Effective Physician Recruitment and Retention Requires Both Art and Science.
WHAT IS DRIVING INNOVATIONS IN RECRUITING?

Staying current (and keeping the relationship focus) in an ever-evolving digital world.
Recruiting in the Age of the Digital Omnivore

75% of physicians use smartphones and tablets for professional purposes.

Source: MedData Group; Maximizing Multi-Screen Engagement Among Clinicians, Epocrates, Inc. 2013
Declining Supply and Increasingly High Demand of Physicians

72% of physicians believe there is a physician shortage

Scenarios that impact demand:
- Changing demographics
- ACA expanded medical insurance coverage
- Integrated care delivery model
- Expanded use of retail clinics
- Increased use of advanced practice nurses

Source: 2014 Survey of America’s Physicians by Physicians Foundation; Complexities of Physician Supply & Demand: Projects from 2013 to 2025, AAMC
Low Supply and High Demand Means Increased Need to Reach Passive Candidates

Source: Doximity Member Survey
INNOVATE YOUR RECRUITMENT PROCESS

Staying current (and keeping the relationship focus) in an ever-evolving digital world.
Success Factors for Effective Recruitment

- Identify the controllable variables that you can leverage for successful outcomes
- Employ modern recruitment technologies and techniques that provide a competitive recruitment edge
- Create benchmark metrics that will measure recruitment performance and return on investment
It Takes Both Art and Science

The Art of Relationships and Experiences

The Science of Systems, Tech and Data

Utilize both sides of your recruiting brain by keeping your program agile, keeping up with market insights and marketing technology, as well as tapping the time-tested principles of relationship building and delivering a superior experience.
3 Steps to an Artistic and Scientific Recruitment Process

The modern recruiting strategy employs the discipline and innovation of science with the art of relationships.

**STEP ONE**

Establish trusting relationships with recruitment partners, physician candidates, and your own internal hiring team.
3 Steps to an Artistic and Scientific Recruitment Process

The modern recruiting strategy employs the discipline and innovation of science with the art of relationships.

**STEP TWO**

Innovate and drive your recruitment process to reach a wider pool of physicians -- particularly passive physician candidates – with digital recruitment and networking tools.
3 Steps to an Artistic and Scientific Recruitment Process

The modern recruiting strategy employs the discipline and innovation of science with the art of relationships.

STEP THREE

Build an agile, well-structured recruiting system coupled with a highly personalized, first-class candidate experience -- utilize both high-tech and high-touch communications.
The Jackson Physician Search Recruiting Process

1. Identify Need
2. Engage Stakeholders
3. Market Job Creative Ads
4. Screen and Interview
5. Support Negotiations
6. Successful Placement

Effective Physician Recruitment and Retention Requires Both
INNOVATIVE RECRUITING BEST PRACTICES

Insider Tips to Boost Your Recruitment ROI
Creating a Winning Recruiting Strategy

6 tips to winning top physician talent in a highly competitive market

1. Draft a winning interview team
2. Recruit aggressively
3. Timeliness is critical
4. Your recruiter is your best ally
5. Be flexible
6. Be prepared to make a decision
Engage (Don’t Inundate!) Candidates

FIRST 48 HOURS

- Signed up on job board

FIRST 24 HOURS

- 1st phone call within 1 minute
- 10 phone calls, 5 emails

24 companies made contact

CONCLUSION

Many candidates will not sign up or post CV’s

Art or Science

Effective Physician Recruitment and Retention Requires Both
Get Discovered by Passive Candidates

- 60% of physicians’ most popular activities on social are **following what colleagues are sharing and discussing.**
- 2/3 of doctors are using social media for **professional services.**
- 31% of healthcare professionals use social media for **professional networking and development.**
6 Practical Steps to Optimize Fit

Data-Driven (Scientific) Approach

- DEFINE IDEAL CANDIDATE PROFILE
- USE SEGMENTATION TECHNOLOGY
- LASER-TARGET CANDIDATE SEARCH
- CUSTOMIZE CANDIDATE OUTREACH
- CONSIDER CULTURAL FIT DURING INTERVIEW PROCESS
- HIRE FOR FIT

(Artistic) Relationship Approach

Art or Science | Effective Physician Recruitment and Retention Requires Both
Customize the Interview Process

1. **MAKE THE CANDIDATE FEEL SPECIAL**
2. **MAKE THE ON-SITE INTERVIEW MEMORABLE**
3. **UTILIZE YOUR MOST ENGAGING TEAM MEMBERS**
4. **INCLUDE THE CANDIDATE’S FAMILY**
5. **60% SOCIAL / 40% BUSINESS**
6. **SELL THE VISION**
Measure Your Recruitment ROI

Benchmark your recruitment metrics and strive to exceed industry standards:

- TIME TO FILL LESS THAN 60 DAYS
- ACCEPTANCE RATE OVER 90%
- LESS THAN 3 INTERVIEWS PER HIRE
- RETURN 10X COST OF HIRE IN FIRST YEAR
Recruiting for Retention Drives ROI

Turnover Costs Well Over $1 Million Per Physician

The Right Hire:
Recruiting costs: $250,000
Search expenses, sign-on bonuses, income guarantees, relocation costs

The Wrong Hire:
Lost Revenue: $1,000,000+
$1,448,458 avg. annual revenue/physician

PLUS the Hidden Costs of High Turnover
- Orientation, credentialing and training costs for new physicians
- Wasted administrative time
- Decreased productivity, low morale and lost patient loyalty
PATHWAY TO AN INNOVATIVE RECRUITMENT PROCESS

Key takeaways to artfully and scientifically recruit (and retain) top physicians
Pathway to an Innovative Recruitment Process

1. Manage (and leverage) controllable variables for successful outcomes:

   - Create a recruitment system for efficient communication and timely decision-making to produce consistent, successful results long-term.
   - Deliver an unparalleled physician experience from sourcing to signing (and beyond).
Pathway to an Innovative Recruitment Process

2. Access newer recruitment technologies and techniques that provide a competitive recruitment edge

- Make your organization discoverable to passive candidates through social media engagement
- Laser-focus your candidate search
- Customize outreach to identify “best fit” candidates
Pathway to an Innovative Recruitment Process

3. Measure your improvement in recruitment performance and ROI

- Know your current cost of hire
- Take cost out by eliminating bottlenecks, redundant or unnecessary activities that waste time (candidate’s and the recruitment team)
- Benchmark key performance indicators
RESOURCES

For more information on data and trends mentioned here.
Resources

2016 Physician Trends and Recruitment Landscape Report
Resources
Physician Engagement & Alignment 2016 Report

THE ENGAGEMENT GAP

PHYSICIANS AREN’T AS ALIGNED AS EXECUTIVES THINK
(AND WHAT EXECUTIVES CAN DO ABOUT IT)

Effective Physician Recruitment and Retention Requires Both

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Reach out to our consultants directly at 866.284.3328