

## **WIN 6.1 - Creating a Positive Work Environment**

### **Lesson 2 - Hospital Profiles: Sudbury**

Dr Chris Bourdon, Health Sciences North:

This hospital, this organization couldn't function without IEHPs. There are rare departments that haven't had success from recruitment of an IEHP, and haven't benefitted from it. There's a whole bunch of moving parts. I can imagine we are amongst the most complex organizations with respect to hiring in that even the hire has some nuance to it. We're remote—I mean, we're certainly not as remote as some other northern communities, I mean, there's good highways and good connections, but for some people it's a bit of a flyer to move up to Sudbury, to move up to northern communities or serve northern communities, because you know it's different than being in Toronto or having the amenities of, you know, that cosmopolitan city. And so that—that's quite a struggle.

And you know the socioeconomics of our region is such that we have a greater burden of illness. People aren't as highly educated; the incomes aren't as great; we have underserved segments of our population, either because of their remoteness or their history—when you look at the Aboriginal community, like we have a higher percentage of Aboriginals in northern Ontario that require different types of care or care that's culturally sensitive to their needs. And this is a francophone area, so there is certainly an asset if they're francophiles or francophones who can communicate with some of our patients in their language of choice.

The recruits or the hiring that we undergo is complicated; it requires a lot of planning. There are some specialists that are in short supply. And it's also not uncommon that the spouse of that particular specialist may also be a physician, and so it's the coordination of an IEHP that requires, you know, integration and facilitation between departments and with departments in order to satisfy both members.

Often just seeing what's available in the community with regards to that—that cultural diversity, and surprisingly there are very few northern communities that don't have the same background, and so it's connecting them to those networks. If the core or the large hospital is strong, that creates a network of recruitment for the smaller hospitals. These communities sometimes need to up the ante, what they can do for

attracting: supported office space or recruitment incentives, you know, moving incentives. So, you know, it's a bit of a competitive game, but it's understanding what the hospital, what the community can bear.