

## **Proposed options for Hamilton Physicians Program Structure**

### **Prepared by Brad van den Heuvel & Julia Hayes**

In 2020, Jane Walker retired from her position as Director of Physician Recruitment & Retention, and Julia Hayes left her position as Physician Recruitment Coordinator for a one-year maternity leave. In March 2020, Brad van den Heuvel was hired as the Physician Recruitment Coordinator & Practice Advisor to cover the duties of the Recruitment Coordinator, as well as take on the operational duties of the program following the departure of the Director.

As employment contracts for both Brad and Julia are currently up for renewal, the Working Group needs to determine the future structure of the Physician Recruitment & Retention Program. The following options have been put together for consideration by the Working Group.

#### **Option 1: Two Recruitment Specialists (4 Days/week each) - Recommended**

The Recruitment Specialists would work collaboratively to share operational oversight of the program and responsibility for providing updates to the Working Group/Steering Committee. They would share responsibility for presentations to stakeholders, requests for funding, and physician recruitment and retention efforts. Both Recruitment Specialists would report to the Working Group.

##### **Pros:**

1. Potential to maintain current staff, which will retain existing knowledge and experience
2. Reduced cost as compared to option 2 (salary open to negotiation)
3. Allows for greater program flexibility (i.e. signing authority, attendance at presentations/recruitment events is not limited to one person's schedule)
4. Sustainable workload - It was previously determined that 2 staff providing a total of 8 days per week is required to meet the operational demands of the program

##### **Cons:**

1. Lacks a single point of accountability for program oversight
2. Change from the way the program previously operated and as a result, an adjustment to some processes would be required

#### **Option 2: Director & Recruitment Coordinator (4 days/week each)**

This option aligns with how program was structured prior to Jane's departure. The Director oversees all program operations and funding, and provides updates to the Working Group/Steering Committee. The Director is responsible for presentations to stakeholders and leads physician recruitment and retention. The Recruitment Coordinator provides support to the Director and also supports recruitment and retention efforts. The Director reports to the Working Group/Committee, and the Recruitment Coordinator reports to the Director.

##### **Pros:**

1. Aligns with the previous structure of the program
2. Maintains a single point of accountability for program oversight
3. The Director sets the long-term strategic direction of the program

**Cons:**

1. Cost to program: The salary for the Director, based on comparators in other jurisdictions, would account for a large portion of the annual budget, leaving little to no funding for the Coordinator position and operational expenses without an increase to funding or running a deficit.
2. Administrative workload: Hiring a new Director would require members from the Working Group to draft & post the advertisement publicly, as well as source and interview potential candidates. There would also be costs associated with the hiring process (i.e. job advertisements) and the new Director would require training while being integrated into the program.
3. Potential loss of knowledge and experience – This option would result in the loss of at least one member of existing staff and the knowledge and connections that they have built in the community.

**Option 3: One Recruitment Specialist and One Recruitment Coordinator (4 days/week each)**

The Recruitment Specialist handles operational oversight of the program and responsibility for providing updates to the Working Group/Steering Committee as well as presentations to stakeholders, in addition to supporting recruitment and retention efforts. The Recruitment Coordinator provides support to the Recruitment Specialist and also supports recruitment and retention efforts. The Recruitment Specialist and Recruitment Coordinator both report to the Working Group.

**Pros:**

1. Reduced cost compared to other options, although the Recruitment Specialist would require increased compensation due to additional responsibilities and duties
2. Sustainable workload
3. Maintains single point of accountability for program oversight
4. Similar structure to program prior to Jane's departure (with slightly different title and duties). Allows Recruitment Specialist to gain experience in a role similar to that of a Director prior to transitioning

**Cons:**

1. The Recruitment Specialist manages the day-to-day operations of the program and short-term direction, but not the long-term strategic direction. The Specialist may eventually wish to transfer into Director role due to similarities, which would result in an increased cost to the program
2. Less flexibility (i.e. if Recruitment Specialist is on vacation, presentations cannot be booked and expenses cannot be submitted)