

Integrity  
Compassion  
Excellence  
Respect  
Accountability

# PHYSICIAN WORKFORCE PLANNING THE SCARBOROUGH HOSPITAL

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# Overview of The Scarborough Hospital

Physician recruitment at TSH established in 2009

TSH has approximately 720 physicians, consists of 30 departments (division and sub-division)

Largest number of physicians in Family Practice & Medicine

Smallest number of physicians exist in Pathology

Current there are 9 Corporate Chiefs and 2 site Chiefs (DI)



# TSH



# TSH Departments

## Medicine Department

- Neurology
- Nephrology
- Cardiology
- Endocrinology
- Oncology
- Rheumatology
- Dermatology
- Intensivist
- Infections Disease Specialist
- General Internist
- Palliative Care
- Gastroenterology
- Geriatrics

## Surgery Department

- General Surgery
- ENT Surgery
- Orthopedic Surgery
- Vascular Surgery
- Urological Surgery
- Thoracic Surgery
- Ophthalmological Surgery
- Plastic Surgery
- Dental Surgery

# Other Departments

- Family Practice
- Emergency Department
- Laboratory Department
- Obstetrics/Gynecology Department
- Paediatrics Department
- Anaesthesia department
- Psychiatry Department
- Diagnostic Imaging

# Workforce Planning

- The objectives of the physician workforce planning is to help identifying current and future human resources need / supply and demand in each department at Scarborough Hospital

# Workforce Planning

- Use physician database for succession planning / Physician Supply
- A survey of the medical staff/ departments
- Predict the need/surplus of physician services by Specialty
- Develop recommendations for future medical staff development activities by specialty/department

# Sample Survey :

**Urology**

FAMILY	INITIAL	SERVICE	SPECIALTY	CATEGORY	SITE
Baldwin	William	Surgery	Urology	Active	General Campus
Logarakis	Nick	Surgery	Urology	Active	General Campus

Physician Human Resources Plan-Urology		
General Campus		
	2009-2010 Plan	3-5 Years Plan
# of Replacement		
# of New Hire		
# of Anticipated Retirement		
# of IA Requested and Approved		
<b>Total</b>		

Physician Human Resources Plan-Urology		
Birchmount Campus		
	2009-2010 Plan	3-5 Years Plan
# of Replacement		
# of New Hire		
# of Anticipated Retirement		
# of IA Requested and Approved		
<b>Total</b>		

**Replacement:**  
 Maternity Leave: (M)  
 Relocation: (R)  
 Sick Leave: (S)  
 Resignation: (G)  
 Other Reason: (O)

**New Hire:**  
 Vacant Position (V)  
 Addition: (A)



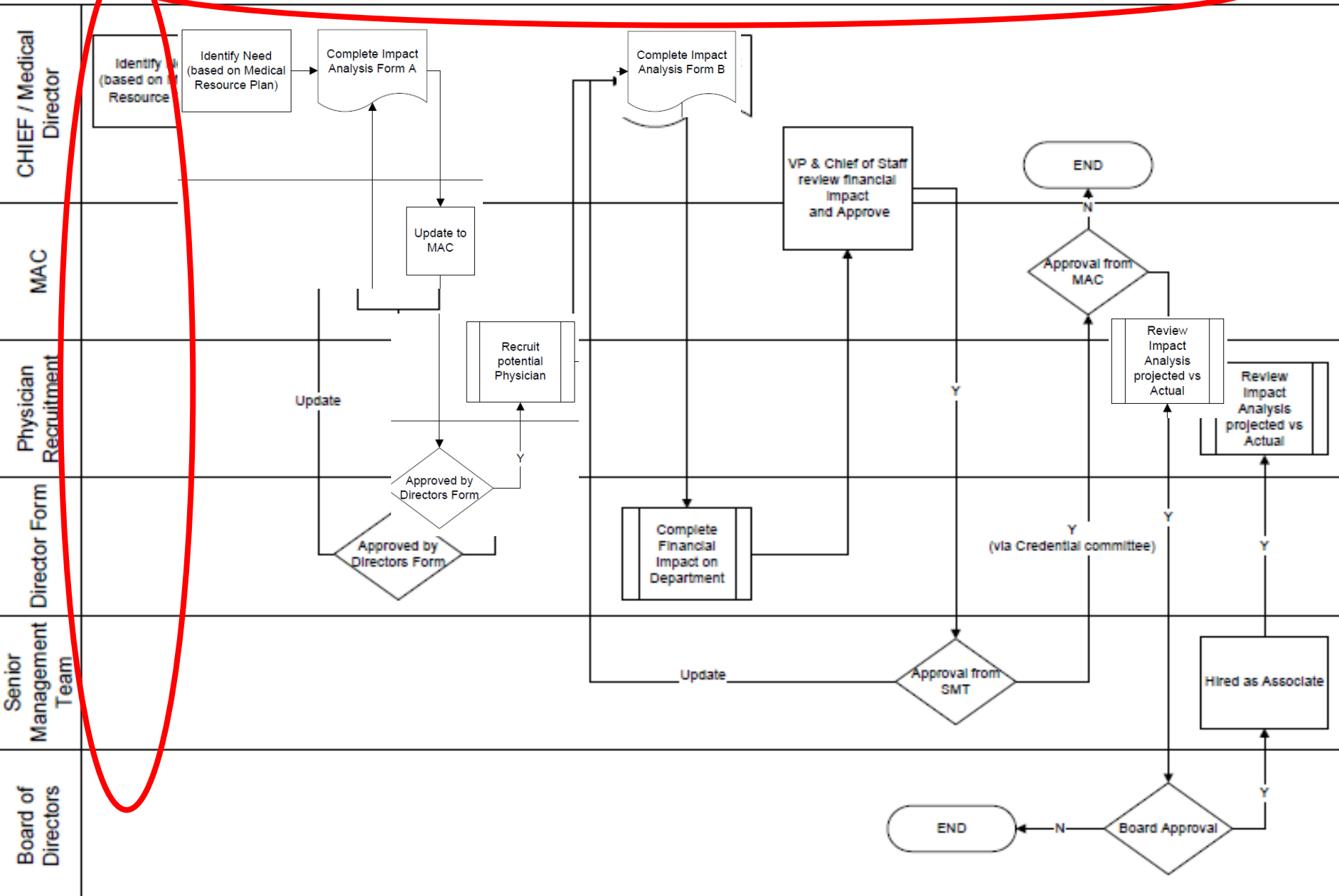
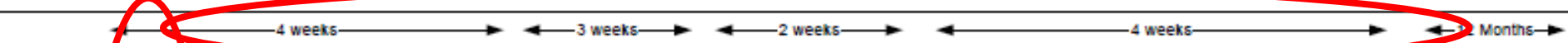
# Medical Staff Planning Process:

- 1. Required candidate for staff identified, generic IA already approved
- 2. Application made, including references
- Reference checking: program director, fellowship director, Department Chief, Division lead (if in place)
- Candidates will be informed that we will contact their references
- 3. Candidate list screened for interviews by Dept Chief, PCD and subgroup of Dept.
- 4. candidates interview with Selection Committee: Department Chief, Patient Care Director, Chief of Staff, (Division lead where in place), MD member of Department, Chief of related Department, Front line nurse or other Allied Health Professional

## Continued :

- 5. Second phase Impact Analysis completed
- 6. Credentials Committee ensures documents in order
- 7. Selection Committee recommends to Credentials Committee, then to MAC
- 8. MAC recommends to Board
- 9. Associate staff receives clear notification of probationary status to be re-evaluated in form of a Memorandum of Understanding. This MOU also clarifies the Hospital's responsibilities to the applicant

# Physician Impact Analysis



# Physician Recruitment Initiatives

- Establish a structured, standard, equal process for all medical departments
- Involve physicians, non-physicians, staff members to participate and collaborate
- Partnership and connection with all medical schools
- Establish a relationship with Central East LHIN recruitment coordinators

# Physician Recruitment Initiatives (continued)

- Establish interview questions for each specialty as a selection tool
- Communication with every applicant/candidate to build external relationships
- Create a database of physicians for future references

# Succession Planning Challenges !

- Amendments to the Ontario Human Rights Code and the End of Mandatory Retirement for those over age of 65
- Physicians considered under Independent Contractors
- Hospitals with mandatory retirement policies written in By-Law to re-think the manner in which they undertake succession planning

## Option:

- Testing each physician's competency : example, a peer assessment process.
- Ontario has a program of mandatory peer assessments of all physicians over the age of 70.

"From: [http://www.hg.org/articles/article\\_1812.html](http://www.hg.org/articles/article_1812.html)"



# Physician Recruitment Challenges!

- ❑ Shortage of physicians in certain specialty areas
- ❑ Limited hospital resources and budget to support recruitment (eg. Equipment, office space)
- ❑ Lack of physician workforce planning if you do not have one!
- ❑ Lack of physician Human Resources strategic plan aligned with general hospital strategic plan

# Necessary Steps

- Create an internal physician job postings/processes for internal applicants/ web-based
- Written policy about internal recruitment procedure approved by hospital
- Employment contract for physician recruited based on salary



# Summery

- Move toward creation of Physician Human Resources plan aligned with Hospital Strategic Plan