

Department of Health and Community Services

**PHYSICIAN RECRUITMENT & RETENTION
INCENTIVES GUIDE**

Fiscal Year

2024-25

Expires March 31, 2025



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Definitions

Alternate Payment Plan (APP) refers to a mutual agreement between Newfoundland and Labrador Health Services, Government, and Newfoundland and Labrador Medical Association, which provides an alternative remuneration model for a specialty service.

Fee-for-Service (FFS) is a payment model where physicians are paid for each service performed.

Fiscal Year is April 1 to March 31.

Department of Health and Community Services (HCS) provides a leadership role in health and community services programs and policy development for the province.

Memorandum of Agreement (MOA) refers to the current signed Memorandum of Agreement between Newfoundland & Labrador Medical Association and Government of Newfoundland and Labrador.

Newfoundland and Labrador Health Services (NL Health Services) is a corporation established under the Provincial Health Authority Act responsible for providing the delivery and administration of health and community services in the five health zones in Newfoundland and Labrador. NL Health Services is the successor to the four (4) Regional Health Authorities: Eastern Health, Central Health, Western Health and Labrador-Grenfell Health.

Salaried Physician refers to a physician remunerated through an annual salary as defined in the Memorandum of Agreement.

Specialist Physician is a medical professional recognized as a specialist by the Royal College of Physicians and Surgeons of Canada and/or the College of Physicians and Surgeons of Newfoundland and Labrador.

Blended Capitation means the payment model for physicians licensed to practice family medicine in Newfoundland and Labrador that provides a capitation payment for providing a Basket of Services to each Attached patient, and a partial fee-for-service payment for each service provided within the MCP Medical Payment Schedule to an Attached patient, in accordance with this Schedule.

Section #1: Out-of-Province Incentives

Come Home Incentive

Funding is available to physicians from Newfoundland and Labrador who have been living outside the province for at least six months and who agree to return and practice in the province. Physicians with ties to Newfoundland and Labrador can receive \$100,000 for a five-year return in service. This incentive is also available for physicians with no ties to NL at \$50,000 for a five-year return-in-service agreement.

Eligibility criteria for physicians with ties to Newfoundland and Labrador (at least one of the following must be applicable):

- Born in Newfoundland and Labrador;
- Trained in Newfoundland and Labrador;
- Performed residency in Newfoundland and Labrador;
- Educated in Newfoundland and Labrador;
- Previously practiced in Newfoundland and Labrador; or,
- Have other ties to Newfoundland and Labrador considered on a one-off basis, using the professional judgment of NL Health Services in the spirit and intent of this incentive.

Applicants are required to have a job offer from NL Health Services or a private clinic. For physicians proposing to open their own clinic, a letter of intent is required. To apply, physicians should contact NL Health Services at physician.recruiter@nlhealthservices.ca.

Stacking: The Come Home Incentive is stackable with all other incentive programs.

Incentive Timeframe: Incentive available until March 31, 2025.

Flexibility: At the discretion of NL Health Services regarding start dates, pro-ration of funding to match amount of service.

Return-in-Service Agreement: NL Health Services.

Division Responsible: Office of Health Professional Recruitment and Retention, HCS (contact Recruit@WorkInHealthNL.ca for more information).

Section #2: Private Practice Family Physician Programs

Family Practice Programs

Funding is available to family physicians opening or joining a FFS private practice in the province for the first time. The Family Practice Programs consists of two initiatives:

- **New Family Physician Income Guarantee:** Recipients will have their income guaranteed to be at least equivalent to the minimum level paid to a salaried physician (\$198,724) in exchange for a two-year provincial service agreement. Amount of funding received by recipients will be dependent on FFS billings and other NL Health Services or HCS sources of income.
- **Family Practice Start-up Program:** Recipients will receive a lump sum of \$150,000 in exchange for a five-year provincial service agreement.

Eligibility criteria:

- Family physicians entering a FFS family practice for the first time.
- Family physicians practicing family medicine in another province who intend to relocate to Newfoundland and Labrador to practice FFS family medicine.
- Medical residents in any year of a family medicine program at a Canadian Institution.

Program details can be found in the [Policy Manual](#). To apply, please submit a [Program Application](#) to the Department of Health and Community Services at MedServicesPrograms@gov.nl.ca.

Stacking: Stackable with the Come Home Incentive. Not stackable with the Medical Resident Bursary; recipients can apply to roll into the Family Practice Start-up Program for total service length of five years and funding of \$150,000 between both programs. Not stackable with the Physician Signing Bonus Program; physicians can receive a pro-rated portion of funding from each program directly related to their service commitments.

Flexibility: Recipients can choose to reduce their service length and/or amount of time dedicated to the practice, with funding pro-rated accordingly. Service commitments to NL HEALTH SERVICES are permitted under the Family Practice Programs.

Return-in-Service Agreement: HCS

Division Responsible: Medical Services, HCS

Section #3: NL Health Services Physician Programs

Physician Signing Bonus Program

Funding is available to General Practitioner and Specialist physicians who have agreed to provide services to the NL Health Services in the practice of medicine. Physicians remunerated through FFS, salary, and Alternate Payment Plans are eligible for this initiative.

Eligibility criteria:

- Physicians who are new to practice (in the final three years of a residency program at a Canadian University); or
- Physicians new to the province (have lived out of province for a minimum of 24 months); or
- Physicians new to working with NL Health Services.

Funding tiers (based on full-time practice for five years):

- \$100,000 for physicians practicing on the Northeast Avalon;
- \$150,000 for physicians practicing in rural Newfoundland or Labrador; and,
- Candidates that sign on to work in “difficult-to-fill” positions within the province are eligible for a top-up of \$25,000 under this program.

Program details can be found in the [Policy Manual](#). To apply, please submit a [Program Application](#) to NL Health Services at physician.recruiter@nlhealthservices.ca.

Stacking: Stackable with the Come Home Incentive. Not stackable with the Medical Resident Bursary; recipients can apply to roll into the Physician Signing Bonus Program for total service length of five years and topped-up funding between both programs. Not stackable with the Family Practice Programs; physicians can receive a pro-rated portion of funding from each program directly related to their service commitments.

Flexibility: At the discretion of NL Health Services regarding pro-ration of funding to match amount of service (minimum service commitment of two years is required).

Return-in-Service Agreement: NL Health Services

Division Responsible: Medical Services, HCS

Section #4: Undergraduate and Medical Resident Bursary Programs

Undergraduate Medical Student Bursary Program

Funding of \$7,500 is available for full-time students enrolled in the fourth academic year of the Undergraduate Medical Education Program at Memorial University in exchange for a 12-month provincial service agreement.

Application deadline: March 31st of the third academic year with payment being made at the start of the fourth academic year.

Program details can be found in the [Policy Manual](#). To apply, please submit a [Program Application](#) to the Department of Health and Community Services at MedServicesPrograms@gov.nl.ca.

Stacking: While this program cannot be stacked with any other incentives (physicians are too early in their training for all of the other recruitment initiatives), they can avail of other incentives when they are eligible. The service period for this bursary will run concurrent with any other incentive service periods once the recipient has finished training and obtained licensure.

Return-in-Service Agreement: HCS

Division Responsible: Medical Services, HCS

Medical Resident Bursary Program

Funding for medical residents who agree to provide up to 36 months of service in a specific community in Newfoundland and Labrador upon obtaining full licensure. Funding is tiered (ranging from \$40,000-\$90,000), and dependent on type of practice (i.e., Specialist vs Family Medicine) and practice community.

Eligibility criteria:

- Medical school undergraduates from Memorial University completing the final two years of their post-graduate medical education in Newfoundland and Labrador or in other Canadian programs; or
- Medical school undergraduates from another jurisdiction completing the final two years of their post-graduate medical education in Newfoundland and Labrador; or
- Canadian medical school graduate, having completed undergraduate medical school or postgraduate residency training at Memorial University and are completing subspecialty training accredited by the Royal College of Physicians and Surgeons of Canada.

Program details can be found in the [Policy Manual](#). To apply, please submit a [Program Application](#) to NL Health Services at physician.recruiter@nlhealthservices.ca.

Stacking: Stackable with the Come Home Incentive. Not stackable with the Family Practice Programs or the Physician Signing Bonus; recipients can apply to roll into these for total service length of five years and topped-up funding between both programs.

Flexibility: At the discretion of NL Health Services regarding pro-ration of funding to match amount of service.

Return-in-Service Agreement: NL Health Services

Division Responsible: Medical Services, HCS

Section #5: Medical Education Funding Programs

Travelling Residency Program

Funding is available to support physicians to undertake residency training in an unfunded seat in a program that is not offered by Memorial University. The recipient's salary, benefits, on-call payments, and administrative costs will be paid directly to the host institution. The recipient will provide one year of service to NL Health Services for each year funding is received.

Eligibility criteria:

- Have a connection to Newfoundland and Labrador, including:
 - Born in Newfoundland and Labrador; or
 - Attended primary, secondary or post-secondary education in Newfoundland and Labrador; or
 - Have other ties to Newfoundland and Labrador.
- Be in the final year of an undergraduate medical education program accredited with the World Directory of Medical Schools.
- Have confirmation of an anticipated need for the medical specialty within the NL Health Services.
- Accepted into an unfunded seat in residency program that is recognized by the Royal College of Physicians and Surgeons of Canada, in a medical specialty not offered at Memorial University.
- Be currently eligible to work in Canada.

Program details can be found in the [Policy Manual](#). To apply, please submit a [Program Application](#) to NL Health Services at physician.recruiter@nlhealthservices.ca.

Stacking: Recipients are too early in their training for all of the other recruitment initiatives, however they can avail of the Medical Resident Bursary, the Family Practice Programs, the Physician Signing Bonus Program and/or the Come Home Incentive when eligible. Not stackable with the Travelling Fellowship Program.

Return-in-Service Agreement: HCS

Division Responsible: Medical Services, HCS

Travelling Fellowship Program

Funding is available for physicians to undertake fellowship training in specialty and sub-specialty programs that are not offered by Memorial University. The recipient's salary, benefits, on-call payments, and administrative costs will be paid directly to the host institution. The recipient will have a service agreement to provide one year of service to NL Health Services for each year funding is received.

Program details can be found in the [Policy Manual](#). To apply, please submit a [Program Application](#) to NL Health Services at physician.recruiter@nlhealthservices.ca.

Stacking: Stackable with the Come Home Incentive, the Physician Signing Bonus, the Undergraduate Medical Student Bursary and the Medical Resident Bursary. Not stackable with the Travelling Residency Program.

Return-in-Service Agreement: HCS

Division Responsible: Medical Services, HCS

Section #6: Programs for International Medical Graduates

Ukrainian Physician Licensure Support Program

Eligible Ukrainian physicians can receive up to \$10,000 in funding to offset the costs associated with obtaining licensure in Newfoundland and Labrador, in exchange for a two (2) year provincial service agreement.

Eligibility criteria:

- Applicants must have a medical degree from a medical school listed in the [World Directory of Medical Schools](#).
- Applicants must have completed a discipline-specific post-graduate training program.
- Applicants must have practiced a minimum of 120 days in the past 3 years.
- Applicants must be residing in Newfoundland and Labrador.

Ukrainian physicians can apply to the program at any stage of the licensure process, however applicants must review [CPSNL eligibility requirements](#) and confirm by application that they meet eligibility requirements for a licence to practice medicine by CPSNL in order to be accepted into the Ukrainian Physician Licensure Support Program.

To apply, please submit a [Program Application](#) to UkrainianPhysician@gov.nl.ca.

Stacking: Not stackable with any other programs (this incentive is available pre-licensure), however recipients can avail of the Family Practice Programs or the Physician Signing Bonus Program when licenced and ready to practice (service periods to run concurrently).

Return-in-Service Agreement: HCS

Division Responsible: Office of Health Professional Recruitment and Retention, HCS

Practice Ready Assessment

A 12-week clinical field assessment for international medical graduates during which a candidate is placed on the Education Register and is assessed for readiness for practice under a provisional medical license in Newfoundland and Labrador. Practice-Ready Assessment (PRA) is a pathway to practice in Canada that involves examinations and an in-practice clinical assessment. This program is administered and operated by Memorial University. More information is available through Memorial University: <https://www.med.mun.ca/oped/pato/>

Stacking: Not stackable with any other programs (this incentive is available pre-licensure), however recipients can avail of the Family Practice Programs or the Physician Signing Bonus Program when licenced and ready to practice (service periods to run concurrently).

Return-in-Service Agreement: NL Health Services

Division Responsible: Office of Health Professional Recruitment and Retention, HCS

Section #7: Advances and Reimbursements

New Practice Start-Up Advance

FFS specialists can receive an advance that is one twelfth (1/12) of the Average Annual FFS Payment Chart (produced by Medical Services, HCS) for their practice type. One tenth (1/10) of the advance is to be repaid biweekly, starting with the seventh pay period after the physician has commenced practice and continues until the advance is recovered. Interested applicants can contact the Medical Services Division (HCS) at MedServicesProgram@gov.nl.ca to apply.

Canadian Medical Protective Association Reimbursement

HCS provides reimbursement for Canadian Medical Protective Association fees for FFS physicians. The reimbursement will be the difference between what the physician paid and 60% of the General Practitioner basic rate. This calculation and reimbursement is done automatically by the Finance Division (HCS) at the end of each fiscal year.

Section #8: Bonuses

Rural FFS Specialists Retention Bonus (MOA 15.08)

FFS Specialists, who practice outside of St. John's/Mount Pearl, will be eligible to receive an annual retention bonus based on accumulated service time.

Application: FFS Specialists can obtain an application through [MCP Healthcare Provider Forms](#). Completed forms should be sent to the Medical Services Division (HCS) at MedServicesPrograms@gov.nl.ca within three months of the bonus period ending (December 31).

Bonus amounts are as follows:

- After 12 months eligible - \$5,000
- After 24 months eligible - \$10,000
- After 36 months eligible - \$15,000

Rural Community Comprehensive Care Bonus (MOA 15.09, Schedule "Q")

FFS and Blended Capitation Family Physicians practicing outside the Northeast Avalon are eligible to receive \$10,000 per annum. Physicians must cross a set of predetermined thresholds that demonstrate they are providing comprehensive community care, have billed \$100,000 in the applicable year, and have billed for services provided on a total of 115 or more days within a 12 month period.

Application: FFS family physicians can obtain an application through [MCP Healthcare Provider Forms](#). Completed forms should be sent to the Medical Services Division (HCS) at MedServicesPrograms@gov.nl.ca within three months of the bonus period ending (December 31).

Geographic Retention Bonus (MOA 16.04, Schedule "C")

The geographic locations encompassed by the categories outlined below are set out in MOA Schedule "C", Salaried Physician Retention Bonus Categories, and are to be paid on the salaried physician's anniversary date.

Application: No application required; this bonus is paid routinely by the Finance Division (NL Health Services) at the end of each fiscal year (no application required).

Salaried Family Physicians Bonus Categories

Practice Community Category	After 12 Eligible Months	After 24 Eligible Months	After 36 Eligible Months
Category 0	\$12,500	\$25,000	\$37,500
Category 1	\$7,500	\$15,000	\$22,500
Category 2	\$5,000	\$10,000	\$15,000

Salaried Family Physicians Community Categories

Practice Community Category	Locations
Category 0	Labrador
Category 1	Baie Verte Flowers Cove, Hermitage, Norris Point, St. Alban's, Buchans Fogo Jackson's Arm, Port Saunders, Trepassey, Burgeo, Hampden, La Scie, Ramea, Woody Point, Cow Head, Harbour Breton, Mose Ambrose, Roddickton
Category 2	Bay L' Argent, Brookfield, Centreville, Glovertown, Lourdes, Old Perlican, St. Anthony, Terrenceville, Western Bay, Bell Island, Burin, Codroy Valley, Grand Bank, Marystown, Placentia, St. George's, Trinity, Whitbourne, Bonavista, Cape St. George, Ferryland, Hare Bay, Musgrave Harbour, Port aux Basques, Stephenville Crossing, Twillingate, Jefferies, Botwood, Carmanville, Gambo, Lewisporte, Musgravetown, Springdale, St. Lawrence, Virgin Arm

Salaried Specialist Bonus Categories

Practice Community Location	After 12 Eligible Months	After 24 Eligible Months	After 36 Eligible Months
Category 0	\$14,000	\$28,000	\$42,000
Category 1	\$8,000	\$16,000	\$24,000
Category 2	\$4,000	\$8,000	\$12,000

Salaried Specialist Community Categories

Practice Community Category	Locations
Category 0	Labrador
Category 1	Burin, St. Anthony
Category 2	Carbonear, Grand Falls-Windsor, Clarenville, Stephenville, Corner Brook, Gander

Salaried Family Physician Remoteness Bonus

Funding for salaried family physicians employed by NL Health Services to help address recruitment challenges at remote sites. Funding tiers are based on remoteness classification as determined through a Health Care Facility Isolation Index.

Physicians who have spent less than 12 months in their salaried position will receive a bonus that is pro-rated to their time in the position. The bonus will also be pro-rated based on the clinical FTE of the salaried physician. Physicians with 0.8 FTE clinical and 0.2 GFT positions will be eligible for the full bonus amount. Physicians who leave a position prior to completing 12 months of service are eligible to receive a pro-rated bonus amount.

The number of salaried family physician/general practitioner positions throughout the province is fluid. Therefore, there may be additional funds available in the Salaried Family Physician Remoteness Bonus from year to year. The Salaried Family Physician Remoteness Bonus is stacked with the Geographic Retention Bonus for applicable facilities.

Application: No application required; this bonus is paid routinely by the Finance Division (NL Health Services) at the end of each fiscal year (no application required).

Salaried Family Physician Bonus Categories

Remoteness Classification	Bonus Amount Available
Tier 1	\$17,000
Tier 2	\$11,000
Not Remote	\$0

NL Health Services Facility Remoteness Classifications

Location	Facility Name	Remoteness Classification
Bell Island	Dr. Walter Templeman Health Centre	Tier 2
Bonavista	Bonavista Peninsula Health Centre	Tier 1
Burin	Burin Peninsula Health Care Centre	Tier 2
Carbonear	Carbonear General Hospital	Not Remote
Clarenville	Dr. G.B. Cross Memorial Hospital	Not Remote
Grand Bank	Grand Bank Community Health Centre	Tier 2
Holyrood	Holyrood Medical Clinic	Not Remote
Old Perlican	Dr. A.A. Wilkinson Memorial Health Centre	Tier 1
Placentia	Placentia Health Centre	Tier 2
St. Lawrence	U.S. Memorial Community Health Centre	Tier 2
Whitbourne	Dr. William H. Newhook Community Health Centre	Tier 2
Bay D’Espoir	Bay D’Espoir Clinic	Tier 1
Fogo Island	Fogo Island Health Centre	Tier 1
Gander	James Paton Memorial Hospital	Not Remote
Grand Falls-Windsor	Central Newfoundland Regional Health Centre	Not Remote
Glovertown	Glovertown Clinic	Tier 2
Twillingate	Notre Dame Bay Memorial Health Centre	Tier 1
Burgeo	Calder Health Centre	Tier 1
Corner Brook	Western Memorial Regional Hospital	Not Remote
Deer Lake	Humber/Deer Lake Medical Clinic	Tier 2

Jackson's Arm	Jackson's Arm Medical Clinic	Tier 1
Lourdes	Lourdes Medical Clinic	Tier 1
Norris Point	Bonne Bay Health Centre	Tier 1
Port aux Basques	Dr. Charles L. LeGrow Health Centre	Tier 1
Port Saunders	Rufus Guinchard Health Centre	Tier 1
Stephenville	Sir Thomas Roddick Hospital, Stephenville Clinic	Tier 2
Stephenville Crossing	Stephenville Crossing Clinic	Tier 2
St. Anthony	Charles S. Curtis Memorial Hospital	Tier 1
Churchill Falls	Churchill Falls Clinic	Tier 1
Happy Valley-Goose Bay	Labrador Health Centre	Tier 1
Forteau	Labrador South Health Centre	Tier 1
Flower's Cove	Straits Of Belle Isle Health Centre	Tier 1
Roddickton	White Bay Central Health Centre	Tier 1

Obstetrical Bonus (MOA Article 16.05, Schedule "I")

Funding for a bonus payable to salaried and FFS family physicians that provide labour and delivery obstetrical services.

Application: FFS family physicians can obtain an application through [MCP Newsletter - FAMILY MEDICINE OBSTETRIC BONUS PROGRAM](#). Salaried family physicians will receive relevant correspondence on this matter from NL Health Services. Completed forms should be sent to the Medical Services Division (HCS) at MedServicesPrograms@gov.nl.ca by June 30th.

Bonus amounts are calculated by multiplying the total number of eligible services (i.e., delivery and attendance at labour events, codes 80004 and 80014) times \$100, and adding that to one of the following:

Total Units	Bonus
5-15	\$5,000
16-30	\$7,500
31 or more	\$10,000

Oncology and Pathology Bonus (MOA Article 16.06)

The Oncology and Pathology Bonus is automatically available to all provisionally or fully licensed physicians in oncology (medical oncology, radiation oncology, hematology, gynecological oncology) and pathology specialties.

Application: No application is required, this incentive is paid out routinely by NL Health Services on the physician's anniversary.

Bonuses are based on the salaried physician’s step assignment. Physicians will progress one step per year as follows:

Step	1	2	3
Amount	\$50,000	\$56,250	\$60,000

FFS Psychiatry Consultation Bonus

Bonuses under this program are awarded to FFS psychiatrists who reach specific consultation benchmarks, and who participate in an organized model of service delivery as determined in collaboration with NL Health Services. Bonus amounts are calculated by determining the total number of new consults (fee codes 101, 201, 301, 401, and 402) per year conducted by FFS Psychiatrists, as set out in the following table:

Total New Consults per	Bonus Amount
1 - 50	\$0
51 - 75	\$7,500
76 - 100	\$10,000
101 - 125	\$12,500
126 - 150	\$20,000
151+	\$25,000

Application: To apply, please submit an [Application](#) to the Director of Medical Services (NL Health Services) for their Health Zone.

Section #9: Premiums

20% General Practitioner Rural Premium Program

A 20% premium is added to payments for services rendered by FFS General Practitioners in NL Health Services facilities located in rural communities as follows:

Service	Code
Hospital Visit Premiums	70-99
Hospital Visits	301-481
Diagnostic and Therapeutic Procedures	540000-551561
Obstetrical Procedures	800020-810381
Surgical Dental Procedures	840400-849301
Surgical Procedures	900080-994921
Procedure Premiums	01-03

20% Rural FFS Psychiatry Premium Program

A 20% premium is added to payments for services rendered by FFS Psychiatrists in rural communities.

Community List for Rural Premium Programs		
Baie Verte	Carbonear	Placentia
Bell Island	Clarenville	Port Aux Basques
Bonavista	Fogo	Port Saunders
Bonne Bay	Happy Valley-Goose Bay	Springdale
Botwood	Harbour Breton	St. Anthony
Buchans	Labrador City	St. Lawrence
Burgeo	New-Wes-Valley	Stephenville
Burin	Old Perlican	Twillingate

Section #10: Locum Programs

Part-Time Annual Commitment Program

Funding to support short-term recruitment of family physicians to provide stability and continuity of care in communities classified as Tier 3 Category B sites to facilitate stable Emergency Department and Primary Care Clinic coverage.

The aim of the **Part-Time Annual Commitment Program** is to incentivize physicians residing outside of the province to provide rotating coverage for rural and remote sites (i.e. Tier 3 Primary Care and Category B facilities). Physicians that sign on to the program will be expected to commit to a pre-determined number of service days within the six-month period, which must be completed in two-week intervals (this is a minimum requirement, participating physicians can also choose to provide longer stretches of service if desired). Participating physicians located at Category B Tier 3 sites can only bill a maximum rate of Tier 2 under this program. Incentives offered under this program will be funded by the RHAs and HCS.

Incentives to be provided by HCS under the Part-Time Annual Commitment Program:

- Commitment bonus (one agreement per 6 month period)
 - 45-60 days - \$10,000 upon completion of contract
 - 61-110 days- \$15,000 upon completion of contract
 - 110+ days - \$25,000 upon completion of contract
- Referral bonus (10% of total commitment bonus for physicians who refer other physicians to the program)
- Paid travel days (as per Salaried Locum Travel Day Policy)
- License reimbursement (application and annual costs)
- Canadian Medical Protective Association (CMPA) reimbursement
- Guaranteed income (i.e. Category B Emergency Department Tier 2 Incentive Rates or family medicine sessional payment of \$188.84 per hour to a maximum of 10 hours per day)
- Retention elevator (10% increase in the commitment bonus after 12 months of service)

Incentives to be provided by the RHAs under the Part-Time Annual Commitment Program:

- Meal allowance (maximum of one month per work session)
- Paid transportation
- Vehicle allowance (one month per work session)
- Partial licensure costs
- CMPA fees
- Accommodations

For more information or to apply for this program, please contact NL Health Services at physician.recruiter@nlhealthservices.ca.