Rural Recruitment (and Retention) Playbook
RURAL RECRUITMENT PLAYBOOK OUTLINE

State of the industry and trends in rural physician recruitment

Emerging strategies for recruitment into rural communities.

Examples of optimized recruitment & retention outcomes
STATE OF THE INDUSTRY

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.

TRENDS IN RURAL RECRUITMENT

Medical School Graduates Outnumber Residency Slots

Limits on Treatment Activity by Advanced Practice Providers

Visa Processing Backlog and Foreign Travel Restrictions

Adverse Malpractice Climate
ACUTE SHORTAGE 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.

Less than 8% of physicians practice in rural areas.

Source: Trend Watch, American Hospital Association; Doximity
RURAL PRIMARY CARE CANDIDATE POOL

Active Primary Care Physicians
296,353

Est. Physicians Under 60
177,812

Available due to 7% Turnover
12,447

(+3Y Residents
40,674

Est. 8% Choose Rural
3,254

15,701

24% of Residents are International Medical Graduates

78% of Internal Medicine Residents Pursue Subspecialties

Source: 2017 AAMC State Physician Workforce Data Book
## HIGHLY DISPROPORTIONATE ACCESS TO MEDICAL CARE

<table>
<thead>
<tr>
<th>National Rural Health Snapshot</th>
<th>Rural</th>
<th>Urban</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of American population</td>
<td>19.3%</td>
<td>80.7%</td>
</tr>
<tr>
<td>Population aged 65 and older</td>
<td>18%</td>
<td>12%</td>
</tr>
<tr>
<td>Physicians per 10,000 people</td>
<td>13.1</td>
<td>31.2</td>
</tr>
<tr>
<td>Specialists per 100,000 people</td>
<td>30</td>
<td>263</td>
</tr>
</tbody>
</table>

*Source: Health Resources and Services Administration and Rural Health Information Hub.*
COMMUNITY IMPACT

Adding One Physician to a community of 10,000 people is associated with a 5.3% reduction in average mortality.

Each physician supports 14 jobs and $2.2 million in economic input for a community.
CRITICAL TO REACH PASSIVE CANDIDATES

- **11%** Actively seeking
- **76%** Passively seeking
- **13%** Not seeking
- **11%** Interested but not proactive
- **11%** Searching for jobs

Not seeking: [Icon of people not seeking]
FIND PASSIVE CANDIDATES ONLINE

Digital Recruitment is a Trend that is Here to Stay

31% of all physicians use social media for professional networking

FIND PASSIVE CANDIDATES ONLINE

Digital Recruitment is a Trend that is Here to Stay

70% of U.S. physicians are on Doximity – a “Top 5” smartphone app used by the American College of Physicians

Source: Doximity; American College of Physicians
FIND PASSIVE CANDIDATES ONLINE

Digital Recruitment is a Trend that is Here to Stay

95% of all physicians prefer to receive info about job opportunities via email.

Source: MMS Job Opportunity Preferences
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EMERGING STRATEGIES

Use Digital and Social Media to be Fast AND Strategic
CULTURE AND ENGAGEMENT

The Interview: Window to Your Culture

- Tailor the Interview Team to the Candidate
- Utilize Your Best Facility and Community Advocates
- Assign Topics & Ensure Consistent Message
- Explore the Candidate's Priorities and Motivations
The Interview: Selling the Vision

1. Personalize and Strategize *Every* Interview
2. Involve the Spouse and Family
3. Match Your Community and Culture to the Physician’s Values
4. Share Your Facility Vision and Community Impact
MORE IMPORTANT THAN MONEY

Two elements have the strongest relationship to satisfaction:

Trust in the hospital / health system’s leadership team

Quality of communication across the hospital or health system

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Visits/Procedures
Expenses
Practice Overhead
Profit/(Loss)
Charges
Work RVUs: RVUs & Expense (Cost) per Visit
Expenses as % of Collections
Patient Collections
Gross Collection %
Accounts Receivable
Staffing
Payer Mix based on Encounters
Nationwide: Physicians Do Not Have Enough Control Over Their Time

Not Enough Time with Each Patient
- 6% Less than 9
- 21% 9-12
- 29% 13-16
- 30% 17-24
- 11% 25 or more

Too Many Hours Per Week on Paperwork
- 19% Less than 5
- 25% 5-9
- 38% 10-19
- 19% 20 or more

Source: Medscape Physician Compensation Report 2017
SUSTAINABILITY

Focus: Ties to Community and First Year Engagement
CONTINUOUS IMPROVEMENT

Provider Satisfaction

Patient Satisfaction

Employee Satisfaction
DEFINING BENCHMARKS

End Result
Placements per Year

Efficiency
Interviews-to-Hire | Time-to-Fill | Etc.

Process
Recruitment Spend-per-Hire | Retention | Etc.
DEFINING BENCHMARKS

Typical Recruitment Benchmarks

1. Total Placements
2. Time-to-Fill
3. Interviews-to-Hire
4. Acceptance Rate
5. Recruitment Spend-per-Hire
6. Retention
EFFECTIVE RECRUITMENT
Success Factors for Small, Remote Communities

Primary Care
South Big Horn County Hospital
Basin, WY

Ob/Gyn
Glendive Medical Center
Glendive, MT

Family Medicine
Friend Community Healthcare System
Friend, NE

Family Medicine and NP
Peak Vista Community Health Centers
Limon, CO

Forensic Psychiatry
Oklahoma Forensic Center
Vinita, OK

Multiple
Canton-Potsdam Hospital
Canton, NY

Jackson Physician Search
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