Healthy Pictou County Profile

Project Navigator: Nicole LeBlanc

Healthy Pictou County's Project Navigator, Nicole LeBlanc, plays a valuable role in all functions of the recruitment process. Her main responsibilities include sharing the best attributes of Pictou County with those considering the area and creating information tailored to the needs of potential recruits and their families.

Nicole helps match physicians and their families to the local area by ensuring that they receive the support and find the activities required to live their idea of a great life. Nicole suggests that this is what makes them stay. She understands that recruitment should focus on the entire family – not only the physician.

“My days are always busy and fun. I get to make sure Pictou County becomes, and stays, home for so many people.”

Another key part of her role starts even before a physician finishes medical school. She contacts medical learners from her region who are pursuing a career in medicine. This way, medical students feel needed at home and return after their education is complete.

The Physician Navigator is a crucial role that complements NSH's physician recruitment team. They act as the local expert and help connect the NSH physician recruitment consultant and our candidates to the community during all stages of the hiring process. Every day is different, from helping a physician find a home, to touring local amenities, connecting with local businesses and religious organizations, and helping plan welcome events and more.

Resource: Let's connect!

<http://www.healthypictoucounty.ca/#ready-to-explore-pictou-county>



Promoting your Community

A physician comes to Nova Scotia to practice great medicine and live a great life. No one knows a community like those who live in it. The goal for successful recruitment is to create a community profile that captures the essence of what you are all about. This helps find the best match for a physician and a family who are likely to thrive in your community and stay long term.

Every community is not a good fit for everyone, and that is okay. A community profile should highlight the benefits that your region has to offer and those that will contribute to the physician's work-life balance.

What makes your community unique?

Simply, your profile should include the major things people need to know that separates your community from others a physician and their family may be considering.



Your Community Profile might include:

- seasonal activities, markets, cultural festivals, quirky town traditions (i.e. polar bear dip), annual charity events, skiing resorts, beaches, walking trails
- facilities and amenities: community centres, daycares, youth centres
- different real estate options and price ranges: suburban, urban, rural, waterfront, lakeside
- monuments or museums
- facility descriptions including what type of facility, what it offers, and where it can be found
- religious establishments in your community and how to get involved
- geographic location, climate, and population size
- distance to the nearest major retail centres and international airport
- information about quality education and access to schools and cultural learning organizations (Greek school, Chinese schools, French School boards)
- professional details like potential research opportunities, teaching opportunities, and professional development opportunities
- a job bank or curated list of professional employers to help connect the physician's spouse or partner or family members to jobs

Tips & Tricks

Potential candidates need to be able to see themselves working and living in Nova Scotia.

Focus on a message that says, "This is a health care organization that we are proud of, with unique challenges and opportunities for development, and we need YOU."

Glace Bay Case Study

Bay It Forward in Glace Bay

The community group Bay It Forward, in collaboration with NSH, Cape Breton Family Medicine Recruitment Committee, and local doctors, attracts and retains new doctors to Glace Bay by giving them a taste of Cape Breton. Potential recruits take a grand boat tour off the coast, fish for mackerel, visit the Cape Breton Miners Museum, and dine at local restaurants. This is the perfect opportunity for community members to share local history and for potential new doctors to see the difference they can make in Glace Bay.

Together, they showcase all the great ways physicians and their families can be integrated into the community. Bay It Forward and the Cape Breton Family Medicine Recruitment Committee believe that physician recruitment is more successful when both communities and local physicians are involved.

Bay It Forward has a process where they “Roll out the Red Carpet” when NSH brings interested physicians to the community. By spending the day with these potential doctors, the community has the opportunity to show just how valuable their services are in their community. They also have the chance to show them the multitude of recreational and extracurricular activities they have. And, after a great day together, physicians are always charmed by the warmth of the local people who may be their future neighbours and friends.



Photo of boat trip
from Bay It Forward



Know your Target Audience

Finding the right fit is essential for physician recruitment and especially retention. Give serious consideration to the characteristics of the candidate and your community to ensure the best possible match for long term success.

Finding the right recruit, for the right position, in the right community is in the best interest of everyone involved. It helps you narrow in on the ideal candidate and create an environment for success.

Research suggests that there are higher retention rates in rural areas when potential candidates have rural backgrounds. A single or younger physician might struggle in an area with few prospects for dating and socializing. Perhaps the community would better attract a physician who is more settled in their family life.

Religion is something that is personal and important to many families. For many, it may be important to them that their faith is represented where they live.

Connect with the physician recruitment consultant in your zone to get to know your guest and their family. Ask about their hobbies and consider how your community can deliver access to this lifestyle.

Recruiting physicians with the right skill sets adds value to the delivery of health care services. Just as crucial, you want to recruit physicians who are the “right fit” for your community. Long-term retention is based on compatibility which will ultimately reduce recruiting costs and enhance health care service delivery.

Tips & Tricks

Focus on the whole family. Many physicians have started or will start families so the decision to move will be made as a family unit, not as an individual.

Important factors are:

- quality of education
- quality of career opportunities for spouses, partners or family members
- community activities, associations and sports teams, etc.



Know your Target Audience

A professional website, video, brochure, folder, or poster with your community highlights can be helpful when marketing your community to specific groups. Some groups create a website that connects visitors to NSH's More than Medicine+ opportunities page. Others promote their community and recruitment activities on social media.



Tips & Tricks

- Connect posts by using the **@healthns** handle and **#morethanmedicine** hashtag to build awareness and align with provincial efforts in recruitment.
- **Contact NSH** to link your website and social media accounts to the “Places” section of **morethanmedicine.ca**



Printed examples like this above, along with online versions, help attract talented people to these communities.

Resources:

Visit the Toolkit Page to Download Local Resources
<https://recruitment.nshealth.ca/toolkit>

New Glasgow Case Study

A Day in the Life: Site Visit

In 2019, New Glasgow welcomed an internal medicine physician, his wife, and two daughters for a site visit. The visit started with a tour of Aberdeen Hospital from a local physician while the area's community navigator brought the physician's wife and children to Perfect Diversity, a local pottery studio.

Aware of the physician and his family's Arabic culture, the committee members invited them to a local halal restaurant where the owners also spoke Arabic. Both parties – the physician and the committee members – describe the encounter as a very special moment of connection in rural Nova Scotia.

“Their hospitality touched our hearts.”

After lunch, the physician met with another local doctor of the same faith. They visited the mosque in Trenton for prayer, along with other members of the Muslim community. They spent the rest of the afternoon visiting local parks, beaches, schools, and a golf course before they were welcomed to the home of a local physician for a catered dinner. Several guests attended including other physicians and their families. The hosts included cultural food and drink to make the family feel comfortable and at home. Following the meal, the family were provided an opportunity to share evening prayer. The family spent the rest of their weekend enjoying local amenities like the New Glasgow Farmer's Market, where they were able to spend the \$25 “market bucks” that were included in their welcome package. The package also included a gift for the physician's children: autographed books by a local author, coloring books, and crayons.



Creating a Website

Establishing an online presence is an effective way to spread the word about your community and the great life physicians and their families can have in Nova Scotia.

Remember, all job postings are managed and kept up to date by NSH's recruitment team on the provincial site,

<http://www.morethanmedicine.ca>

To ensure you have the latest information, it's best to link directly to that page for the job opportunities.

When establishing your website, think of it as a virtual tour guide.

It can include:

- Government of Nova Scotia websites
- Links to amenities, recreational activities, museums, parks, shopping, etc.
- Instructions on how to register children for school
- Provincial details (e.g. sites to renew passports and drivers licenses, etc.)
- Tourism sites
- Photos and videos of physicians, their families, and other community members working and living in the community
- NSH content (More than Medicine+, job opportunities, etc.)
- Links to social media pages
- Facility descriptions
- FAQ and Q&A forms
- Contact information

Tips & Tricks

You can link to opportunities that are only listed for your town or zone by using the site's search feature on the left column to drill down to your local listing and then copying the link in the address bar for use on your own site.

Resources:

Doctors Cape Breton

<https://doctorscapebreton.com/>

Healthy Pictou County

<https://healthypictoucounty.ca/>

NOW Lunenburg County

<https://www.nowlunenburgcounty.com/>



Abstract vector created by freepik

Social Media



Develop and execute a social media plan to distribute components of your promotional material strategically and creatively. The goal of your committee is to showcase all the amazing opportunities your area has to offer.

Using platforms like Facebook, Twitter, Instagram, and LinkedIn are great ways to share profile stories, images, videos, and job postings. Also, paid digital advertising is cost-effective to target specific groups of people and promote your region. You might try to recruit someone to your Recruitment and Retention committee with marketing experience to help inform your strategy.

Social media does not have to be a daily activity but it is important to set a schedule and arrange future content so you can update regularly.

NSH often provides recruitment updates and stakeholder updates that are a great source for content and you can find them on Facebook, Instagram and Twitter @healthns.

It is also helpful to carefully select the content you share from others to ensure there is nothing controversial attached to their accounts.



Some things you can consider:

- Appoint a member of your community recruitment and retention committee as the social media leader
- Define your goals: what will you post? (e.g., job postings, good news stories, upcoming events)
- Set a posting schedule and pre-write content
- Determine your platforms (e.g., Twitter, Facebook, LinkedIn, YouTube)
- Determine if you will pay to boost content or target physicians
- Host a training session on how to use each platform and determine who will have access

Other ideas to extend your reach on social media:

- Sponsor a job posting every other month and target physicians in Canada, US, and UK
- Have an accurate list of vacancies and advertise them regularly (talk to your NSH physician recruitment consultant)
- Share facility descriptions

Events and Site Visits

Physician Recruitment Events

Physicians have a requirement to keep up their professional development and they often do this through academic conferences for their specialty or group of specialties. There are often opportunities to attend these events and offer a booth for recruitment.

Recruitment events come with a significant cost and a large amount of preparation but can be valuable to highlight your community to potential recruits and make face-to-face connections.

NSH attends dozens of these events per year, usually with physicians who help at the booth. A community recruitment committee or its members can attend these events and register for a booth. Connect with the physician recruitment consultant in your zone to find out how you can get involved.

A good practice is having a local physician attend with you as it is helpful to have a representative who can speak to the realities of working as a physician. When making a large decision, it's best to hear about the experience of a peer.



Smiling faces from Antigonish Academic Day for Physicians

Consider these when producing or obtaining for a booth display:

- A printed banner or backdrop
- Nova Scotia travel guide for their region
- Community Description and facility photos and descriptions
- Health Care Foundation Report
- Local regional economic development guides or community guides
- More than Medicine+ booklets or other NSHA recruitment materials from the physician recruitment consultant in your zone
- Prize draws as a way to acquire contact information and keep in touch with potential recruits
- Something unique to draw attention to your booth. (*see the profile for Yarmouth p.30*)

Yarmouth Case Study

Lobster for a Year!

In order to win the attention of doctors coming into Nova Scotia and those already in the community, the Yarmouth and Area Chamber of Commerce sponsored a contest to win lobster for a year. After the community felt the effects of losing a valuable anesthesiologist, Yarmouth decided to increase their efforts to support recruitment for a replacement. During the Canadian Anesthesiologists' Society meeting in Calgary, Yarmouth had no problem attracting attention thanks to the lobster draw.

The Yarmouth and Area Chamber of Commerce set up a booth among the official health recruiters and businesses, along with a sign that said: win lobster for a year! This was a fantastic way to draw people in and talk about the lifestyle in Yarmouth and it left a very positive and lasting impression on those attending the meeting.

From generating such a large interest in the contest, the team left with 60 names of potential anesthesiologists, some of which offered to work a locum or temporary term, while others said they'd consider moving to the region.

Another successful giveaway was lobster shaped USB sticks, which were extremely popular at the event. It was a perfect promotional tool to improve awareness of the community of Yarmouth, and something for potential physicians to physically use in their day-to-day lives.



Recruitment across Canada Case Study

A Collaborative Effort

In September 2019, NSH partnered with Doctors Nova Scotia (DNS) and Dalhousie University to bring forward a networking event for family medicine residents at the Dalhousie Family Medicine Education Weekend in St. Andrews, NB. The event was held at the Algonquin Resort and attended by a large contingent of NSH physician recruitment consultants, physicians, and communities.

Each zone had community representation to ensure Dalhousie Family Medicine residents were aware of the many options and needs for their skills. NSH and DNS hosted a wine and cheese event on the first evening of the weekend event. The casual atmosphere encouraged residents to relax without the booths and formalities of a typical job fair. It was the perfect opportunity for community members to meet some of the residents in a comfortable setting.

“We received great feedback from this event. Residents stayed until 11 p.m. and were able to have genuine conversations with all Nova Scotia representatives,” says physician recruitment consultant Mindy LeBlanc.



Nova Scotia communities had their time in the spotlight at the job fair. As residents visited different booths, they were introduced to many wonderful things from Nova Scotia: maple syrup from Truro, apples from the Annapolis Valley, and Peace by Chocolate from Antigonish. Each community brought something representative of their area that created a lasting impression. This connection between community and recruitment was facilitated by the partnership between NSH physician recruitment consultants, physicians, and community members. Recruiters were able to connect with community navigators and committee members from across the province they otherwise would not be able to meet.

Hosting Local Recruitment Events

You can travel to find physicians but you can also recruit right at home!

You have the ability to make an impact by hosting events for medical learners, potential recruits and established physicians at home.

Some ideas and samples include:

- **Community dinners** with local physicians and community members
- **Fun activities** for visiting medical students
 - Cape Breton and Antigonish host a “Home for the Holidays” networking social for medical learners during the winter holiday season.
- **Host community socials** for professionals in the region
 - Physician groups in Glace Bay, Guysborough, and Antigonish take potential recruits out for boat rides, swimming, deep sea fishing, and more.
 - Physicians in Antigonish stay connected through organized social events for the entire family, including a spring lobster boil.
 - Community groups in Cumberland take physicians out on an annual winter sleigh ride and deliver treats of appreciation to the hospitals.
- **Create invitations** and “save the date” posters and share widely.
- **Host a Physician Appreciation Event** like community members and physicians in Yarmouth, or a Welcome Event like those in Kentville.

Yarmouth County Community Facts

YARMOUTH COUNTY is a rural community in Nova Scotia, Canada. Residents have primary roots in traditional Anglo-Scottish, Acadian French and First Nations cultures. The area offers significant inland wilderness areas including over 365 lakes, 1000 kms of oceanfront and several major rivers. The county is comprised of three municipalities: The Town of Yarmouth, the Municipality of the District of Yarmouth and the Municipality of the District of Argyle. The Town of Yarmouth is the regional hub for Southwest Nova Scotia.






TOP 4 Industries <ul style="list-style-type: none"> • Fishery • Health Care • Retail • Tourism 	 24,902  Area: 2125.70 km ² Density: 11.5 per sq km  Med. Age 48.8
10 Elementary (English & French) 5 Secondary (IB, English & French) 3 Post Secondary Avg. Rent \$688 Avg. Housing Sales \$147K - \$175K Parks, Trails, Beaches, Indoor & Outdoor Recreation facilities, and Arts & Culture.	Regional Hospital 5+ Clinics 5+ Family Resource Centres National Banks, Financial Services, Accountants, Lawyers, Insurance Agencies available Town Bus, Shuttle, Taxi, Ferry, Charter Plane available

Together we are more
 Saint Marthas

ST MARTHA'S REGIONAL HOSPITAL

Hopes and Dreams

SEE YOU ON SEPT 15!!

WHAT: Outdoor family picnic, entertainment and activities for all. BBQ, kids corner, live entertainment, Photo Booth, yoga, Peace by Chocolate.

WHERE: Upper parking lot, St. Martha's Regional Hospital, Antigonish

WHEN: 12-4 pm September 15, 2019. Admission FREE. Come one come all! Bring your picnic blanket/ chairs and enjoy.

Be part of a "human chain" surrounding St. Martha's Hospital for a memorable photo highlighting "Together We Are More".

For more info visit:
 Hopes and Dreams Event for St. Martha's Regional Hospital

98.9 XFM
 Nothing But Hits

Resources: There are many free online resources that help with promoting events, and collecting registrations and contact information, like Canva and Event Brite.

Site Visits

The people who know best about a community are those that live there. Communities can contribute by helping tour potential recruits and their families. Many Nova Scotian communities have found site visits, or “red carpet events,” to be very effective recruitment tools and recommend them to others.

Site visits are essentially personalized tours for potential recruits to showcase the benefits of living and working in a community.

NSH physician recruitment consultants invite potential and prequalified physician candidates who are eligible to work in Nova Scotia through the **NSH Site Visit Incentive Program:**

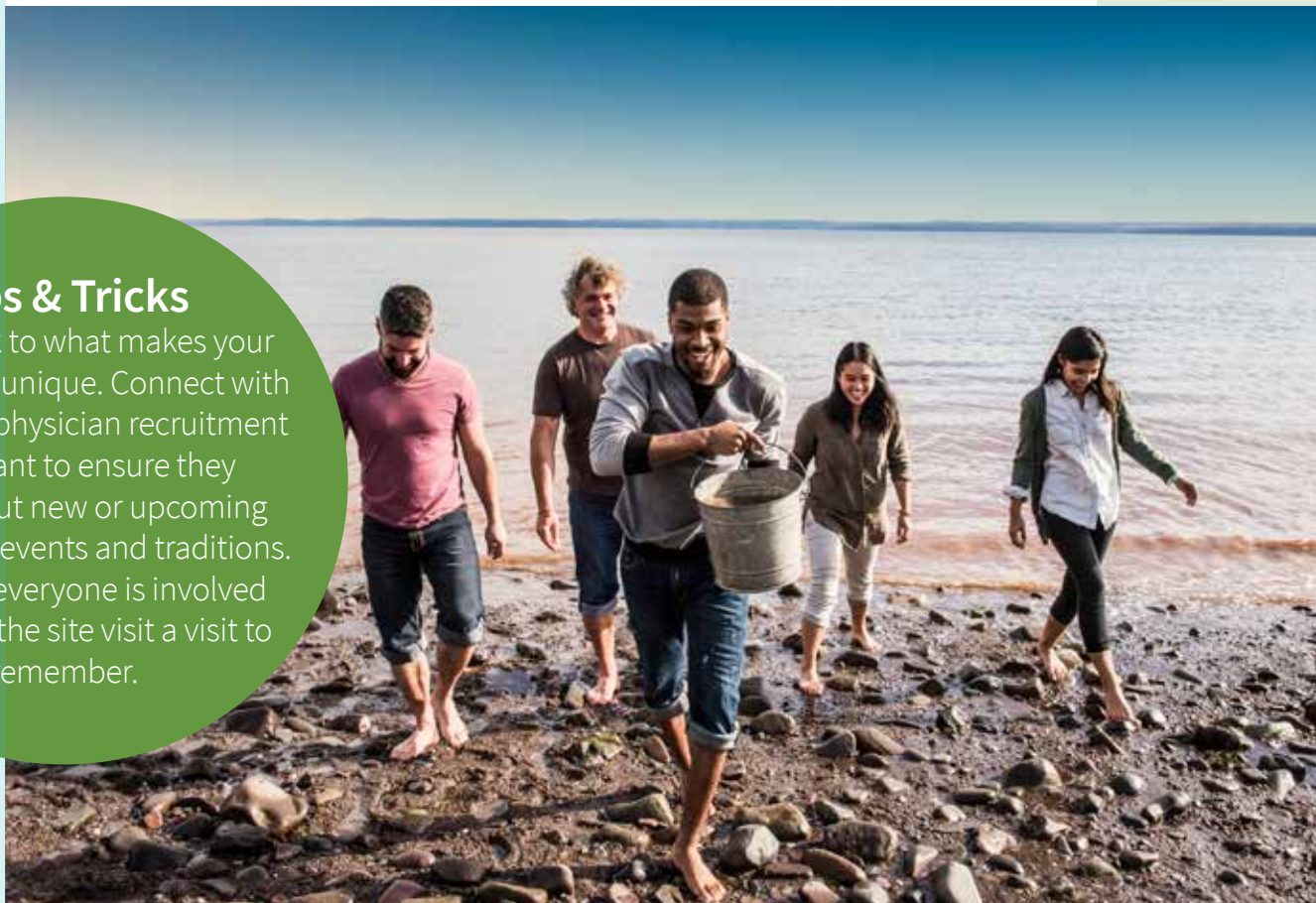
recruitment.nshealth.ca/incentives

Site visits are dependent on a physician’s schedule and often involve several communities and areas. NSH recruitment staff work with communities to create the best possible experience with the notice and timelines that are provided by interested physicians.

To optimize site visits, the Truro and Colchester Partnership was recently supported by the Culture Innovation Fund: Healthy Communities Funding Stream to train and develop a more diverse welcoming volunteer network for physicians and families. A more diverse volunteer pool allows the community to react to the social interests of physicians and their families and create a more welcoming environment when they are considering where to live.

Tips & Tricks

Think back to what makes your community unique. Connect with your NSHA physician recruitment consultant to ensure they know about new or upcoming community events and traditions. This way, everyone is involved in making the site visit a visit to remember.



Site Visit Case Study: Antigonish

In 2019, Antigonish physicians and members of the community gave two physicians a remarkable tour. More than 40 people, including physicians and community members, participated in this site visit to welcome the new potential doctors. The three-day visit included a host of activities, like a town tour of the local schools, St Francis Xavier University, town library, and hospital. A “meet and greet” was also held at St. Martha’s Regional Hospital where more than 25 physicians and nursing staff came to say hello and share their stories over cups of coffee.

The physicians received an extremely warm welcome to Antigonish by committed community members and physicians who made an incredible impression.

On the first evening, local doctors hosted a dinner at their home for the physicians and were joined by nine other family physicians and specialists. The Mayor of Antigonish and Warden of Antigonish County joined the visit on the second afternoon. They hosted a lunch at a local restaurant and provided tons of important information on services offered in both the town and county. They even brought the physicians on a hike at the incredible Keppoch Mountain so they could take in the view.

Later at the Antigonish Town and County Library, members of the community came to discuss local cultural events and programs including the Antigonish theatre and Special Olympics. The physicians were also given a tour of the local elementary school by the principal April Weaver and were shown scenic neighborhoods and properties by local real estate agent Lisa Gourley.



Community Role in Retention

Physician, Spouse or Partner, and Family Support

In order to successfully retain physicians in our province, the whole family needs to be considered. The spouse or partner and family play a critical role in the decision to pick a community and an even greater role in the decision to stay. Community members should develop relationships with the families during the initial visits and maintain these relationships in a genuine but respectful way.

Social networks are key to your social identity and to achieving a healthy work-life balance. If a physician and their family are new to a community, connecting them with social networks is important. Talk openly about the recreational activities and cultural events that go on in your community and if they seem interested, include them in plans or find a local family to help introduce them.

The Culture Innovation

Fund: Healthy Communities Stream is available to community leaders thinking strategically about retention and how to weave new physicians and their families into the fabric of their community.

One of the largest reasons physicians leave a community is spouse or partner dissatisfaction. Successful communities understand that the partner's career aspirations or social interests are just as important as those of the physician. It is important to help members of the physician's family find opportunities so they can also build on a rewarding career and life in your community.

Spousal employment is often a very important consideration for the physician. Be especially sensitive to the fact they are a person in their own right. Community members can aid in developing a list of quality career opportunities for the spouse or partner, acting as a network connection to the broader professional community. Connect them to recreational or volunteer opportunities that get them out and involved in the community!

“Our need is immediate but this is a long game ultimately.”

Pugwash, NS



Candidate Sourcing & Outreach



Do you know of a local community member that is in medical school in another province? Is someone you know doing their residency somewhere else? Perhaps you know of a physician working in a large city and starting a family who might be looking for the pace of life better afforded by Nova Scotia...

Many times local communities know of residents who are studying for medicine or health professions, or already practicing elsewhere. Communities can help identify candidates that might be recruited to come home.

We want to hear from you and know about these candidates to try to recruit them!

Send your suggestions to:
physicianrecruit@nshealth.ca.

Some communities have reached out to candidates by sending them annual holiday cards or gift from home, taking them out to lunch when they visit, or offering to help find meaningful work for their partner over a summer break. All of these contribute to building an irresistible connection to home, and help encourage a relocation decision in the future!

Community Support & Engagement



Physician appreciation is a key component to the retention strategy, and the community can have a great impact on how we deliver this. For example, May 1 is National Physician Appreciation day - a perfect opportunity to make your physicians feel valued by the entire community.

Other retention activities community members or committees can get involved with include:

- Connect new physicians with a mentor
- Hold physician socials
- Host hospital/clinic events
- Provide teaching opportunities
- Invite physicians to sit on the local physician recruitment and retention committees
- Connect with local newspaper for a “Physicians Corner” piece that profiles and highlights physicians in the community

Diversity

Physicians who come to work in our province are from many diverse cultural backgrounds. Some are entering our province—and even country—for the first time. Nova Scotia is a predominately white and English/French speaking province and often practices Christianity. Our province is becoming more diverse and we have received feedback from our physicians that sometimes they don't feel accepted or understood, or that they can see themselves having a place in our community or facility.

One thing you can offer to help improve our acceptance of diverse and valued professionals, is to offer regular diversity training to all community members on topics such as:

- Different religious practices
- Different sexual orientation and gender identities
- Cultural practices from around the world
- How to welcome without being intrusive



Medical Learners

NSH has created a new recruitment consultant position that focuses on medical learners from Dalhousie University and other universities. The priority is to show medical learners just how important they are to Nova Scotia from the very first day they enter medical school right through their residency and into practice. It is important to share with learners the many different community and practice options and to expose them to potential mentors and future colleagues as early as possible.

Medical learners are different from other potential leads. They have been working and studying here in the province and have built some connections during this time.

This recruitment role seeks to strengthen those connections, broaden their network, and provide the support they need. We want them to see themselves practicing alongside their peers. Our new resident recruitment consultant will be the single point of contact throughout a medical learner's education and residency.

If you know a medical learner that you think would be a great fit in your community, email physicianrecruit@nshealth.ca to let our resident recruitment consultant know.

Community Support & Engagement with Medical Learners

What can we do as a community to support recruiting medical learners?

- Attend or organize job fairs in schools in your community to introduce medical careers to middle and high school students early on
- Help students find housing accommodations and recreational entertainment – learn their hobbies and connect them with friendly local people who share the same interests
- Build and support a relationship with Dalhousie Medical School. Work with universities in your community to improve incentives for medical career interest and bursaries for those going off to pursue a medical degree across the province
- Work with the province to include these incentives to students, even those students leaving the province
- Increase community exposure to medical learners
- Medical schools often host a Rural Week for students to gain experience working with a local physician in a smaller community practice. Find out if they visit your area and help host events and connect medical students and residents with preceptors and community members to learn about opportunities in your area.
- NOW Lunenburg County is actively working to integrate medical learners in their region. They hosted a bike ride during Rural Week on their groomed trails, and also partnered with Dalhousie Medical School's Longitudinal Integrated Clerkship program by helping students find housing and entertainment in the area.
- Ensure your community website and social media pages include information relevant to medical learners
- Respect diversity of physician learners

How can we ensure that medical learners have a good experience in our community?

- Provide a welcome package with information about community programs, events, and resources
- Provide a welcome event for physician learners that includes community partners and leaders
- Connect with learners in residency programs based in your community to get to know their interests and needs, including their family's needs, and tailor their experience
- Assess how medical learners are doing by extending invitations to informal and formal events, providing transportation assistance, offering spousal support, etc.
- Conduct exit interviews to assess physician learner experiences and how to improve recruitment and retention efforts
- Build awareness in the community about the role and importance of physician learners
- Ensure good physical space for learners
- Streamline processes for recruitment and placements



More than Medicine: Our Brand

More than Medicine.+

In 2017, NSH developed a physician marketing strategy to support recruitment on the local, national, and international stage. After consulting with physicians, we acquired key insights that determine the benefits of working and living in Nova Scotia. We focus on the things about our province that physicians tell us is important to them.

Elevator Pitch

“Whether you want to practice in an urban or rural community, as a specialist or a primary care provider, Nova Scotia offers the communities and patients for a medical career that is rewarding and balanced, with an increased emphasis on collaborative models of care.”

Physicians in Nova Scotia provide fulfilling patient care which embraces family life, professional development and community involvement.

Brand Pillars

The following are the three pillars of this narrative. We welcome you to use this language and resources for your advertising and marketing tools during your own community recruitment initiatives. These tools were created with feedback from physicians about their own “why” for choosing to live and work here.

From this information, we created our brand “More than Medicine+.” The key brand artifacts include the “+” which is a known medical symbol, but also symbolizes all of the added values that come with practicing in Nova Scotia.

That’s what makes practicing medicine in Nova Scotia unique. Physicians are increasingly attracted to

practices that offer team-based care to their patients and allow them to consult with their peers. The size and scale of Nova Scotia allows for better connections across the health care system. Your practice of medicine and your life is richer here. Nova Scotia is “more than medicine.”

Advertising is about reach and frequency and consistency helps. The more of us sharing these messages will help to strengthen our ability to get our unique selling points out to others. If we can speak from a common voice, we are stronger together.

Ocean Lifestyle

Live with the best of both worlds.

Our enviable combination of urban amenities and rural natural beauty offers an excellent quality of life for the people that live here. Nova Scotia offers the medical professional opportunities found in larger cities while maintaining a work-life balance in livable, walkable, and affordable communities.

Each of the four seasons brings a different experience of living on the East Coast. Whether you prefer sandy beaches and coastal cliffs or the culture and energy of city life, in Nova Scotia you are never far from either.

Scope of Practice

Be the type of physician you want to be in Nova Scotia. With an increasing focus on team-based care, you have the opportunity to shape your practice to whatever size and scale you desire. The recently consolidated health authority aims to provide every Nova Scotian with timely access to primary care services. Nova Scotia is adding new primary care providers, which include nurse practitioners, paramedics, and family practice nurses -from collaborative primary care teams in family medicine to nursing homes and Collaborative Emergency Centres.

Nova Scotia's award winning Extended Care Paramedic program allows seniors in 17 nursing homes to receive care where they live instead of at an emergency department.

Nova Scotia is one of those rare places in the world where you can still get from the emergency room to the beach in less than 30 minutes -miles of sand, surf breaks and unspoiled natural environments.

The Organization for Economic Co-Operation and Development (OECD) Better Life Index shows Canada as the best in the G7 in terms of overall living conditions and quality of life.

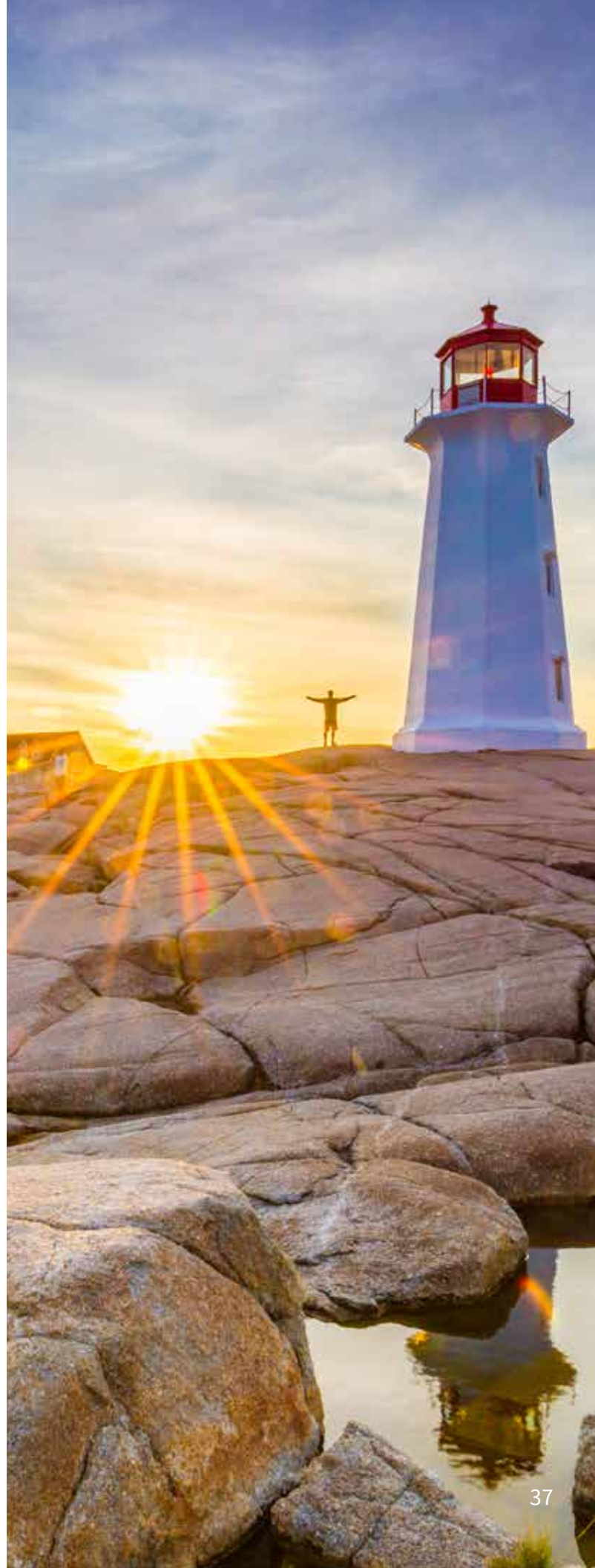
Connectedness

Be a part of a community.

Practicing here means working with passionate colleagues, providing world-class care, and helping people be healthy and stay healthy. You will be a key part of the medical and local community.

No matter where or what you choose you will be fully supported by an entire health care community --based on teamwork, collaboration, and delivery of an innovative new approach to health care --to the people of Nova Scotia.

Physicians in Nova Scotia don't choose a hospital, they join a community.



NSHA Recruitment Website

NSHA's recruitment website recruitment.nshealth.ca was built using the More than Medicine+ marketing narrative. This was developed from physician feedback about information they require when making career decisions.

The site is setup to display current career opportunities, highlight NSH physician recruitment consultants and physician ambassadors, and profile the different regions of the province. Each region has an area to provide linkage to further local

community content either by linking to the town's promotional page or local recruitment efforts like doctorscapebreton.com.

NSH provides an equitable representation for a provincial approach to recruitment. When working with recruiters, physicians are best matched to the areas they are most likely to thrive. In Nova Scotia, physicians are free to live and work wherever they find an opportunity. In family medicine, that can be anywhere.

Communities across the province are encouraged to supplement NSH promotional material (*see resources*) with their own promotional content to raise awareness of their region and to give physicians a detailed picture of what life is like in their unique area of the province. Make sure to contact your zone physician recruitment consultant if you wish to add NSH content to your regional site.



Nova Scotia.

More than

Medicine.+



Stronger Together

Physician recruitment and retention continues to be competitive across the globe. Our challenges aren't new but the approach of furthering our success by working together is unique.

Through focus groups, jurisdictional reviews, case studies, and sharing of knowledge and experience of physicians in the province, all reviews led to a common resolution:

We all want to improve physician recruitment and retention because of the positive impact it has on our communities overall health and well-being.

We share the vision of a collaborative physician recruitment strategy where communities have a significant role to play in the recruitment and retention of physicians to Nova Scotia.

NSH is working hard to provide communities with the right resources and information to spread this knowledge and opportunity.

Nova Scotia has a strong maritime history and, with our famous Bluenose schooner, reached many heights on the international sailing circuit. Just like the way we commanded a world class racing schooner through tricky seas, we will navigate the stormy waters of international physician recruitment – with all hands on deck!



Additional Resources & Further Reading

Alberta Health Services – Physician Workforce Plan & Forecast (2017-2018):
albertahealthservices.ca/assets/info/hp/phys/if-hp-phys-2017-workforce-plan.pdf

Canadian Association of Staff Physician Recruiters (CASPR):
caspr.ca/

Canadian Journal of Rural Medicine
Nova Scotia Physician Resource Plan (2012):
doctorsns.com/site/media/DoctorsNS/PhysicianResourcePlanning-finalreport.pdf

Statistics Canada
Physicians in Canada – CIHI (2016):
secure.cihi.ca/free_products/Physicians_in_Canada_2016.pdf

Physician Recruitment Agency of Saskatchewan – Annual Report (2016-2017):
saskdocs.ca/web_files/prasrpt

Practice in BC – Physician Recruitment Site:
practiceinbc.ca/

Saskatchewan Physician Recruitment and Retention Handbook (2017):
saskdocs.ca/web_files/Recruitment%20and%20Retention%20Handbook%20August%202017_Final.pdf

Shaping our Physician Workforce:
novascotia.ca/dhw/publications/Physician_Resource_Plan_Shaping_our_physician_Workforce.pdf

Social Sector Metrics Inc. and Health Intelligence Inc.
Environmental Scan Report (2011):
novascotia.ca/dhw/publications/Physician_Resource_Plan_Environmental_Scan_Report.pdf





Recruitment Essentials – Health Force Ontario:

healthforceontario.ca/en/Home/All_Programs/Physician_Recruitment_for_Communities/Recruitment_Essentials

Yukon Health and Social Services:

hss.gov.yk.ca/healthservices.php

Recruitment and retention of trainee physicians: a retrospective analysis of the motivations and influences on career choice of trainee physicians:

ncbi.nlm.nih.gov/pubmed/29452409

Recruitment and retention of physicians in rural Alberta: the spousal perspective.

ncbi.nlm.nih.gov/pubmed/?term=Recruitment+and+retention+of+physicians+in+rural+Alberta%3A+the+spousal+perspective

Inter-Provincial Migration Intentions of Family Physicians in Canada:

The Roles of Income and Community Characteristics (Healthc Policy. 2015 Nov; 11(2): 58–71):

ncbi.nlm.nih.gov/pmc/articles/PMC4729283/

Evaluating distributed medical education: what are the community's expectations?

ncbi.nlm.nih.gov/pubmed/19422493 Med Educ. 2009 May;43(5):457-61. doi: 10.1111/j.1365-2923.2009.03357.x.

University of Calgary, Physician Retention in Four Rural Communities in Alberta:

A Collective Case Study (p.328) by Pamela Joann Cameron

NSH Physician Recruitment Strategy:

nshealth.ca/sites/nshealth.ca/files/recruitment_strategy_2017-18.pdf

Northern Periphery Programme, “Making it Work: A Framework for Remote Rural Workforce Stability”, January 2019.

rrmakingitwork.eu/wp-content/uploads/2019/03/Making-it-Work-Framework-for-Remote-Rural-Workforce-Stability.pdf