Connecting Physician Recruitment, Retention and Revenue

JACKSON
Physician Search

Supply & Demand

Physician Compensation Trends

Recruitment Trends

Return on Investment

Culture and Engagement

JACKSON
Physician Search

Projected physician shortfall between 40,800 and 104,900 by 2030.

Demographic trends continue to be the **primary drivers of increasing demand from 2015 to 2030.**

Physician's retirement decisions are projected to have **the greatest impact on supply.**

If underserved populations had standard care utilization patterns, **demand for physicians would rise substantially.**

Achieving **population health goals** will likely **raise demand for physicians.**

Source: "The Complexities of Physician Supply and Demand 2017 Update: Projections from 2015 to 2030." IHS Markit for Association of American Medical Colleges. February 2017

JACKS N

Physician Search

PHYSICIAN LANDSCAPE

Active Physicians in the US (1996 – 2015)
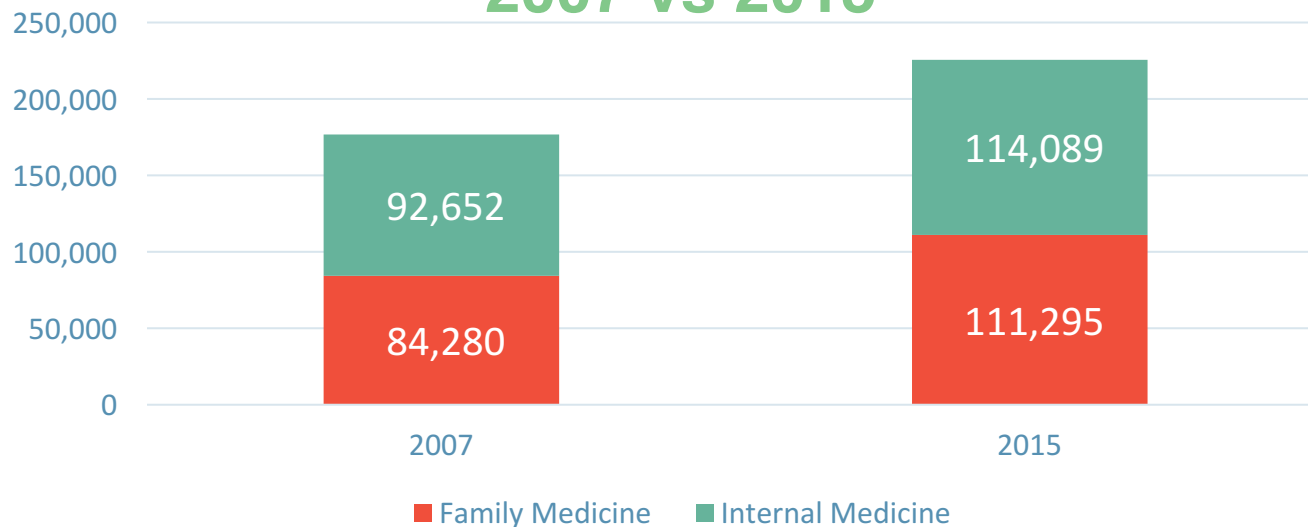
Active Physicians

■ 1996 ■ 2007 ■ 2015
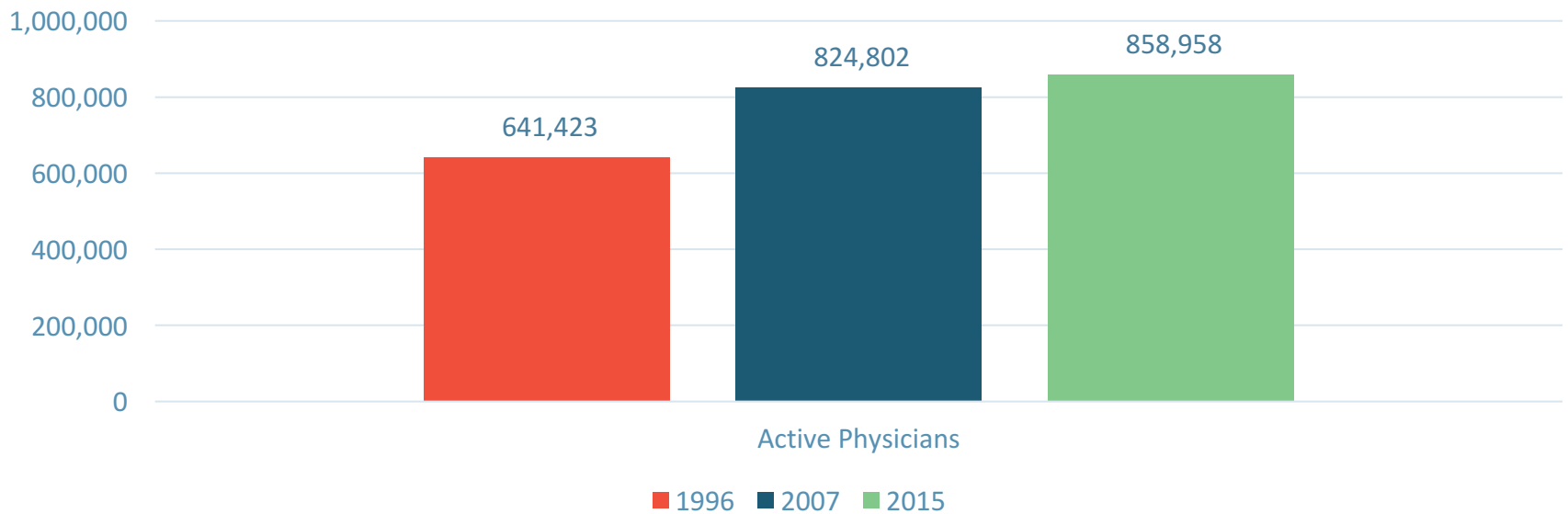
Source: AAMC 2008 Physician Specialty Data and AAMC 2016 Physician Specialty Data Report
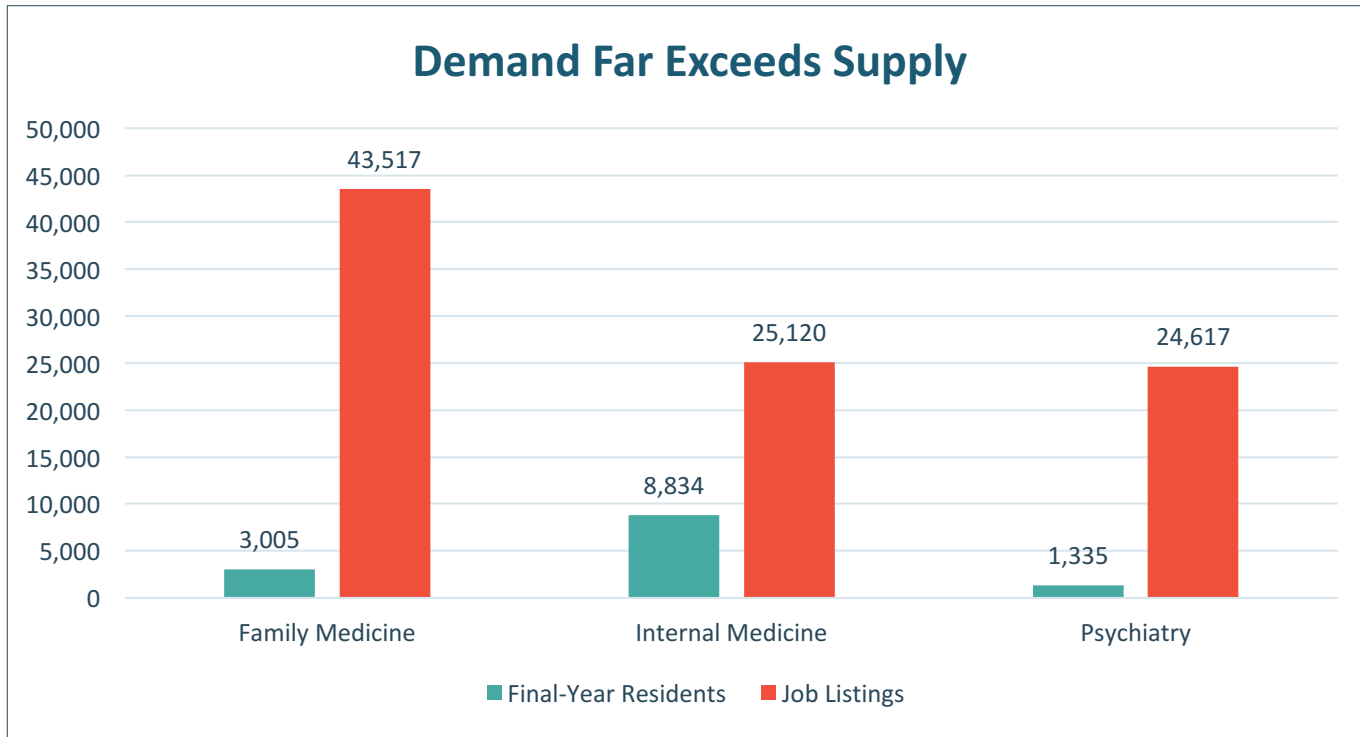
PHYSICIAN SUPPLY INCREASING...
BUT NOT ENOUGH

Though the *total* pool of active primary care physicians is growing, it is **not enough to keep up with demand and population growth** which exceeds these numbers significantly.

Active Primary Care Physicians
2007 vs 2015

	2007	2015
Internal Medicine	92,652	114,089
Family Medicine	84,280	111,295

■ Family Medicine   ■ Internal Medicine

Source: AAMC 2008 Physician Specialty Data and AAMC 2016 Physician Specialty Data Report

JACKSON
Physician Search

PHYSICIAN SHORTAGE

Demand Far Exceeds Supply

Bar chart showing Final-Year Residents vs. Job Listings:

Specialty	Final-Year Residents	Job Listings
Family Medicine	3,005	43,517
Internal Medicine	8,834	25,120
Psychiatry	1,335	24,617

■ Final-Year Residents ■ Job Listings

JACKSON
Physician Search

SHORTAGE IS ACCUTE OUTSIDE OF MAJOR CITIES

About 20%
of Americans live in rural areas where many do not have easy access to primary care or specialist services

Only 10%
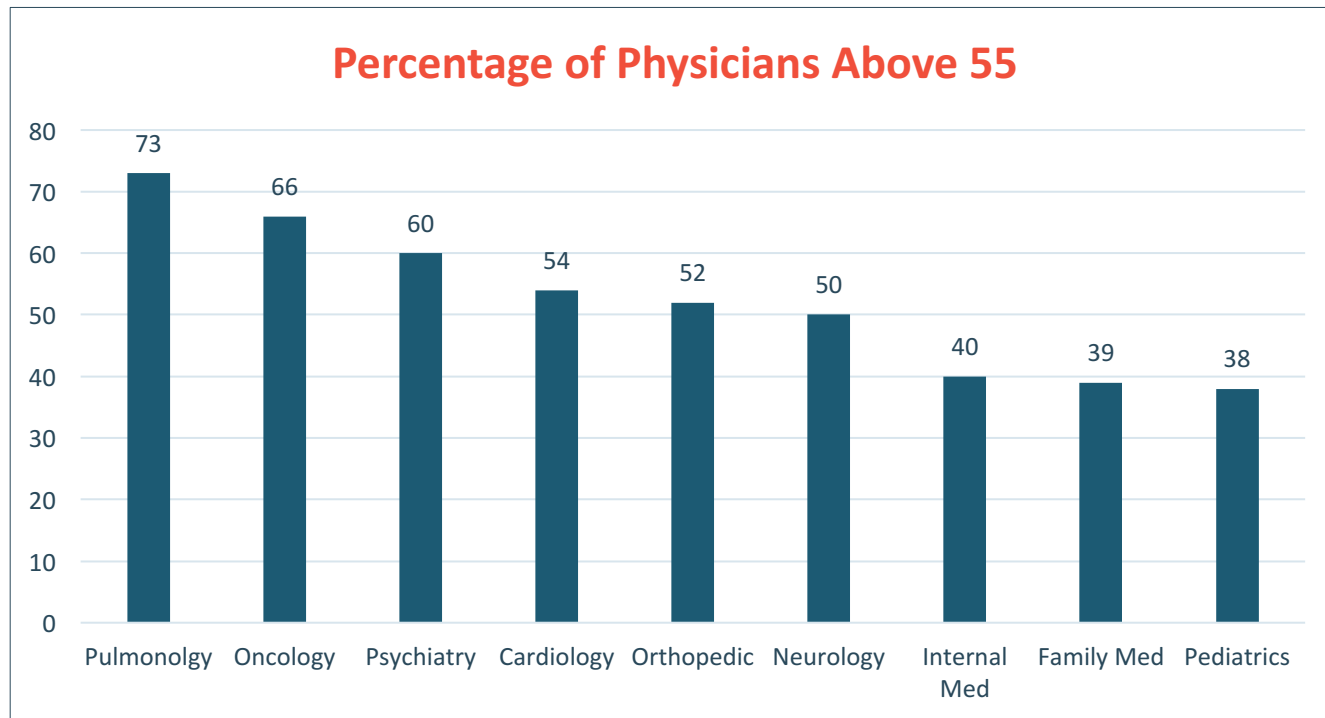of physicians practice in rural areas

Source: Trend Watch, American Hospital Association, January 2015 and Doximity

JACKSON
Physician Search

Aging Physician Workforce
2007 vs 2015

Proportion of physicians over 55 has

risen to over 43%

JACKSON
Physician Search

AGING PHYSICIAN WORKFORCE

Percentage of Physicians Above 55

Source: Doximity Talent Finder

JACKSON
Physician Search

CHANGING FACE OF MEDICINE
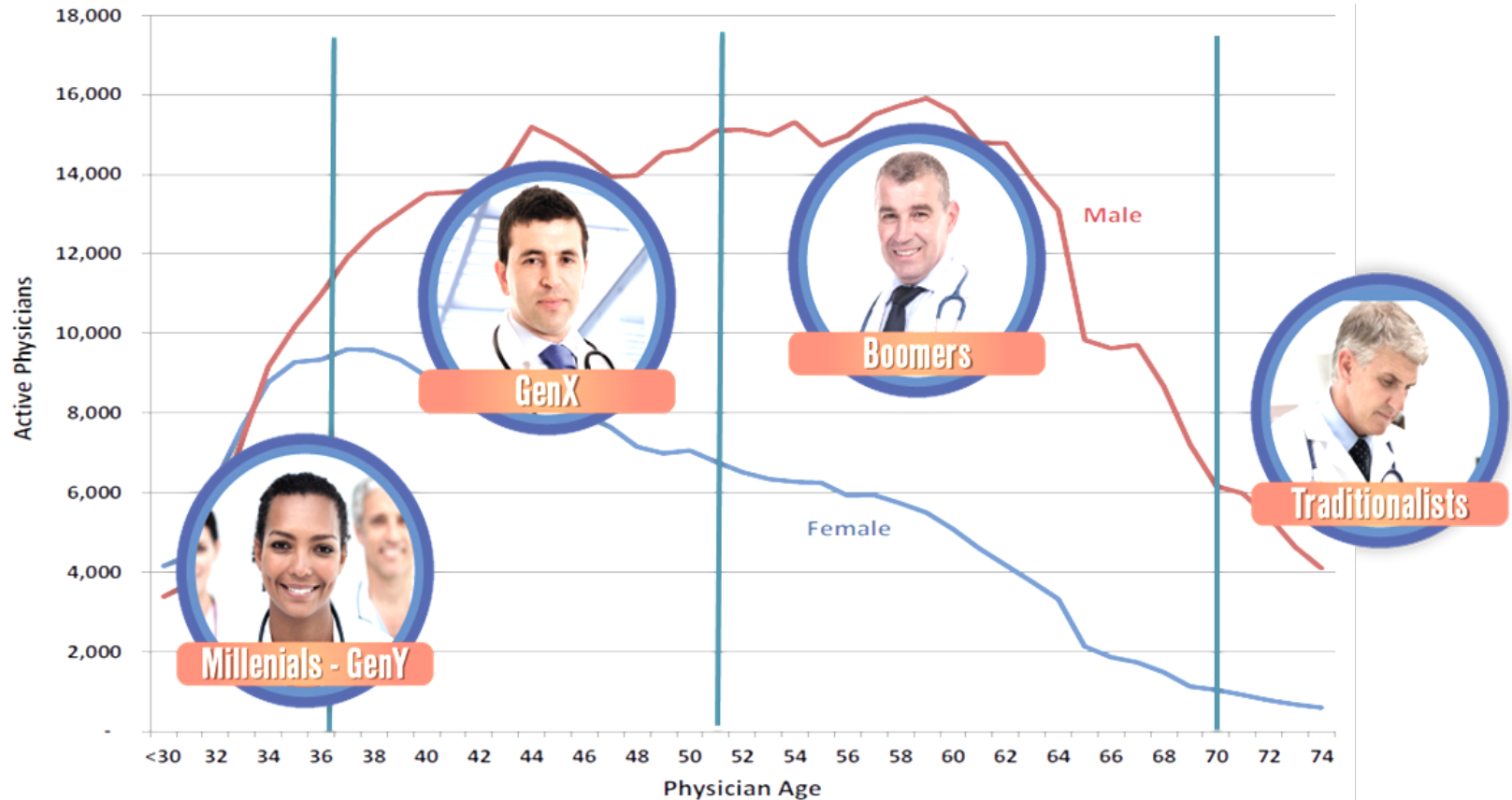
PRIMARY CARE CANDIDATE POOL

Active Primary Care Physicians
225,384

Physicians Under 55
127,124

Est. 7% Turnover
8,898

(+) 3Y Residents
12,495

21,393
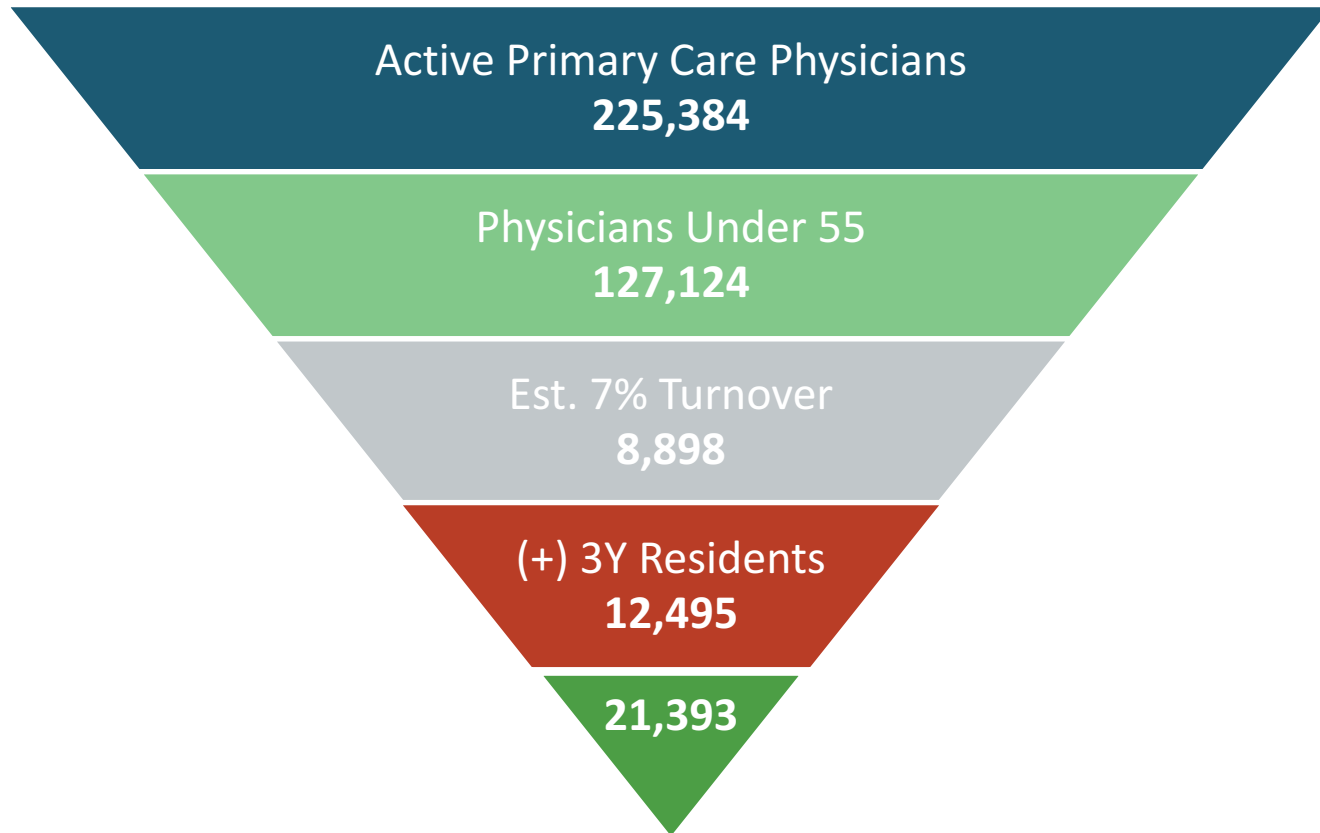
Source: 2015 AAMC State Physician Workforce Data Book

JACKSON
Physician Search

COMPONENTS OF COMPENSATION

Be as transparent as possible regarding how the compensation formula works

Salary

Benefits

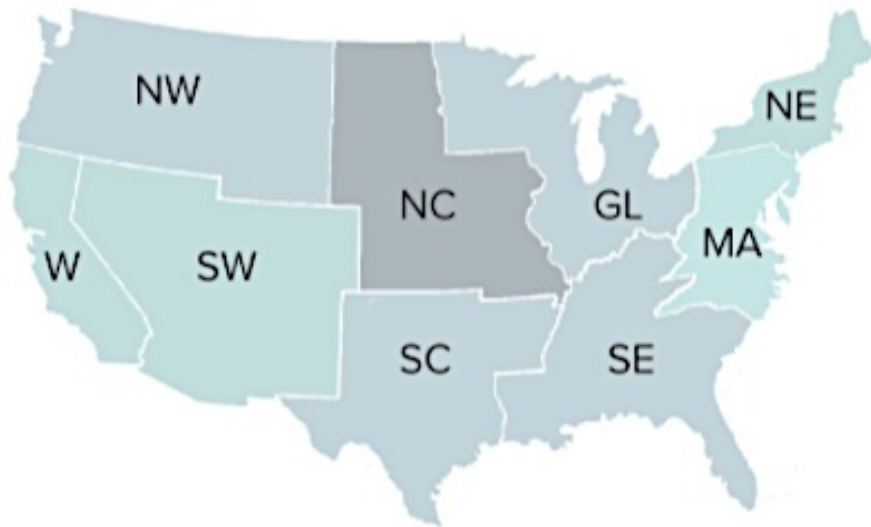**Bonuses**

Incentives

COMPONENTS OF COMPENSATION

Examples of Popular Hiring Incentives

- ✓ Stipend while training
- ✓ Student loan repayment
- ✓ Relocation
- ✓ Signing Bonus
- ✓ CME
- ✓ Paid Time Off
- ✓ Personalized Incentives

JACKSON

Physician Search

GEOGRAPHIC COMPENSATION TRENDS

Physician Compensation by Geographic Region
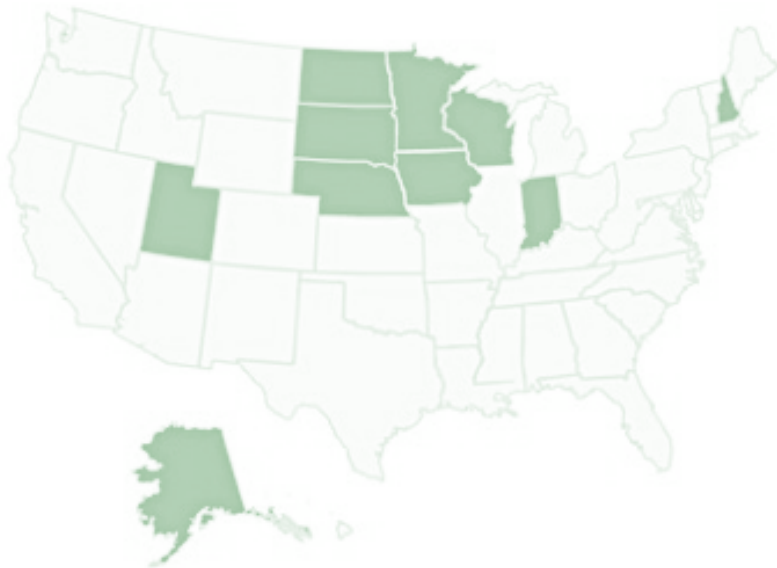

$317k North Central

$303k Great Lakes

$301k Northwest

$300k South Central

$297k Southeast

$296k Northeast

$292k Southwest

$290k West

$282k Mid-Atlantic

Source: Medscape Physician Compensation Report 2017

JACKSON
Physician Search

GEOGRAPHIC COMPENSATION TRENDS

Top Earning States for Physicians Overall

$361k North Dakota

$359k Alaska

$354k South Dakota

$346k Nebraska

$337k New Hampshire

$332k Wisconsin

$327k Utah

$325k Iowa

$324k Minnesota

$322k Indiana

Source: Medscape Physician Compensation Report 2017

JACKSON
Physician Search

MORE IMPORTANT THAN MONEY

Confidence

62% My hospital / health system is a name I can always trust

45% My hospital / health system delivers on what they promise

Integrity

46% My hospital / health system always treats me fairly

36% My hospital / health system can always be counted on to reach a fair resolution

Pride

66% My hospital / health system makes me proud to be a part of

48% My hospital / health system treats me with respect

Passion

35% My hospital / health system is perfect for physicians like me

25% My hospital / health system is one where I can't imagine a world without them

JACKSON
Physician Search

Supply & Demand

Physician Compensation Trends

Recruitment Trends

Culture and Engagement

Return on Investment

JACKSON
Physician Search

SOCIAL AND DIGITAL MEDIA

94% of *all* physicians use **smartphones** for professional reasons

Source: Maximizing Multi-Screen Engagement Among Clinicians, Epocrates, Inc. 2013; MedTech Media 2015

SOCIAL AND DIGITAL MEDIA

31% of *all* physicians use **social media** for **professional** networking

JACKSON
Physician Search

SOCIAL AND DIGITAL MEDIA

over

95%

of physicians prefer to receive information about
job opportunities via email.

49% of healthcare professionals read job opportunity
emails **after 6 p.m.**

JACKSON
Physician Search

REACHING CANDIDATES

**We are overfilling physician candidate's plates –
We must be more targeted and *strategic*.**

39%

of physician candidates
reported being
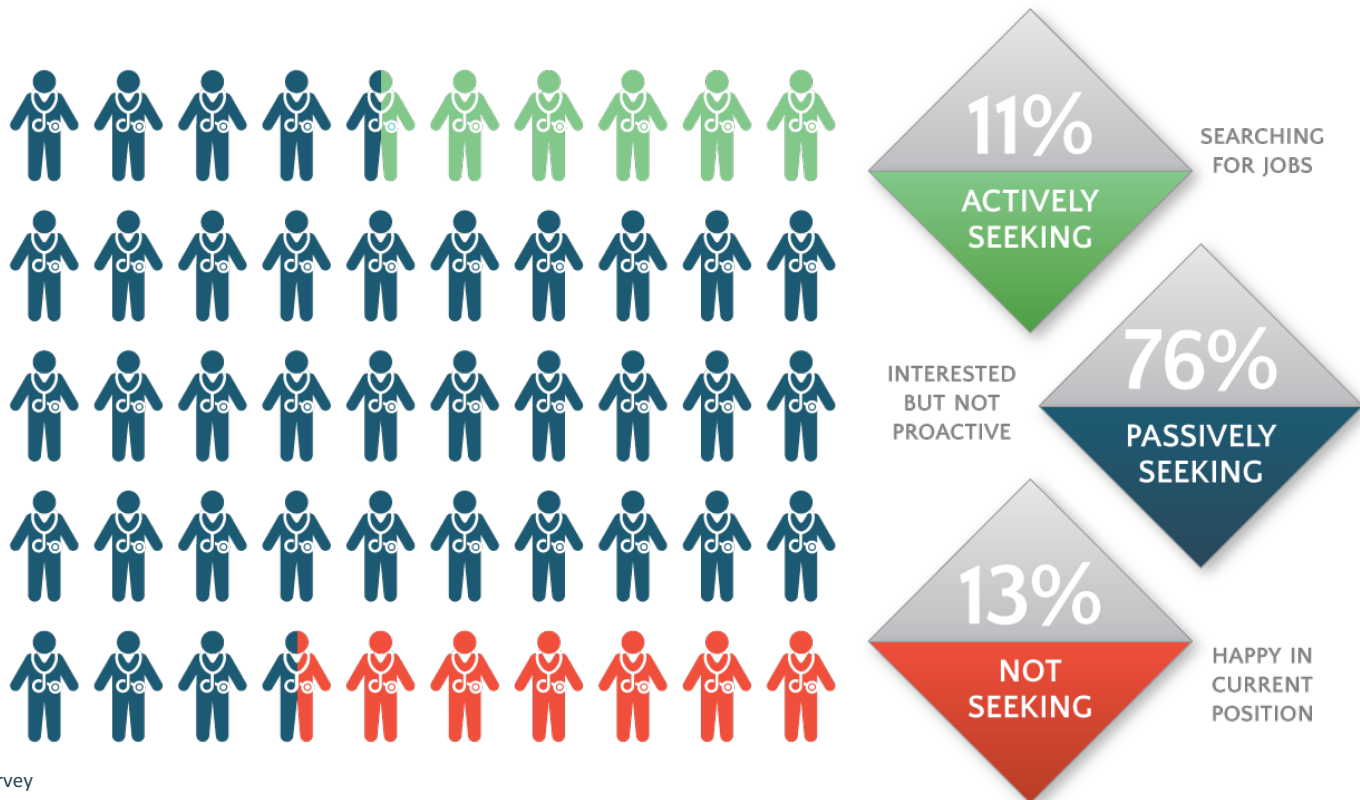**contacted multiple
times per week** about
job opportunities.

Less than

10%

of **recruiter
communications are
relevant** as reported by
the majority of physicians.

JACKSON
Physician Search

SUCCESS FACTORS FOR RECRUITMENT

Identify the controllable variables that you can **leverage for successful outcomes**

Adopt **modern recruiting technologies and techniques** that provide a competitive recruitment edge

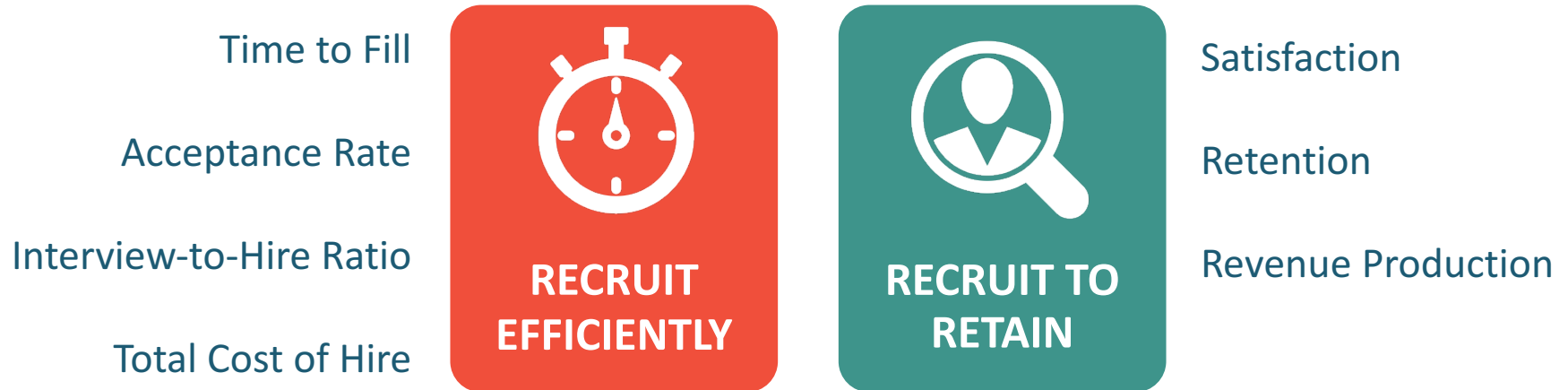Create **benchmark metrics** that will measure recruitment performance and return on investment

JACKSON
Physician Search

BENCHMARK METRICS THAT DRIVE ROI

Time to Fill

Acceptance Rate

Interview-to-Hire Ratio

Total Cost of Hire

RECRUIT EFFICIENTLY

RECRUIT TO RETAIN

Satisfaction

Retention

Revenue Production

Optimize Recruitment Efficiency while **Sourcing Candidates** Who will **Fit, Succeed, and Stay.**

JACKSON
Physician Search

BE FAST *AND* STRATEGIC

Accelerating your search by

30 days

can equate to over

$69,000

in revenue

Averages for Primary Care – extended Specialist vacancies equate to even more lost revenue

RECRUIT EFFICIENTLY

JACKSON
Physician Search

BE FAST *AND* STRATEGIC

Crafting an Agile and Strategic Recruiting Process

- ✓ Physician database
- ✓ Social media sites
- ✓ Mobile compliant website
- ✓ Online application system
- ✓ Email marketing system
- ✓ Job board presence
- ✓ Proactive communication
- ✓ Candidate vetting process
- ✓ Outreach and event presence

Build **Borrow**

Buy

RECRUIT EFFICIENTLY

JACKSON
Physician Search
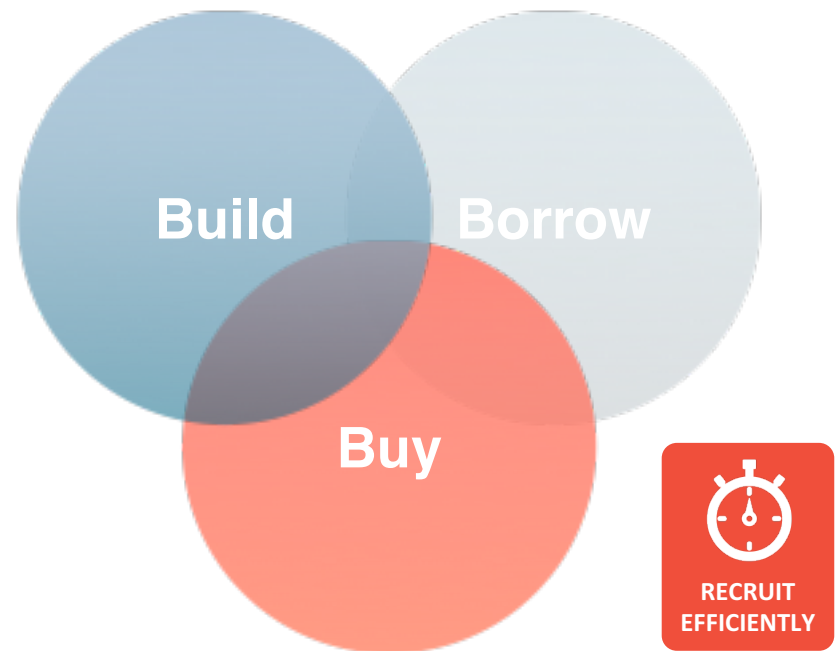
BE FAST *AND* STRATEGIC

How to Lower the Cost of Hire and Maximize Revenue

Reduce Interview-to-Hire Ratio from 5:1 to 3:1 for **Cost Savings** of $18,000

* Estimating $6,000 per Interview in travel and team hours

Improve Acceptance Rate from 70% to 90% for **Cost Savings** of $24,000

* Estimating $24,000 to restart search and resume interviews for declined offer

Shorten Vacancy Time by 60 days for **Revenue Gain** of $138,000

* Given $828,000 average revenue per primary care physician per year (specialists will be more)

RECRUIT EFFICIENTLY

Source: AMGA 2017 Medical Group Compensation and Production Survey, MGMA 2017 Practice Compensation Report

JACKSON
Physician Search

RECRUIT TO RETAIN AND DRIVE ROI

Avoid the **Cost of the Wrong Hire**

What does it cost to hire the wrong doc?

RECRUIT TO RETAIN

JACKSON
Physician Search

RECRUIT TO RETAIN AND DRIVE ROI

Avoid the **Cost of the Wrong Hire**

$828,000 - $1,575,782

in **Lost Annual Revenue**

* Cost of lost revenue varies by specialty. Range showing primary care to general surgery.

RECRUIT TO RETAIN

JACKSON
Physician Search

RECRUIT TO RETAIN AND DRIVE ROI

Avoid the **Cost of the Wrong Hire**

$250,000

in **Recruiting Expenses**

* Including Search Expenses, Sign-on Bonuses, Income Guarantees, Relocation Costs, Marketing Expenses, etc.

RECRUIT TO RETAIN

JACKSON
Physician Search

RECRUIT TO RETAIN AND DRIVE ROI

Avoid the **Cost of the Wrong Hire**

?

in **Hidden Turnover Expenses**

* Including Orientation, Credentialing, Training, Additional Administrative Time, Decreased Productivity and Morale, Lost Patient Loyalty, etc.

RECRUIT TO RETAIN

JACKSON
Physician Search

CULTURE AND ENGAGEMENT

in your organization…

who sells the Vision?

CULTURE AND ENGAGEMENT

in your organization…

who shows the Culture?

JACKSON
Physician Search

CULTURE AND ENGAGEMENT

In order to achieve a state of active engagement...

Hospital Systems

actively seek to optimize the physician experience, even if cultural and organization structures must be modified.

Successful recruitment and retention requires leaders, physicians and the community to think and act in new ways.

CULTURE AND ENGAGEMENT

The Interview: Window to Your Culture

Tailor the Interview Team to the Candidate

Utilize Your Best Facility Advocates

Assign Topics & Ensure Consistent Message

Explore the Candidate's Priorities and Motivations

JACKSON
Physician Search

CULTURE AND ENGAGEMENT

The Interview: Selling the Vision

Bring Your "A" Game to *Every* Interview

Involve the Spouse / Family

Make Them Both Feel Special

Sell the Vision and Culture of Your Organization

ADDITIONAL RESOURCES

Physician Salary Calculator

White Paper: Physician Workforce Through 2030

Guide to Developing a Strategic Physician Recruitment Plan

Infographic Guides: Physician Trends, Engagement and Networking

Case Studies

Find these and more at:
www.jacksonphysiciansearch.com

JACKSON
Physician Search