



Standard Operating Procedure (SOP)

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|---------------------------|--|---------------------|
| SOP Title: | MD Replacement | |
| Applies To: | All physicians and Nova Scotia Health team members involved in physician resource management | |
| Approved: | Effective: | Next Review: |
| Jan. 21, 2021 | Jan. 22, 2021 | Jan. 21, 2025 |
| Sponsor: | Director, Physician Recruitment | |
| Issuing Authority: | Director, Physician Recruitment | |

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PURPOSE

The purpose of this document is to establish a uniform process for physician resource management within Nova Scotia Health. Physician resource management involves monitoring upcoming and existing vacancies throughout the province and lays the groundwork for filling those vacancies through recruitment processes (see [NSHA AD-MS-005 Physician Recruitment](#)).

This is a collaborative process between Nova Scotia Health, Medical Affairs, Primary Health Care, Department of Family Practice, Programs of Care and other specialities and the Nova Scotia Department of Health and Wellness.

DEFINITIONS

| | |
|------------------------------------|---|
| Full Time Equivalent (FTE): | A measurement of the workload of a physician that allows for comparison across positions. |
| Operational Leader | For the purposes of this policy Operational Leader includes but is not limited to: program director/manager, Health Services Director/Manager, Team Lead, or coordinator associated with a program of care or department. |
| Department Head (DH) | For the purposes of this policy Department Head includes but is not limited to: Division Head, Chief, or identified formal physician lead. |

RESPONSIBILITIES

| Role | Responsibility (See Procedures Section) |
|--|---|
| Departing Physician | 2 |
| Department of Health and Wellness Representative | 10.2 and 11 |
| Head, Department | 2, 3 and 4 |
| Head, Department of Family Practice's Administrative Assistant | 2, 3, and 4 |
| Health Service Lead | 3.1 and 4.2 |
| Health Service Manager | 3.1 and 4.2 |
| IWK VP Medicine | 8 |
| NSHA VP Medicine | 8, 9, 11, and 14 |
| VP Operations | 5.1 |
| Physician Resource Officer | 5, 6, 7, 8, 9, 10, 12, 14, and 15 |
| Primary Health Care Coordinator | 2.4, 3.1, and 4.2 |
| Replacement MD Committee | 7.2, 10.1, 11, and 12 |
| Senior Medical Director Primary Health Care | 3.1,4.2, and 15 |

| | |
|---|-----------------|
| Zone Medical Executive Director | 4, 5, 7, and 15 |
| Zone Medical Executive Director's Executive Assistant | 5, 7, and 15 |
| Zone Network Lead | 3.1, 4.2 |

STANDARD OPERATING PROCEDURE

1. Ongoing evaluation of need

- 1.1. Zone Medical Directors, Department Heads of Programs of Care and other specialties, Primary Health Care (PHC) team members, including Department Head of Family Practice (DFP), Health Service Leads (HSL), Health Service Managers (HSM), PHC Coordinators, Zone Network Leads, Senior Medical Directors, Senior Program Directors and Directors proactively perform ongoing evaluation of the need for replacement physicians using available data and information.

2. Initiate a request for a replacement physician

- 2.1. Physician informs of departure by completing the [Physician Departure Form](#) and submitting form to Department Head
- 2.2. Within 5-10 business days of receiving Physician Departure Form, Physician and Department Head meet to discuss Physician's plan for departure, including any known details such as a plan for gradual reduction of practice, transition out of practice, practice closure, retirement, etc.
- 2.3. Department Head offers exit interview and/or [survey link](#) to be completed by departing physician.
- 2.4. Department Head provides Physician with the [Practice Information Form](#) (PIF) where applicable, which is then completed either by Physician, Physician's clinic, or Primary Health Care Coordinator, as appropriate.
- 2.5. Physician sends completed PIF to Department Head.
- 2.6. Department Head or assigned delegate shares PIF with Physician Recruitment Consultant so they can begin planning for recruitment processes once the position is approved for replacement (see step 15).
- 2.7. Department Head or assigned delegate initiates paperwork required to replace Physician (see step 6.2).

3. Complete the paperwork for the request

- 3.1. Department Head, or assigned delegate, completes the [MD Replacement Form](#) using the information gathered from the PIF in consultation with broader programs and Operational Leadership.
- 3.2. Department Head reviews the MD Replacement form and makes changes or additions if necessary, then

- Writes a letter of justification for the request to Zone Medical Executive Director (ZMED). Letter of justification should include items such as:

- Physician Name, reason for the departure, whether vacancy is temporary or permanent, and the date, if known.
- Location of work and region that will be served
- Expected Patient roster size
- For FM, # of patients to be taken off the Need a Family Practice List
- Other types of work to be included such as LTC, Inpatient, Emergency Medicine
- Funding Model for approval
- If group, what is the group compensation model

- Reviews letter of justification with respective Operational Leadership where appropriate.

4. **Submit the request for zonal approval**

- 4.1. Department Head, or assigned delegate submits the completed [MD Replacement Form](#) and letter of justification form to ZMED for approval.
- 4.2. Department Head ensures that Operational Leadership is involved, budgets are aligned and any financial impact is identified as a part of submission.

5. **Approve the request**

- 5.1. ZMED reviews the application, includes VP Operations, and indicates approval by signing and sending all requested paperwork to Physician Resource Officer and Physician Recruitment Consultant.
- 5.2. Any operational impact (s) must be identified here before it proceeds.
- 5.3. Requests must be received by noon on the Thursday prior to the MD Replacement Steering Committee meeting.

6. **Receive the Approved Request**

- 6.1. Physician Resource Officer receives approved request.

7. **Review content and add to agenda for next meeting**

- 7.1. Physician Resource Officer reviews application for proper documentation, ensuring that the letter of justification and [MD Replacement Form](#) are included and complete, and have been signed by Department Head and ZMED.
- 7.2. Physician Resource Officer scans all documentation and adds to the agenda for the next Replacement MD Committee Meeting.

8. **Submit agenda for approval**

- 8.1. Physician Resource Officer submits the agenda to Nova Scotia Health VP, Medicine for approval.

9. **Approve agenda**

- 9.1. Nova Scotia Health VP, Medicine or delegate, reviews the agenda, makes any necessary changes, and notifies Physician Resource Officer of approval.

10. Distribute agenda and meeting package

- 10.1. Physician Resource Officer distributes the agenda and meeting package, containing all documentation for all position requests on the agenda, to all members of Replacement MD Committee and posts on committee intranet site by end of day on the Thursday prior to the meeting.
- 10.2. Department of Health and Wellness representative reviews the data activity from Medical Services Insurance (MSI) to verify the Full Time Equivalent (FTE) for each position requested and shares this information with the committee by end of day on the Wednesday prior to the meeting.

11. Replacement MD Committee meets

- 11.1. Replacement MD Committee meets every second Thursday, with the exception of holidays or when both IWK and Nova Scotia Health VPs, Medicine are unavailable.
 - Committee reviews all requests, discusses data, and makes the decision to approve or defer the request.
 - MD Replacement Committee to review and approve the [MD Replacement Form](#) and includes representatives from IWK, Nova Scotia Health, and DHW.

12. Draft Replacement MD Committee minutes and send for approval

- 12.1. Physician Resource Officer drafts the minutes for the committee meeting and sends to the committee members for review within 5 days of the meeting.

13. Approve minutes

- 13.1. Committee members send any revisions to Physician Resource Officer, who edits the minutes as needed.

14. Prepare response letters and send to VP Medicine

- 14.1. Physician Resource Officer prepares response letters for all requests, then sends letters within 5 business days of the meeting to VP, Medicine (Nova Scotia Health or IWK, as appropriate) for review and approval.
- 14.2. VP, Medicine responds within 1 to 3 business days with any revisions or with approval.
- 14.3. Physician Resource Officer makes any requested revisions to letters.

15. Send response letters

- 15.1. Physician Resource Officer sends the approved response letters to the appropriate ZMED, copying:
 - ZMED's Executive Assistant,
 - Zone Head, Department,
 - Program Health Services Lead, Manager & Coordinator (where applicable)

- Zone Physician Recruitment Consultant,
- Physician who initiated the original request, and
- Zone Director of PHC.

RELATED DOCUMENTS

Procedures

[NSHA AD-MS-005 Physician Recruitment](#)

[NSHA AD-MS-015 Physician Onboarding](#)

Forms

[MD Replacement Form](#)

[Physician Departure Form](#)

[Practice Information Form](#)

[Physician Exit Survey](#)

Appendices

[Appendix A - List of MD Replacement Committee meeting dates](#)

Appendix A: List of MD Replacement Committee meeting dates



Replacement MD Committee
2021 Meeting Dates (with request deadlines)

| DATE | DEADLINE for REQUESTS by NOON (12 PM) |
|---|--|
| Thursday, January 20 th , 2021 | Thursday, January 14, 2021 |
| Thursday, February 4 th , 2021 | Thursday, January 28, 2021 |
| Thursday, February 18 th , 2021 | Thursday, February 11, 2021 |
| Thursday, March 4 th , 2021 | Thursday, February 25, 2021 |
| Thursday, March 18 th , 2021 | Thursday, March 11, 2021 |
| Thursday, April 1 st , 2021 | Thursday, March 25, 2021 |
| Thursday, April 15 th , 2021 | Thursday, April 8, 2021 |
| Thursday, April 29 th , 2021 | Thursday, April 22, 2021 |
| Thursday, May 13 th , 2021 | Thursday, May 6, 2021 |
| Thursday, May 27 th , 2021 | Thursday, May 20, 2021 |
| Thursday, June 10 th , 2021 | Thursday, June 3, 2021 |
| Thursday, June 24 th , 2021 | Thursday, June 17, 2021 |
| Thursday, July 8 th , 2021 | Wednesday, June 30, 2021 |
| Thursday, July 22 nd , 2021 | Thursday, July 15, 2021 |
| Thursday, August 5 th , 2021 | Thursday, July 29, 2021 |
| Thursday, August 19 th , 2021 | Thursday, August 12, 2021 |
| Thursday, September 2 nd , 2021 | Thursday, August 26, 2021 |
| Thursday, September 16 th , 2021 | Thursday, September 9, 2021 |
| Thursday, September 30 th , 2021 | Thursday, September 23, 2021 |
| Thursday, October 14 th , 2021 | Thursday, October 7, 2021 |
| Thursday, October 28 th , 2021 | Thursday, October 21, 2021 |
| Thursday, November 11 th , 2021 | Cancelled due to Remembrance Day |
| Thursday, November 25 th , 2021 | Thursday, November 18, 2021 |
| Thursday, December 9 th , 2021 | Thursday, December 2, 2021 |

VERSION HISTORY

| Version: | Effective: | Approved by: | What's changed: |
|----------|------------|---------------------------------|-----------------|
| Original | 2021-01-22 | Director, Physician Recruitment | N/A |