Finders-Keepers: Physician Recruitment and Retention Practices That Work

JACKSON
Physician Search

LEARNING OBJECTIVES

ONE | Identify "fit" as the **critical success factor** for **high-performance recruitment**
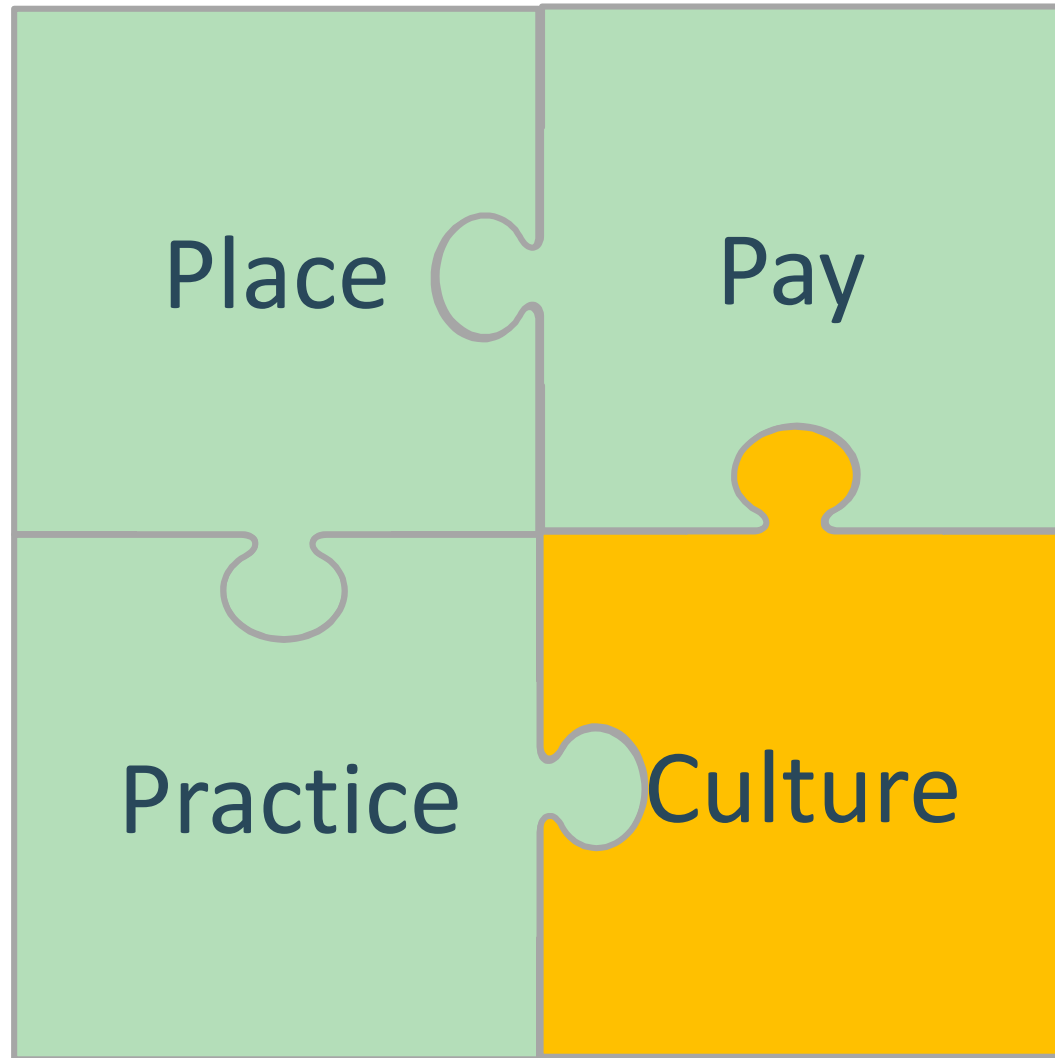
TWO | Describe **systematic approach to onboarding** that results **in long-term retention**

THREE | Understand **team roles** and responsibilities to create a **seamless continuum** from recruitment through retention

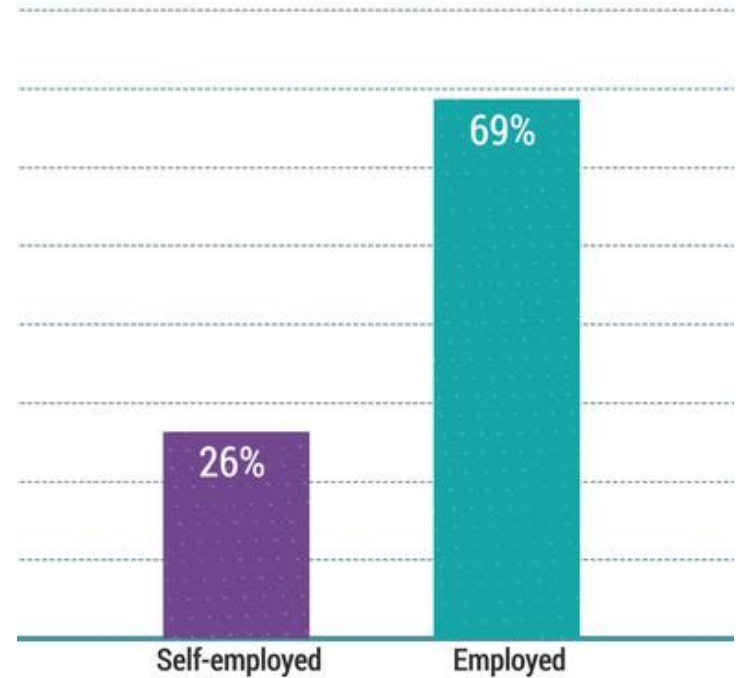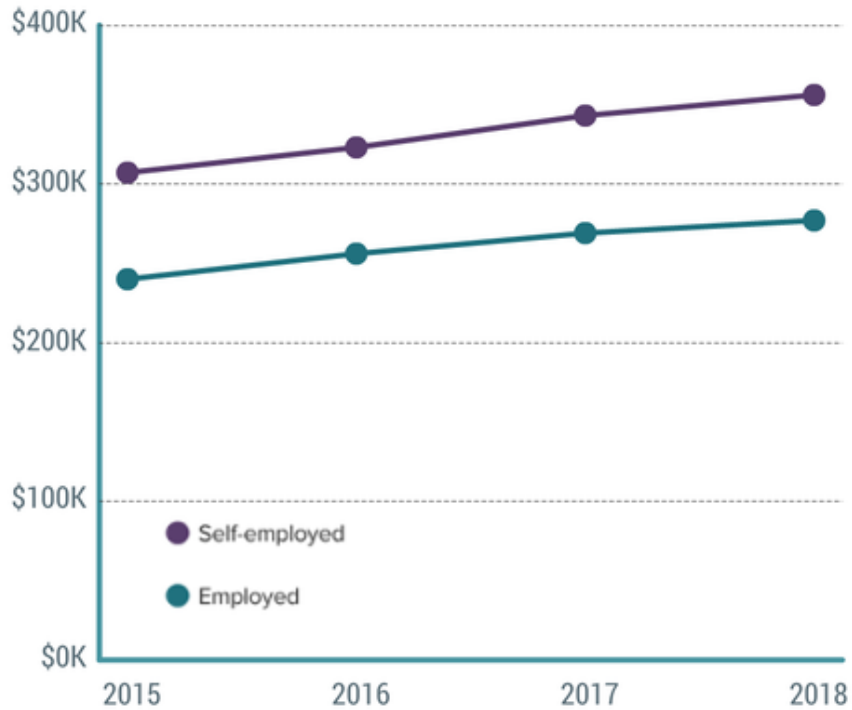# Pieces in the Recruitment Puzzle

PHYSICIAN COMPENSATON

$319K North Central
$309K Southeast
$306K Northwest
$303K South Central
$303K Great Lakes
$299K West*
$281K Mid-Atlantic
$277K Southwest
$275K Northeast

*West includes Alaska and Hawaii
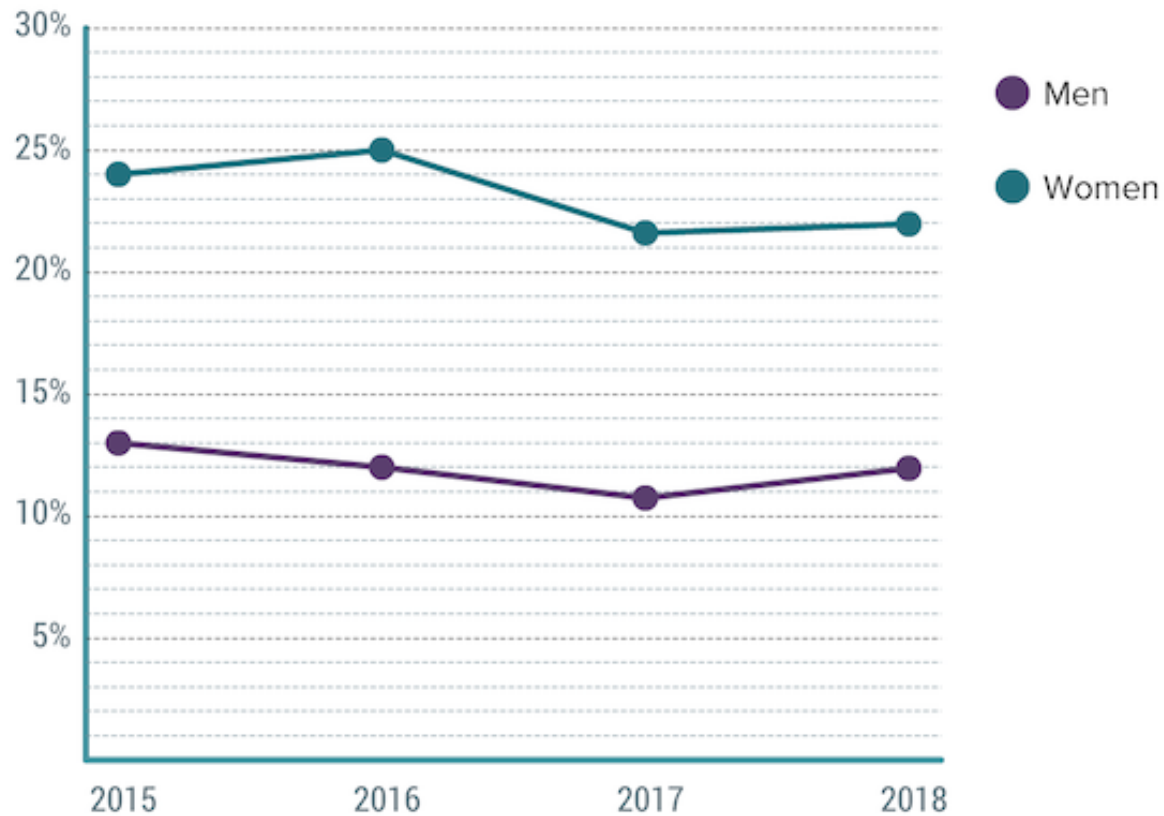
SOURCE: Medscape Physician Compensation Report 2018

PHYSICIAN PRACTICE TYPE

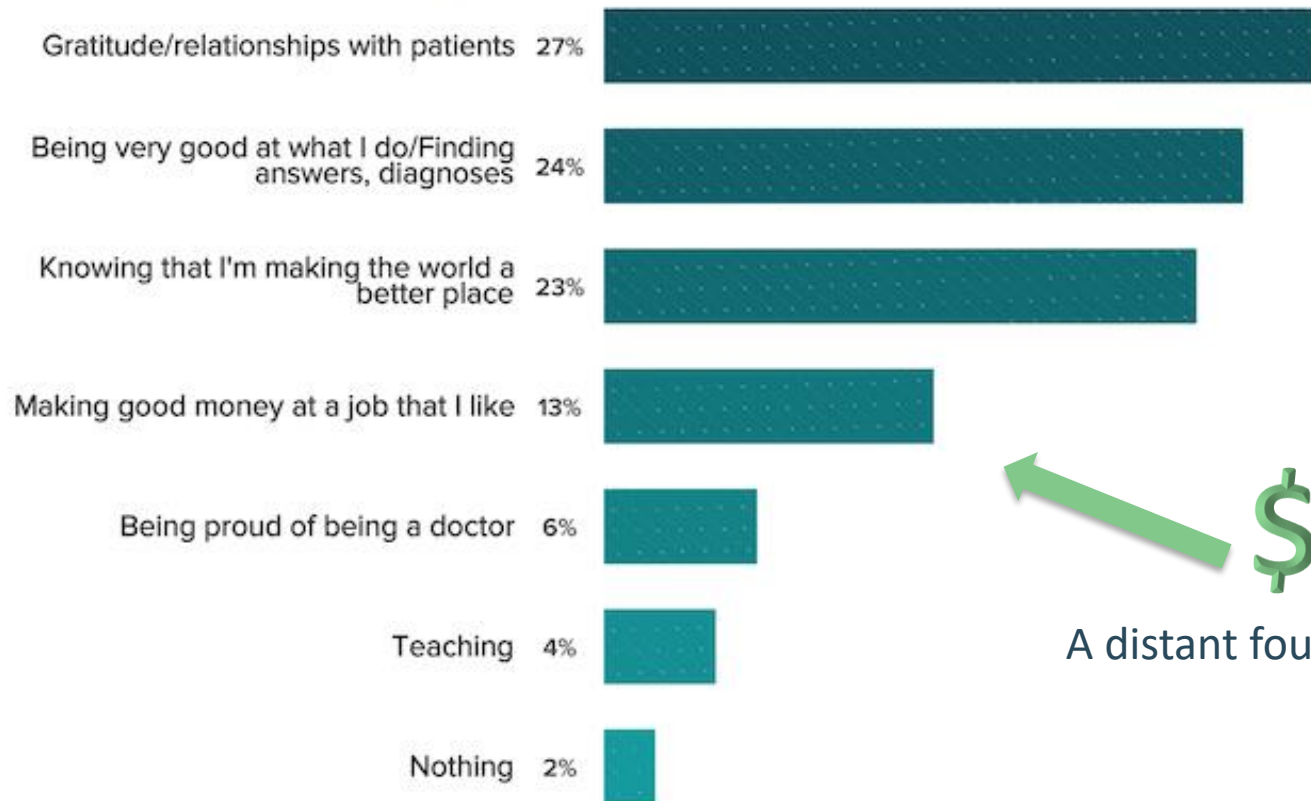SOURCE: Medscape Physician Compensation Report 2018

PHYSICIAN PRACTICE TYPE

Physicians Working Part-Time, by Gender

SOURCE: Medscape Physician Compensation Report 2018
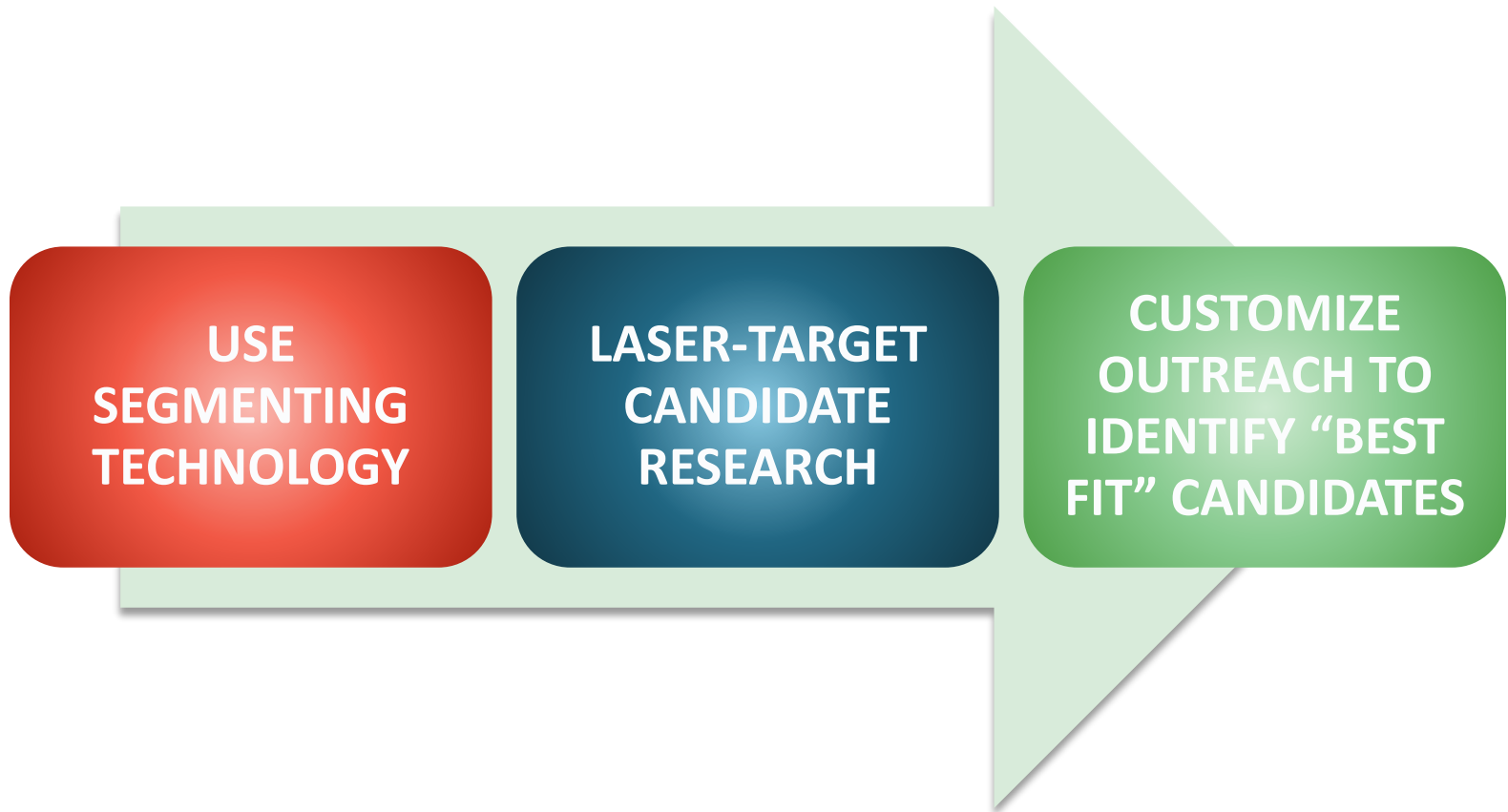
MORE IMPORTANT THAN MONEY
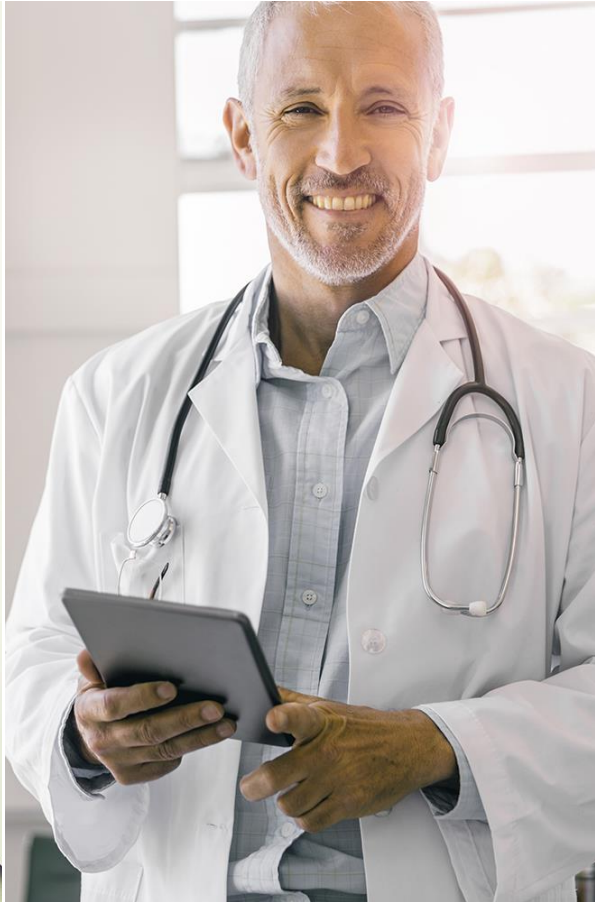
What Is the Most Rewarding Part of Your Job?

Category	%
Gratitude/relationships with patients	27%
Being very good at what I do/Finding answers, diagnoses	24%
Knowing that I'm making the world a better place	23%
Making good money at a job that I like	13%
Being proud of being a doctor	6%
Teaching	4%
Nothing	2%

A distant fourth!

SOURCE: Medscape Physician Compensation Report 2018

FOCUS ON FIT IN SOURCING PROCESS

USE SEGMENTING TECHNOLOGY

LASER-TARGET CANDIDATE RESEARCH

CUSTOMIZE OUTREACH TO IDENTIFY "BEST FIT" CANDIDATES

RISE OF THE DIGITAL OMNIVORE

87%

of physicians **ages 26-55**
are using social media

65%

of "traditional" physicians
ages 56-75
are using social media

Source: CDW Healthcare 2015 Healthcare Social Media Report -
http://www.cdwcommunit.com/resources/infographic/social-media/

REACHING DIGITAL OMNIVORES

Low Supply and High Demand Means Increased Need to Reach Passive Candidates

11% ACTIVELY SEEKING — SEARCHING FOR JOBS

76% PASSIVELY SEEKING — INTERESTED, BUT NOT PROACTIVE

13% NOT SEEKING — HAPPY IN CURRENT POSITION

SOURCE: NEJM Career Center

SOURCING CANDIDATES

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.

BEWARE...YOU MUST BE RELEVANT

16% contacted **once per week**

55% of physicians get **weekly** job opportunities

39% **multiple** contacts per week

Less than **10%** of **recruiter communications are** **relevant**

Source: Doximity Physician Survey

BE EFFICIENT *AND* STRATEGIC

1. Streamline the Process
2. Shorten the Search
3. Control your Expenses

Accelerating your search by even *30 days* can equate to *tens of thousands in revenue/reduced vacancy costs*.
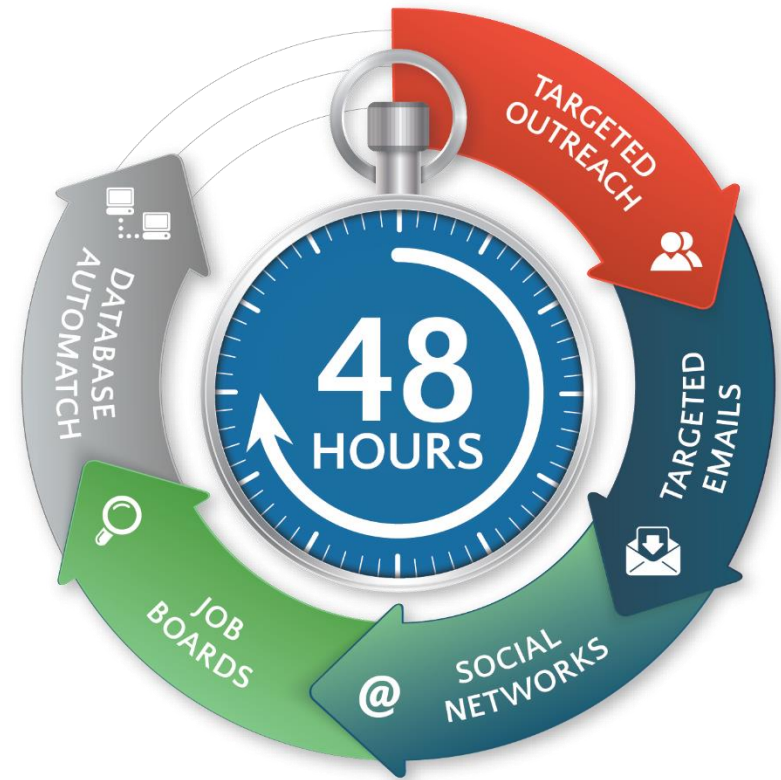
TRANSPORTATION
Make it Worry-Free

HOSPITALITY
Create a Memorable Welcome

DINING/SOCIAL
Tailor the Team

FOLLOW UP
Reinforce the Fit

SEND OFF
Leave No Question Unanswered

PROFESSIONAL TOURS
Prepare Everyone

COMMUNITY TOUR
Showcase Lifestyle

CEO INTERVIEW
Sell the Vision

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

CULTURE AND ENGAGEMENT

The Interview: Selling the Vision

Personalize and Strategize *Every* Interview

Involve the Spouse and Family

Community and Culture Should Match Physician's Values
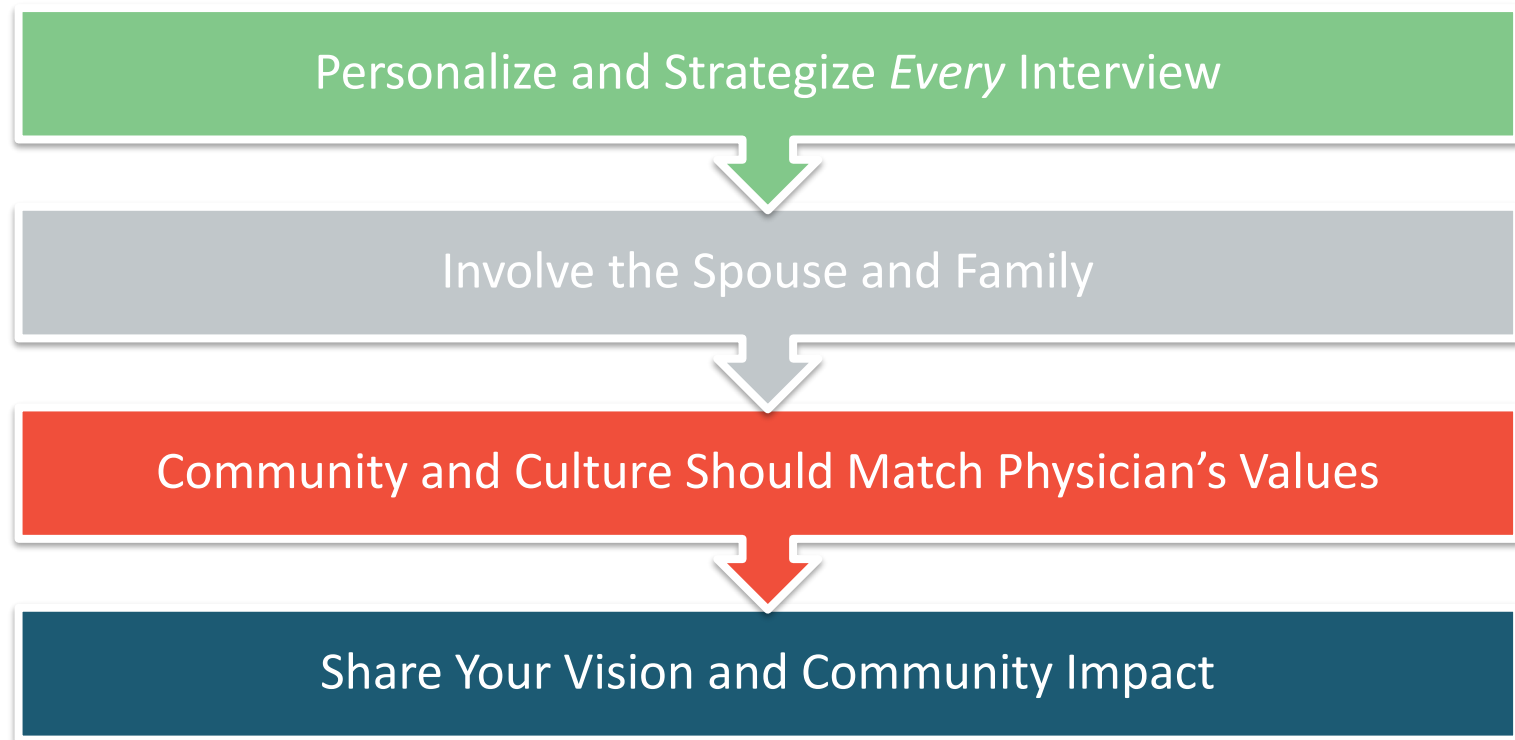
Share Your Vision and Community Impact

…who sells the vision?

…who shows the culture?

TILLER-HEWITT PHILOSOPHY

Long-Term Retention starts

WAY BEFORE

and goes

WAY BEYOND

Recruitment

Goal: Recruit to Retain

High Quality, Productive

Happy, Engaged, Passionate Providers

PHYSICIAN TURNOVER: EARLY YEARS ARE MOST CRITICAL

Annual physician turnover at all-time high:

6.8%

average

12.4%

11.0%

8.7%

6.2%

5.7%

4.6%

| < 1 | 1 to 2 | 2 to 3 | 3 to 5 | 5 to 10 | 10 + |

Turnover Rate by Years of Service
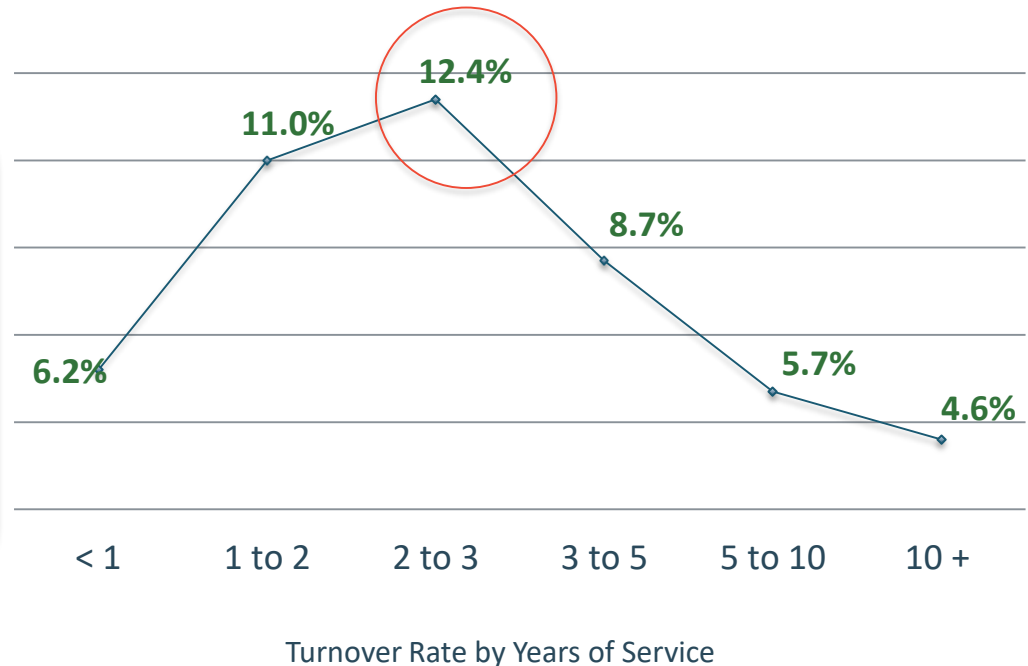
Source: 2013 Physician Retention Survey from American Medical Group Association

TURNOVER COSTS WELL OVER $1 MILLION PER PHYSICIAN

Recruiting costs: $250,000

Search expenses, sign-on bonuses, income guarantees, relocation costs

Lost Revenue: $1,000,000+

$1,448,458 avg. annual revenue
generated per physician

WHAT IS YOUR BIGGEST BARRIER TO RETENTION?

Source: Tiller-Hewitt HealthCare Strategies, Interactive Poll at MGMA 2016 Annual Conference

ORIENTATION IS NOT EQUAL TO ONBOARDING & NAVIGATION

ORIENTATION VS. ONBOARDING

TYPICAL ONBOARDING

How Long Does Your Provider Onboarding Last?

The majority of administrators mistakenly believe brief "orientation" is the same as "onboarding."
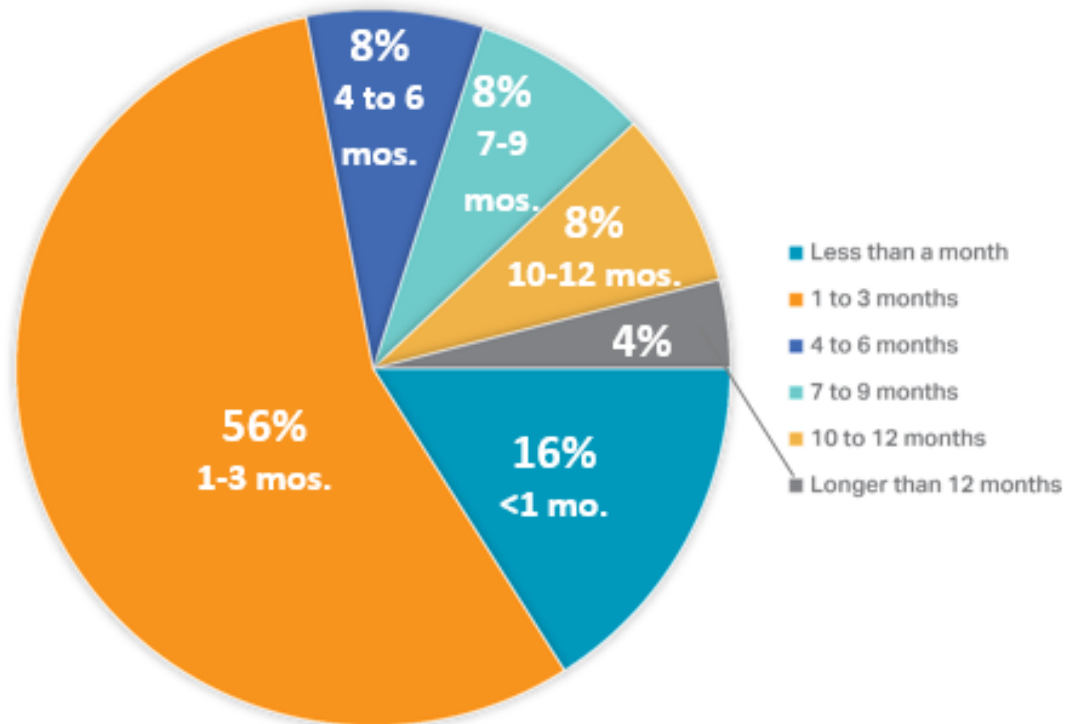
Pie chart values: 8% 4 to 6 mos.; 8% 7-9 mos.; 8% 10-12 mos.; 4%; 16% <1 mo.; 56% 1-3 mos.

Legend:
- Less than a month
- 1 to 3 months
- 4 to 6 months
- 7 to 9 months
- 10 to 12 months
- Longer than 12 months

Source: Tiller-Hewitt HealthCare Strategies, Interactive Poll at MGMA 2016 Annual Conference, November 2016

FORMALIZED ONBOARDING

**The Majority Have an
Onboarding Program**

Do you have an onboarding program?

No
15%

Yes
85%
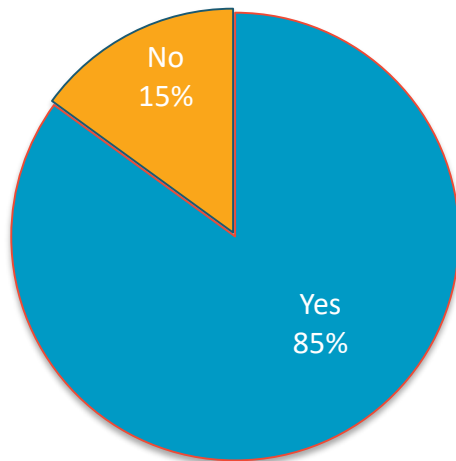
**But Only One-Third
Formally Structure the Program**

Is there a formalized committee /task force?

Yes
33%

No
67%
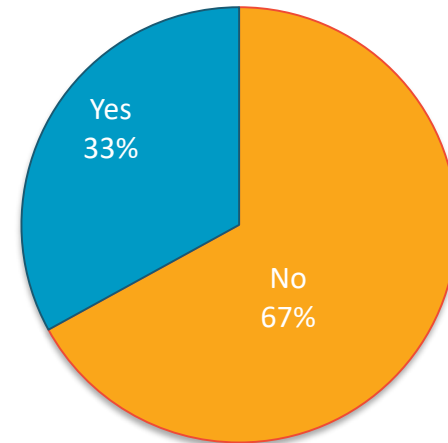
Source: Cejka Search and AMGA Physician Retention Survey 2012

2017 VALUE & COMPENSATION SURVEY
N=163

Have an Onboarding Program

NO 36%
YES 64%
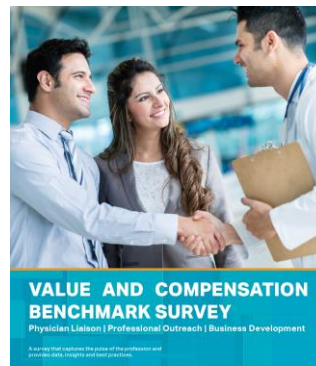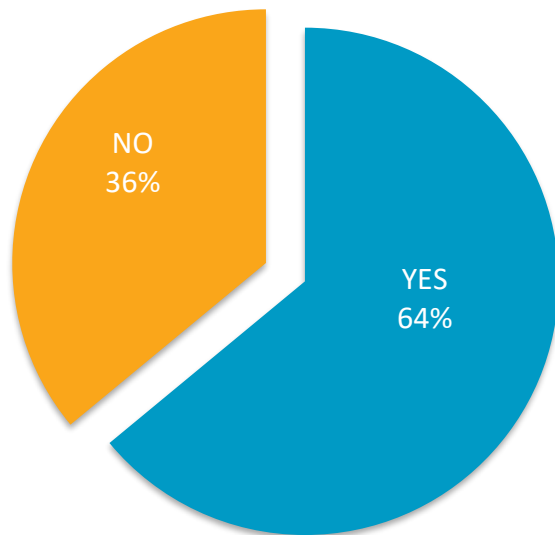
Onboarding Process Time

12 MO +	9%
6-12 MO	12%
3-6 MO	14%
UP TO 3 MO	31%
1 MONTH	14%
1 DAY/WEEK	20%

BEST PRACTICE

VALUE AND COMPENSATION BENCHMARK SURVEY
Physician Liaison | Professional Outreach | Business Development

TILLER✚HEWITT™
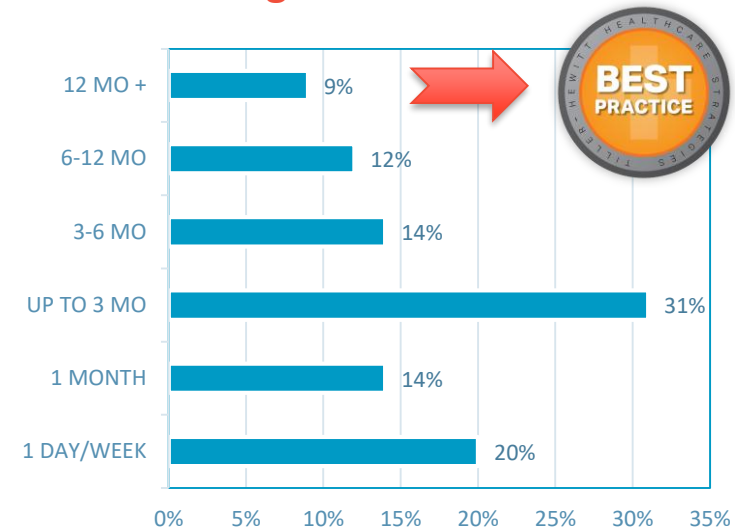
WHERE TO START

What's YOUR **Reality** & Baseline

- Cost to Recruit

- Vacancy Rate and Cost of Vacancy

- Ramp up to Break-Even and beyond

- Turn-over rate (compared to national / regional norms)

- Resources Dedicated to Retention / Navigation

- Focus on Community Assessment / Involvement

- Pulse of Recently Recruited Providers

- Pulse of Family

TILLER-HEWITT'S ONBOARDING 4 C'S

Collaboration

Coordination

Consistency

Communication

ASSEMBLE "THE DREAM TEAM"

- C-Suite
- Community Relations
- Credentialing
- IT
- Liaison
- Marketing
- Mentor Lead
- Practice Management
- Recruitment
- Service Line Leaders

MASTER CHECKLIST
COORDINATION & ACCOUNTABILITY

- Consolidate checklists from each team member
- Store on a shared drive

PRE-ARRIVAL PREPARATION

- Pre-arrival Survey
  - +120 days before start date
  - Establishes provider's expectations
    - Professional and personal
- Create Provider Roadmap
  - Ride-along "shotgun" schedule
  - Community engagements and events
  - Hospital 101

POST-ARRIVAL – COMMUNICATION & CONSISTENCY

Post-Arrival Surveys

- 90 days
- 6 months
- 1 year
- 18 months

Feedback Loop

- Course correction
- Continuous improvement

C-SUITE - STARTS AT THE TOP
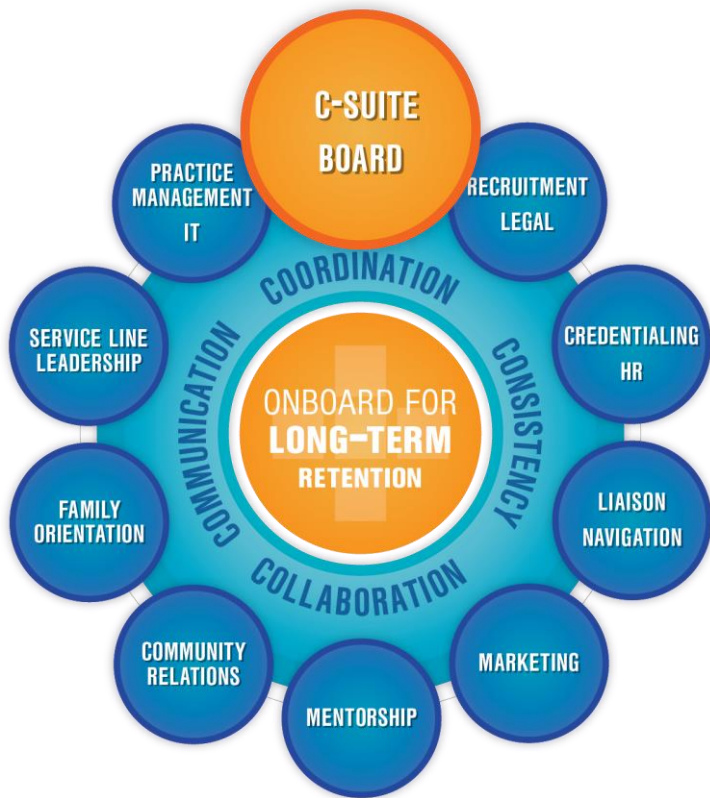
Visioneers

- ✓ Communicate Vision
- ✓ Foster Energy
- ✓ Approve Resources

RECRUITMENT

Thankfully…..

Onboarding function started by recruiters

- Keeper of needs assessment
- Resourceful
- Coordinate with key players
- Checklists for survival

CREDENTIALING

- Different at every organization

- Effects physician productivity

- Sets start date

** Starts provider frustration very early if not handled correctly

PHYSICIAN NAVIGATOR / LIAISON / INFORMATICS

- **Year 1: Navigator**
  - Call Frequency Increased
  - Physician & Family
- **Year 2+: Liaison**
  - Focus: Growth & Loyalty
  - Structured & Systematic
- **Data Driven (Referrals)**
- **Manage Hospital 101**
  - Private to Employed

MARKETING

- Establish Expectations
  - ✓ Personality
  - ✓ One size DOES NOT fit all
- Menu of collaterals
  - ✓ One size does not fit all
- Support liaison outreach
- Social Media

MENTORSHIP / MEDICAL STAFF

- Physician Leadership Driven
  - ✓ Create Plan/Schedule
- Identifies Mentors & Match
  - ✓ Establish Expectations
  - ✓ Accountability System
  - ✓ Define Roles & Responsibilities
  - ✓ Matching: Find What Works
- Mentor/Mentee Training/Orientation
  - ✓ Matching: Find What Works
  - ✓ Training Improves both sides!

FAMILY
The Checklist
Happy Spouse / Happy House

Involve / Interview Spouse

– Understand Needs/Interests

– Family Needs

– Religious/Cultural Needs

– Professional and Personal Needs

Assign Navigator - Who Fits!

– Create Spouse Roadmap

– Acclimate to Community
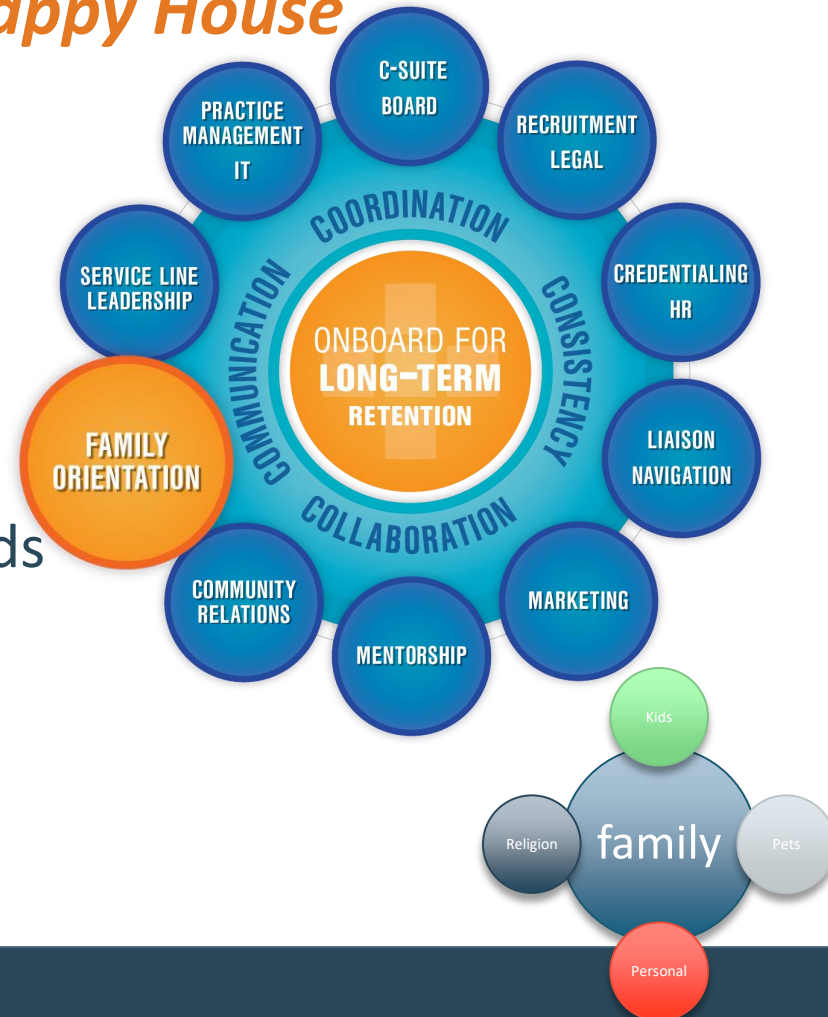
SERVICE LINE LEADERSHIP

- **Specialty: Appropriate Service Line**
  - ✓ Checklist
  - ✓ Frequent Pre/Post Communication/Collaboration
  - ✓ Department Orientation

PRACTICE MANAGEMENT

- Monster Checklist/Manual
- EMR
- Ongoing Communication
- Collaboration with Liaison
  - ✓ Monitor Referral Patterns
  - ✓ Satisfaction Feedback
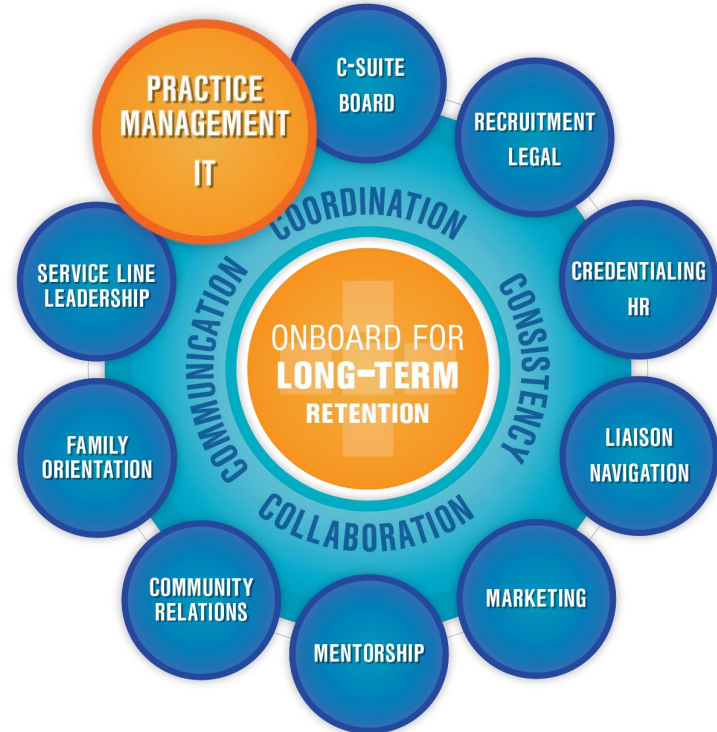
ONBOARDING & NAVIGATION PROGRAM

1. Determine Baseline Reality
   - ✓ Build the Case with Surveys and Data
2. Identify and Assemble Team
   - ✓ Strong Lead & Scribe
   - ✓ Establish Expectations
   - ✓ Assign Roles & Responsibilities
   - ✓ Create Accountability System
3. Conduct Lean Process
   - ✓ Rapid Improvement Events
   - ✓ Action Plan
4. Develop and Implement Master Checklist
5. Assess/Implement Mentorship Program
6. Continuous Onboarding & Navigation

ONBOARDING CASE STUDY

Challenge

- Difficult Subspecialty Searches
- Slow Ramp-up
- Retention Issues
- Lack of Internal Collaboration
  - Liaison / Practice Management

Solution

- Launched Formal Program
- Convened Team and Champion
- Conducted Lean – Rapid Improvement Event
- Included a Formalized Mentor Lead & Program

ONBOARDING CASE STUDY - RESULTS

Days to Full Payer Credentialing:
From 322 to 84
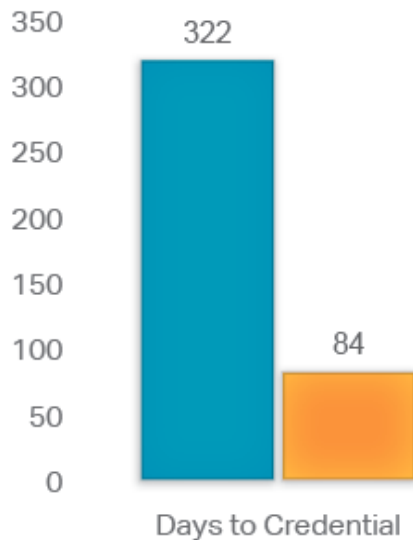
Months to Productivity:
From 14 to 5 months
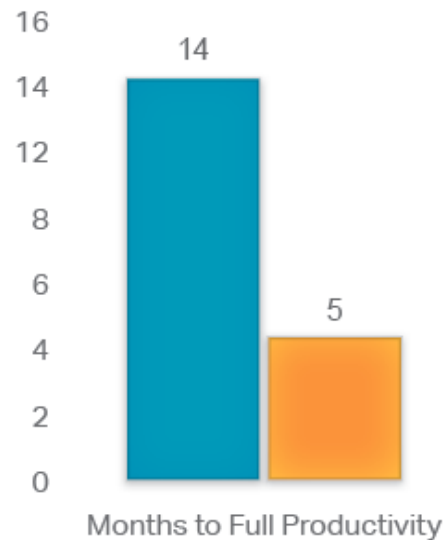
Turnover Rate:
From 11.6 to 2.7%
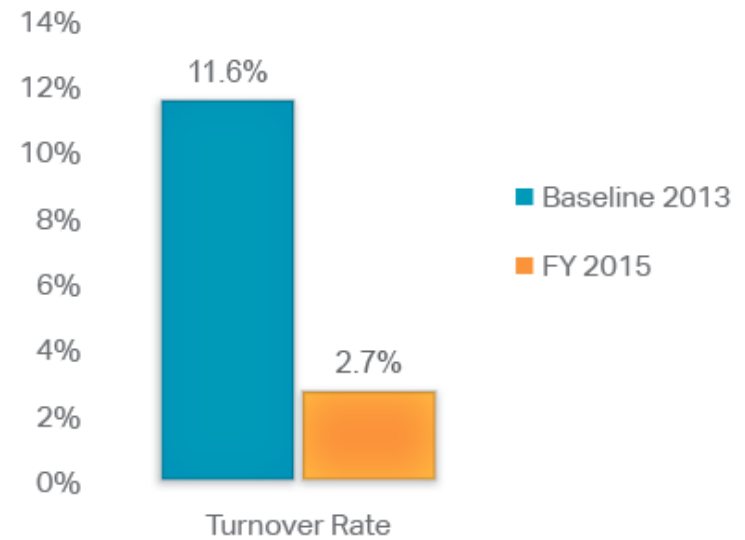
__Recruited Over 70 Physicians__

KEY TAKEAWAYS: *FIND* AND *KEEP* TOP PROVIDERS

Adopt modern recruiting technologies and techniques enhance targeting, and leverage social networking

Identify **candidates with community ties** – or create them

Tailor recruitment champions and interview team to **match candidate and spouse**

Establish **onboarding best practices**, including designated lead, **full-year** program with **mentorship**

Benchmark key performance indicators, set **goal metrics** and **seek feedback** for continuous improvement

CRITICAL SUCCESS FACTORS: RECRUITMENT *AND* RETENTION
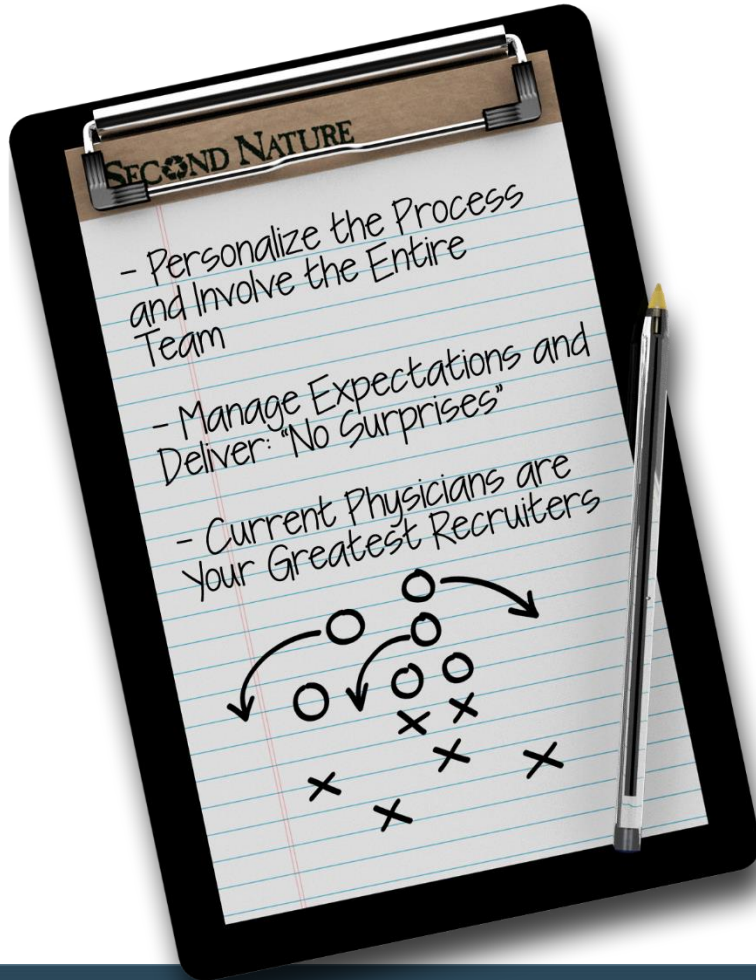
- Involve the key players from entire team

- "Personalize" the process for your organization, the physician and family

- Manage expectations: keep promises and deliver "no surprises"

- Remember to survey and adjust the process for continuous improvement

- Your current physicians are your GREATEST recruitment and retention resources

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](#)
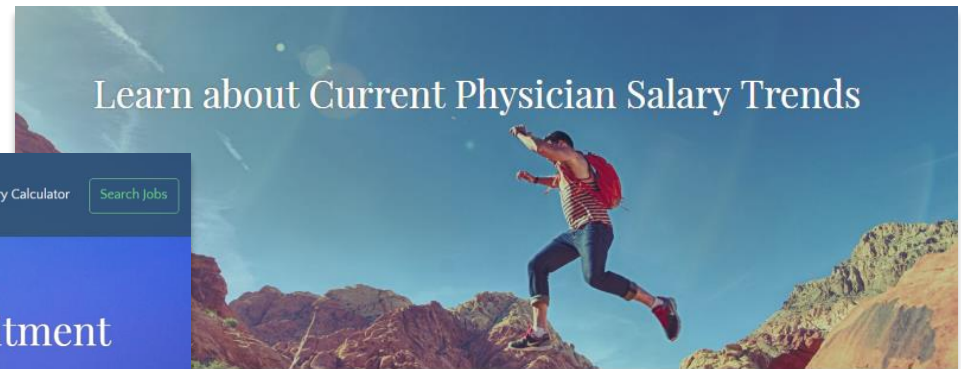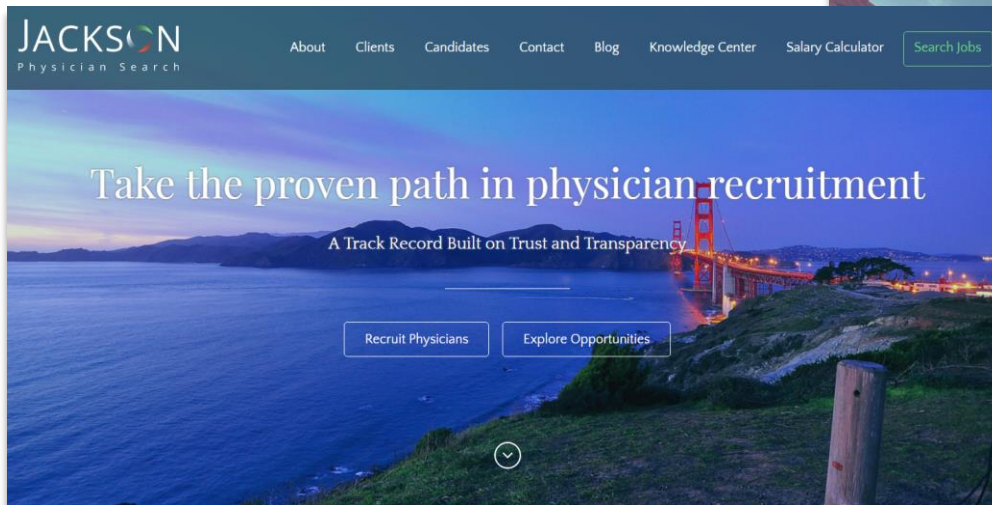
Find these and more at:
www.jacksonphysiciansearch.com

RESOURCES

Find these and more at:
www.tillerhewitt.com