

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.**

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



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%

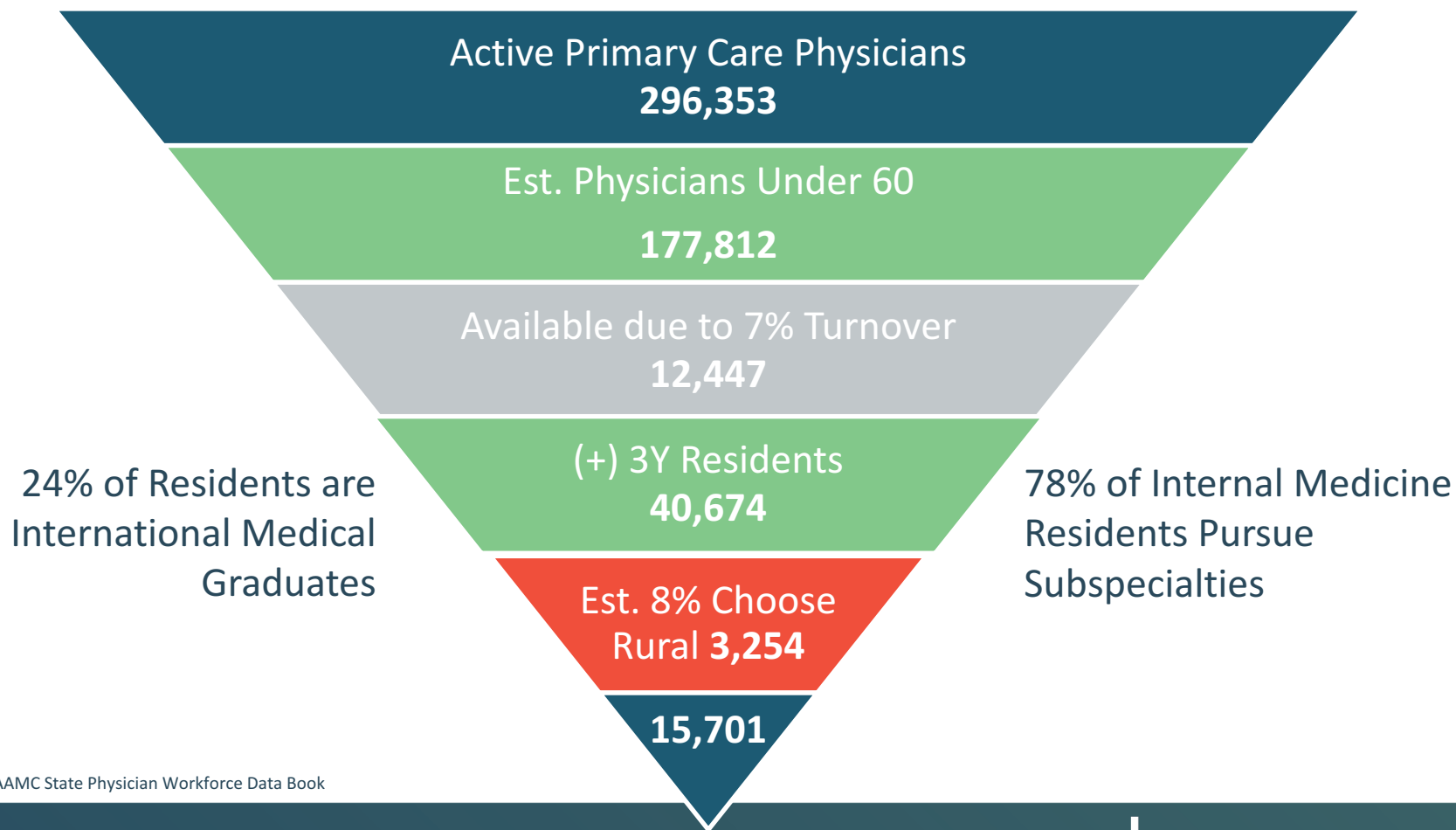
of physicians practice in rural areas

Source: Trend Watch, American Hospital Association; Doximity



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RURAL PRIMARY CARE CANDIDATE POOL



Source: 2017 AAMC State Physician Workforce Data Book



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HIGHLY DISPROPORTIONATE ACCESS TO MEDICAL CARE

National Rural Health Snapshot	Rural	Urban
Percentage of American population	19.3%	80.7%
Population aged 65 and older	18%	12%
Physicians per 10,000 people	13.1	31.2
Specialists per 100,000 people	30	263

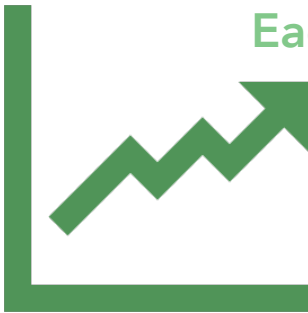
[Source: Health Resources and Services Administration and Rural Health Information Hub.](#)



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



FIND PASSIVE CANDIDATES ONLINE

Digital Recruitment is a Trend that is Here to Stay



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

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



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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](#)



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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



CULTURE AND ENGAGEMENT

The Interview: Selling the Vision

Personalize and Strategize *Every* Interview



Involve the Spouse and Family



Match Your Community and Culture to the Physician's Values



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**

Source: "The Engagement Gap," Jackson Healthcare, 2016





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TRANSPARENCY

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

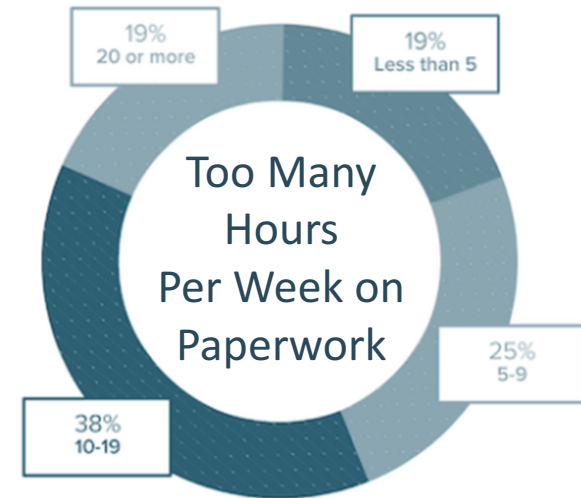
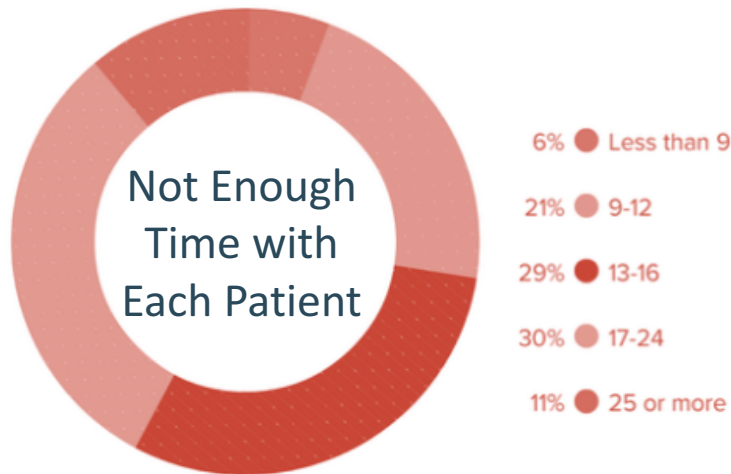
Visits / Procedures		Charges		Patient Collections	
Visits		Current Month		Current Month	
Current Month	513	Current Month	\$100,318	Current Month	\$46,640
Previous Month	535	Previous Month	\$100,341	Previous Month	\$43,541
Current Month Previous Year	508	Current Month Previous Year	\$107,437	Current Month Previous Year	\$46,284
YTD	5,258	YTD	\$956,627	YTD	\$425,686
Prior YTD	5,733	Prior YTD	\$1,129,892	Prior YTD	\$465,620
YTD Annualized	5,736	YTD Annualized	\$1,043,594	YTD Annualized	\$464,384
Total Procedures		Work RVUs		Gross Collection %	
Current Month	1,432	Current Month	519	Current Month	46.49%
Previous Month	1,481	Previous Month	523	Previous Month	43.39%
Current Month Previous Year	1,333	Current Month Previous Year	568	YTD	44.50%
YTD	12,234	YTD	5,429	Prior YTD	41.21%
Prior YTD	14,328	Prior YTD	6,002		
YTD Annualized	13,346	YTD Annualized	5,922		
Expenses		RVUs per Visit		Accounts Receivable	
Current Month	\$42,120	Current Month	1.01	Current Month - Quickbooks	\$294
Previous Month	\$39,441	Previous Month	0.96	Current Month GPMS	\$26,720
Current Month Previous Year	\$41,401	Current Month Previous Year	1.11	Total	\$27,014
YTD	\$431,814	YTD	1.03	Previous Month - Quickbooks	\$319
Prior YTD	\$469,643	Prior YTD	1.05	Previous Month GPMS	\$26,543
YTD Annualized	\$471,069	YTD Annualized	1.03	Total	\$26,862
Practice Overhead % *		Expense (Cost) per Visit		Current Month Previous Year	
Current Month	63.05%	Current Month	\$82.11	\$24,371	
Previous Month	63.26%	Previous Month	\$73.72		
YTD	73.94%	Current Month Previous Year	\$81.50		
Prior YTD	74.14%	YTD	\$82.13		
		Prior YTD	\$81.92		
		YTD Annualized	\$82.13		
Profit / (Loss)		Expenses as % of Collections		Staffing	
Current Month	\$4,529	Support Staff - Current Month	27.41%	Direct Support Staff FTEs	3.50
Previous Month	\$5,342	- Previous Month	27.79%		
Current Month Previous Year	\$4,883	- YTD	31.96%	Total Support Staff FTEs	4.29
YTD	\$5,916	- Prior YTD	32.31%		
Prior YTD	(\$3,043)				
YTD Annualized	\$6,454				
		Payer Mix based on Encounters			
		Jan-July 2017 % change			
		Blue Cross/Blue Shield	20%	3%	
		Medicare	21%	0%	
		Medicaid	26%	-5%	
		HMO	8%	0%	
		Other Insurance	21%	2%	
		Self	4%	0%	
		Management Fee - Current Month	12.00%		
		Management Fee - YTD	11.65%		



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AUTONOMY

Nationwide: Physicians Do Not Have Enough Control Over Their Time



Source: Medscape Physician Compensation Report 2017



SUSTAINABILITY

Focus: Ties to Community and First Year Engagement



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CONTINUOUS IMPROVEMENT



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

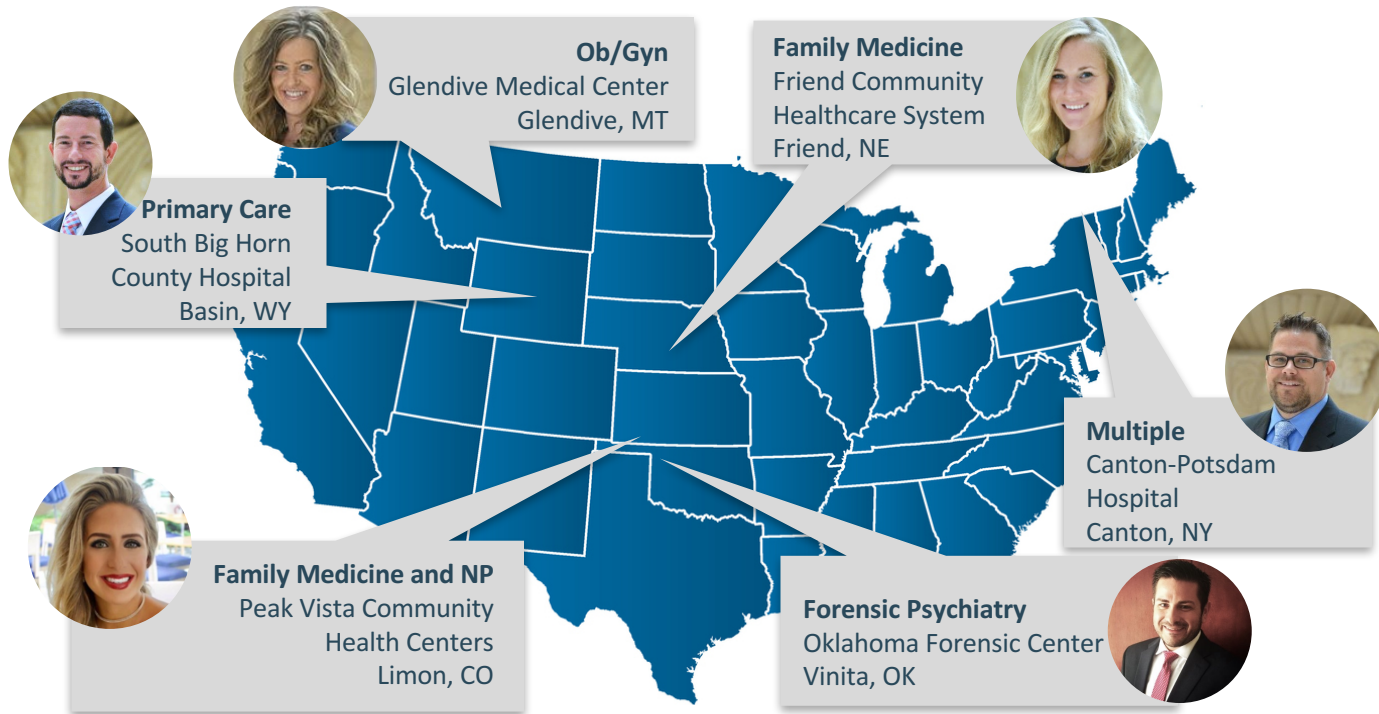
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Retention



EFFECTIVE RECRUITMENT

Success Factors for Small, Remote Communities



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](#)